

ONBOARD

Incredible Care

Improvement Sprint

Follow EMD on their journey of delivering Incredible Care to patients



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Project R.A.C.E²

To improve patient experience, the multidisciplinary teams from the Adult & Children's Emergency Department (EMD) participated in an Improvement Sprint last August, facilitated by QI.

Titled "Project R.A.C.E²: Reduce 'Arrival to Consult' (time) & Raise Experience @ Adult & Children Emergency", the workshop was conducted in three stages: pre-sprint, sprint, and post-sprint.

“

The workshop made me **see gaps** in how we have been doing things without even realising it. We managed to map out the whole patient journey and **devised a shorter one** by eliminating unnecessary processes. We listened to each other's point of view with open minds, discussed our challenges, and came to a decision as a team.

Thila
Assistant Nurse Clinician

“

The sprint workshop provided everyone in the team a **safe environment** to **share their ideas without fear** of being judged. The sharing session with the multidisciplinary team was insightful as it allowed us to **see perspectives** from members of different job groups.

Syahira
Service Team Leader

Talk of the town

Pre-sprint stage

Problem scoping, data collection

During this stage, the team identified the long 'arrival-to-consult' wait time for P2 patients which did not meet MOH's target. P2 patients are those whose conditions are urgent and require early intervention, such as breathlessness or head injuries with bleeding.

Sprint stage

Brainstorming, rapid experiment

This stage is when the team further deep dived into the problem. A long wait time for P2 patients could potentially delay urgent treatment, hence the need for intervention. Based on data analysis, 80% of P2 patients arrive as 'walk-in', so the team decided to focus on expediting these P2 walk-in patients' access to triage and care.

With the problems identified, they brainstormed different ideas to address root causes and break paradigms. They tested, further refined and improved the ideas throughout the workshop. At the end of the 4.5 day workshop, they were ready to pilot their ideas.

Post-sprint stage

Review and sustain result

The team continues to review progress and measure outcomes of the ideas implemented.

Adult Emergency

Before



Upon arrival, patients are required to undergo three essential steps: screening, registration, and triage.



Triage nurses sometimes leave their stations to transfer critical patients to clinical areas. This leads to longer wait time for other patients.



The zone IC may be occupied and unable to attend to incoming patients immediately. This causes a delay in the return of the triage nurse to their station.

After



During peak timings, a Quick Assessment (QA) nurse is assigned at the walk-in entrance to rapidly identify & triage P2 patients to the designated zones.



QA nurse wheels patients to a dedicated wheelchair bay where a Service Associate does express registration.



Once registered, a porter wheels patients to the designated area, allowing triage nurses to remain at their stations. This helps minimise wait times for other patients, as nurses spend less time in the transfer of patients.

*Peak timings are determined based on past data.

Children's Emergency

Before



Upon arrival, patients are required to undergo three essential steps: screening, registration, and triage.



The registration counters in the Emergency are meant to serve both adults and children, leading to both categories of patients waiting in the same queue.



In the waiting area, parents need to wait for their child to be triaged, occasionally for extended periods. This prolonged waiting time can cause discomfort and anxiety for both sick children and their caregivers.



Sometimes, triage nurses get interrupted by other caregivers with enquiries, prolonging the triage.

After



Upon arrival at the Children's Emergency, patients undergo screening and parents/caregivers are promptly given a Q number.



Wayfinding visual cues and wall signages direct parents/caregivers to the Children's Emergency waiting area.



Patients can be seated while waiting comfortably for their Q number to be called at the newly introduced combined registration and triage counter.



Patients and accompanying parents/caregivers are served by a nurse and service associate team, working together to complete registration and triage at a single service stop.



Patients feel more assured waiting for their turn to see a doctor after having been seen by a nurse.

Did you *know*?

Other than improving processes in the EMD (as highlighted in the comic), the team also worked on improving service and perceptions of patients.

Common feedback received from patients include:

"The waiting time for the doctor inside the emergency ward could be shorter."



"I was unsure where to go next after seeing the nurse."

These concerns happened at different stages of the service transaction, from screening & registration to triage, consultation and subspecialty referral/pharmacy. Therefore, there was a need to alleviate this discomfort through basic non-clinical care as well as early commencement of definitive care to create an improved patient experience.

