

# Challenging Norms to Improve Patient Experience: Successful Story of Implementing Single Visit Consult and Procedure for Fine Needle Aspiration Cytology (FNAC) of Thyroid Nodules

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Goh Xiao Qing, Amanda Low Si Min (Outpatient Clinic Operations) A/Prof Farah Gillan Irani (Department of Radiology) Dr Charn Tze Choong (Department of Otorhinolaryngology-H&N Surgery) Lee Wan Pin, Jane Pang Xiu Wen, Jodine Chua Wang Lin (Pre-Operative & Admitting Services)

# Introduction

Patients requiring Fine Needle Aspiration Cytology (FNAC) of their thyroid nodules by Interventional Radiology (IR) will need to make a total of three visits to the hospital:

- 1) Initial doctor consult visit with primary physician (ENT, Head and Neck Surgery or Endocrinology)
- 2) Second visit with IR physician, for doctor consultation and listing of FNAC procedure into SCM
- 3) Third visit to undergo the FNAC day surgical procedure at Surgery on 2 (So2)

This has led to multiple patient complaints and negative patient experience due to the misaligned expectations. Patients were expecting to undergo the FNAC procedure in their next visit back at the hospital, instead of seeing another specialist for a consult and listing of procedure.

## **Project Aims**



#### Improve Overall Patient's Experience

Minimize an additional trip back to the hospital



# Optimize Resources and Improve Staff Well-being

- Allow physicians to dedicate their time more efficiently
- Reduce management of negative patient feedbacks

#### Methodology

#### [1] Mapping of **Current Patient Journey**

- Current end-to-end patient **journey** was mapped out through various stakeholder engagements
- Identification of gaps for improvement opportunities -Procedure currently listed by IR > physicians and consultation held on a different day from procedure

#### [2] Identifying Quick Wins to Target Key Issue(s)

- Enable Primary physicians (e.g. ENT, Head and Neck) to raise the **Electronic Admission Form (EAF)** for FNAC day surgical procedure, instead of limiting to only IR physicians
- IR doctor consult will be held in any available room at So2 on the same day of FNAC day surgical procedure

## [3] Stakeholder Engagement to Achieve Buy-Ins

- **Engagements were conducted** with all stakeholders, including both POAS colleagues and clinical leads from ENT / Head & Neck
- Cheat sheet for Primary physicians developed to guide physicians on the correct selections in SCM for raising the EAF. Document is available in their respective consult rooms.

# [4] Staff Briefing

Sengkang

General Hospital

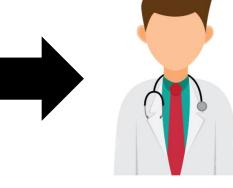
- Sharing of this new initiative was done at ENT / Head and **Neck department meeting**
- > Ground Ops staff from both SOC and POAS were also briefed on this new workflow

Target Implementation Date: 3 May 2023

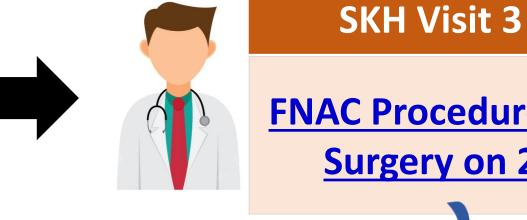
#### Patient Journey before 3 May 2023:



**SKH Visit 1 ENT Consult @ Medical Centre** 



**SKH Visit 2** IR Consult @ **Medical Centre** Level 4



**FNAC Procedure @ Surgery on 2** 

# Level 4

#### Patient Journey w.e.f 3 May 2023:



**SKH Visit 1 ENT Consult @ Medical Centre** Level 4



SKH Visit 2 IR Consult + FNAC **Procedure** @ Surgery on 2



# Cheat sheet displayed in consult room Admit Specialty R Thyroid FNA, Stop xxx antiplatelets and xxx anticoag structions to ensure that listing staff will call

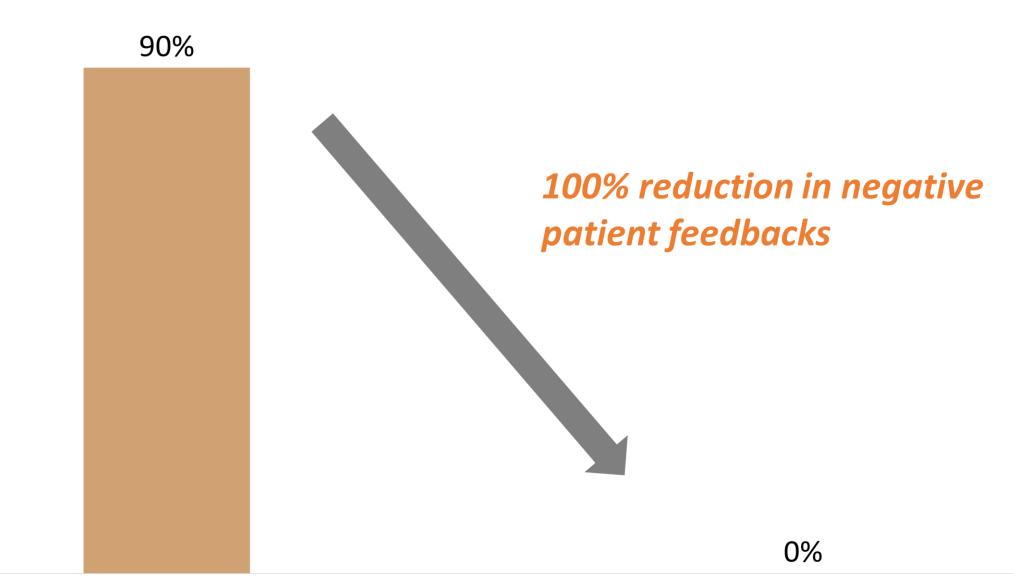
#### **Results Achieved**

- > The team has successfully managed to combine the IR consult and FNAC procedure to be done on the same day at SO2, thereby maximising resources and manpower required.
- > Number of trips that patient needs to make it back to the hospital has been reduced and patient's experience was improved.
- > Since implementing on 3 May 2023, the number of negative patient feedback have drastically reduced from 90% to 0% occurrence.
- Doctor and Ops Staff well-being have also improved significantly as a result, without having to manage these feedbacks on top of their daily work.

#### **Conclusion & Future Works**

Since this successful implementation, the team has also gone forward to scale this workflow to other procedure cases (i.e. PICC / Hickman Line Insertion procedures) performed by IR doctors with Infectious Diseases physicians as the primary referring doctor.

#### **Negative Patient Feedback Occurrence Pre- and Post-Implementation** of Initiative to Streamline Patient Journey



**Pre-implementation** (before 3 May 2023) 1 Year Post-implementation (May 2024)