Initiatives by EMD

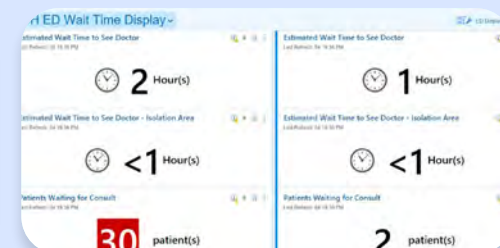
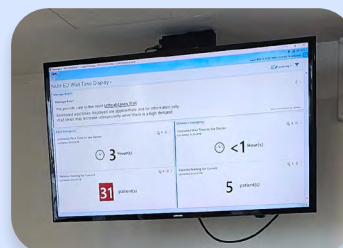
During CONSULTATION

INFORM YOUR DOCTOR IF YOU...

1. Feel any pain or discomfort
2. Have any other signs or symptoms?
3. Have any drug allergies?
4. Have any other pre-existing medical conditions?
5. Have injured yourself. If so, how did it happen?
6. When was your last meal?

YOUR WELL BEING MATTERS TO US

Thank you so much



- 2 **Wait Time Dashboards** displayed at the entrance to provide patients with accurate wait time information



- 3 Patients who require admission, and are staying overnight at the EMD, are provided with **hospital pyjamas** instead of patient gowns for improved comfort.

Did you *know*?



- 4 Introduction of **Service Ambassadors** to provide care and support for patients & their families and facilitate a positive EMD experience



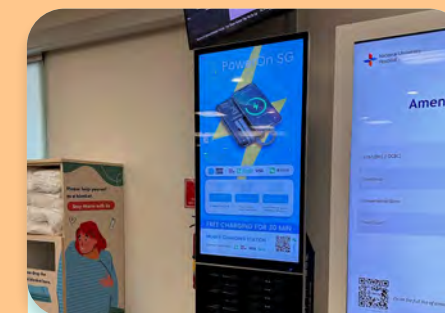
- 5 **Relocation of amenities** and marking them with **vibrant stickers** to help patients locate them effortlessly



- 6 Creation of a **patient-centric webpage** to shorten the time taken for patients to retrieve important information



- 7 **Visual Redesign of EMD Wall Murals** to enhance wayfinding



- 8 **Power Bank Kiosk** for patients and their families to charge their mobile devices



During the pilot from April to December, the Adult Emergency's electronic Patient Experience Survey (ePES) score improved from 70.0% in March 2023 to 88.1% in December 2023.

The ePES score for Children's Emergency showed a consistent upward trend for 3 months, achieving a record high of 92.2% in December 2023.

QI facilitated this improvement sprint for both Adult and Children's Emergency to streamline the arrival-to-triage patient journey and remove waste in the process, resulting in significant improvement in the arrival-to-consult time, meeting MOH's benchmark.

If you would like to join a workshop or learn more, please contact qi@nuhs.edu.sg

Get your *game* on!

Answer the questions below to test how well you have read this newsletter, and stand a chance to win a **\$20 NTUC Voucher!**



Scan here!
or visit <https://for.sg/gygo4>

How to participate

Scan the QR code, submit your answers online, and you could be one of the lucky winners!

Contest closes on 30 April 2024.

Winners will be notified by email (or phone for those without corporate email address). Good luck and have fun!

Questions

Hint: All the answers can be found in this issue of 'Onboard Incredible Care'.

1 Which of the following improvements is NOT done by the Emergency Department?

(Hint: Check out "Talk of the Town" and "Did You Know?")

- a. Introduction of Service Ambassadors
- b. Teach patients how to use the NUHS App while waiting
- c. Redesign of wall murals for wayfinding

2 To A/Prof Daniel Goh, which of his items represents social wellbeing?

(Hint: Watch "The Incredible Care Factor" video)

- a. Head Massager
- b. Collage from Patient
- c. Personalised Mug
- d. Lung-Shaped Pillow

3 Please fill in the blank.
To resolve conflicts at work, we have to practice ____ (2 words) ____ to ensure both sides feel heard and are on the same page.

(Hint: Read "Snack on This")



Answers from the previous issue

1. Which of the following activity is not part of the Wait Time Management Programme?

Answer:
c. Watching educational videos on Youtube

2. Amongst the items that A/Prof Victor Koh shared, which item represents perseverance?

Answer:
d. Crocs shoes

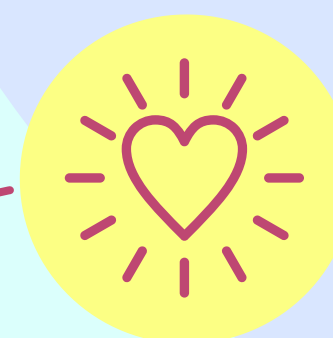
3. To understand what is important to patients and caregivers, we should constantly review the department's ____ scores and verbatim.

Answer:
ePES

The *Incredible Care* factor

Ensuring one's wellbeing is not only important for your personal health and happiness, but also essential for providing Incredible Care to your patients and the people around you. Self-care is not selfish; it is not me-first, but me-too.

By taking care of yourself, you can ensure that you have the energy, focus, and resilience to provide the best possible care to those who depend on you.



Associate Professor Daniel Goh Yam Thiam

Associate Professor Daniel Goh Yam Thiam is the new Chief Wellbeing Officer at NUHS, and a Senior Consultant in the Division of Paediatric Pulmonary Medicine and Sleep at KTP-NUCMI. He is no stranger to driving culture and wellbeing initiatives having played a pivotal role in the development and articulation of the NUHS WE CARE framework since 2019.

A/Prof Goh was awarded the National Outstanding Clinician Mentor Award at the National Medical Excellence Awards 2022 and was conferred the Public Administration Medal (Bronze) (COVID-19) for his contributions in the fight against COVID-19.



Discover how he keeps up with the 4 domains of wellbeing and find your inspiration to start your own self-care journey.

Scan the QR code to watch the video.

Snack on this!

Conflicts and disagreements are inevitable especially when people of different backgrounds and personalities come together at work. With that said, ignoring the conflict does not make it go away. Managing conflict is the only way to resolve these issues.

Effective conflict management does not just reduce continued conflict, negative feelings and tension among team members but also leads to better business decisions, increases productivity and fosters a creative innovative environment that can drive an organisation.



Tip #1

Address the conflict

Do not run away from conflict, it might seem tempting but ignoring the issue is almost never the right solution. It can actually worsen the situation. So address the issue directly to start the path to resolution.

Source: <https://online.champlain.edu/blog/top-conflict-resolution-strategies>

Tip #2

Set expectations

Managing expectations of what you expect from each other can facilitate better communication. Clearly defining these expectations can make people feel more comfortable, helping to reduce tension and resolve conflict.

Source: <https://www.businessnewsdaily.com/8766-resolving-workplace-conflicts.html>



Tip #3

Show empathy

Try to understand where your colleagues are coming from. Putting yourself in their shoes for a little bit might give you a better understanding of their stances.

Source: <https://www.ccl.org/articles/leading-effectively-articles/calm-conflict-in-the-workplace/>



Tip #6

Check your Mindset

When we have an inward mindset, we tend to view others as objects, obstacles or irrelevancies. This prevents us from seeing the reality of the situation and acknowledging our own contribution to the conflict. It can lead to a harmful cycle of negative behaviours. The key to resolving this is to “turn our chair” and change our perspective.

– A/Prof Daniel Goh

To learn more about how our Mindset drives behaviour and the WE CARE programme, speak with your RO or connect with HR.

Tip #4

Listen to each other

Giving each other the chance to talk about their perspective without judgment can be helpful. Do not interrupt each other. Instead of listening to respond, listen to understand. Active listening ensures both sides feel heard and are on the same page.

Source: <https://www.indeed.com/hire/c/info/conflict-management-three-examples-for-the-workplace>



Tip #5

Identify lessons learned

Acknowledge where mistakes were made and discuss amicably how each side could have communicated better or addressed issues better. Work with your colleagues to understand and learn to avoid similar situations in the future.

Source: <https://www.betterup.com/blog/how-to-handle-conflicts-in-the-office>



Feedback on *Onboard Incredible Care*? Or want to share more stories of Incredible Care with us? We would love to hear from you! Email us at NUH_IncredibleCare@nuhs.edu.sg

Brought to you by Project Office (Incredible Care)



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It starts with me