Project Title

Reducing Time Taken for Voluntary Nursing Home Applications in JCH

Project Lead and Members

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Organisation(s) Involved

Jurong Community Hospital

Healthcare Family Group Involved in this Project

Medical, Allied Health

Applicable Specialty or Discipline

Medical Social Work

Project Period

Start date: March 2021

Completed date: January 2022

Aims

We aim to increase the percentage of VNH applications which are placed on the waitlist within 10 working days from initiation to 70% by Jan 2022.

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Lessons Learnt

Multi-stakeholder partnership is essential in ensuring sustained success in resolving issues. Besides engaging the HODs to gain their buy in, there is also a need to identify "champions of change" in the key stakeholder groups so that they can help to drive the change on the ground.

Conclusion

See poster appended/ below

Project Category

Care & Process Redesign

Productivity, Cost saving

Keywords

Voluntary Nursing Home Application, Waiting List

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REDUCING TIME TAKEN FOR VOLUNTARY NURSING HOME APPLICATIONS IN JCH

MEMBERS: SHERMAINE TAN, DR CHUA CHI SIONG, KOH LI LIAN, DR ELAINE JUMALON, FRECKLETON MEGAN, GLADYS CHIA, KUMARAN SINNIAH, KWAN JIA LIN, PERSIS JENSI, ALTON LOO, CHERYL TAN, TAN YUEN MING.

☐ SAFETY
✓ QUALITY
✓ PATIENT EXPERIENCE
✓ PRODUCTIVITY
✓ COST

Define Problem, Set Aim

Problem/Opportunity for Improvement
Between Mar 2021 – Jun 2021, only 35% of Voluntary Nursing Home (VNH) applications initiated in Jurong Community Hospital (JCH) were placed on VNH waitlist within 10 working days. This inevitably resulted in a longer length of stay (LOS) for patients.
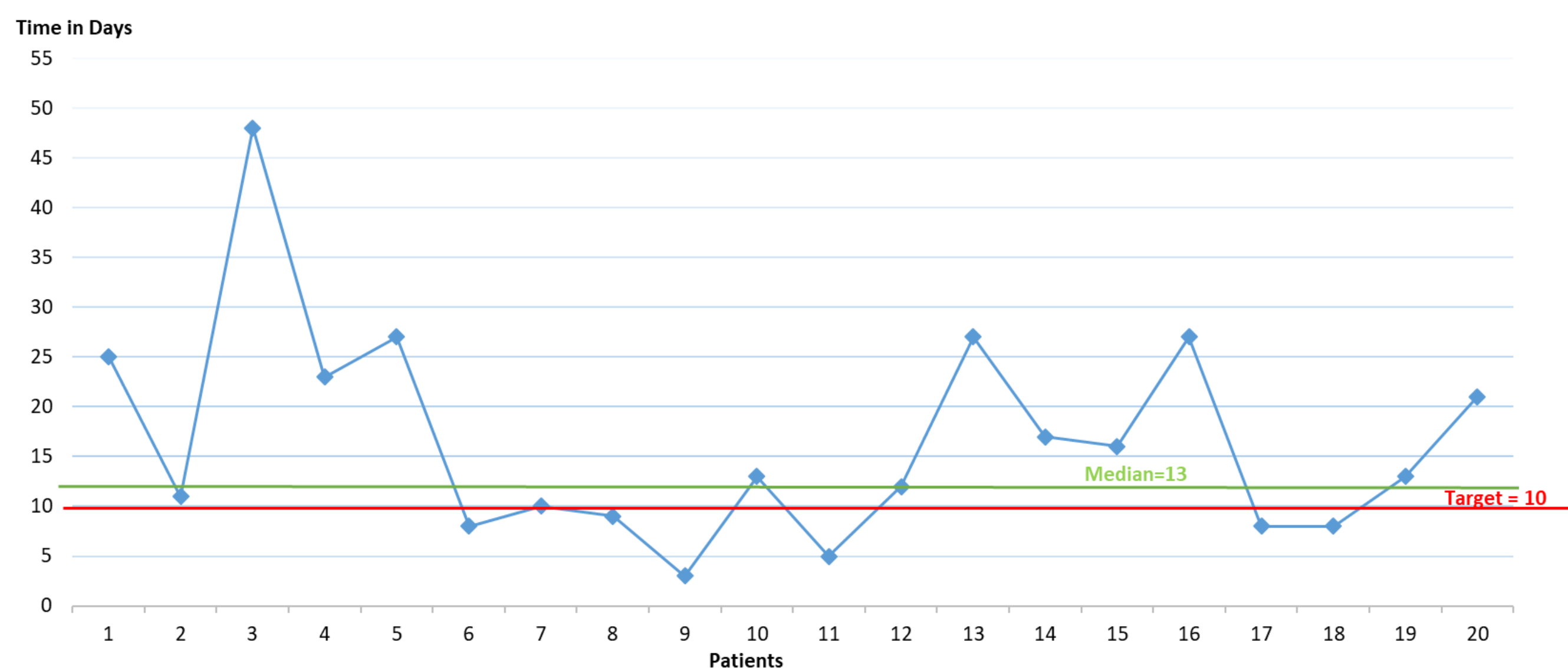
Aim
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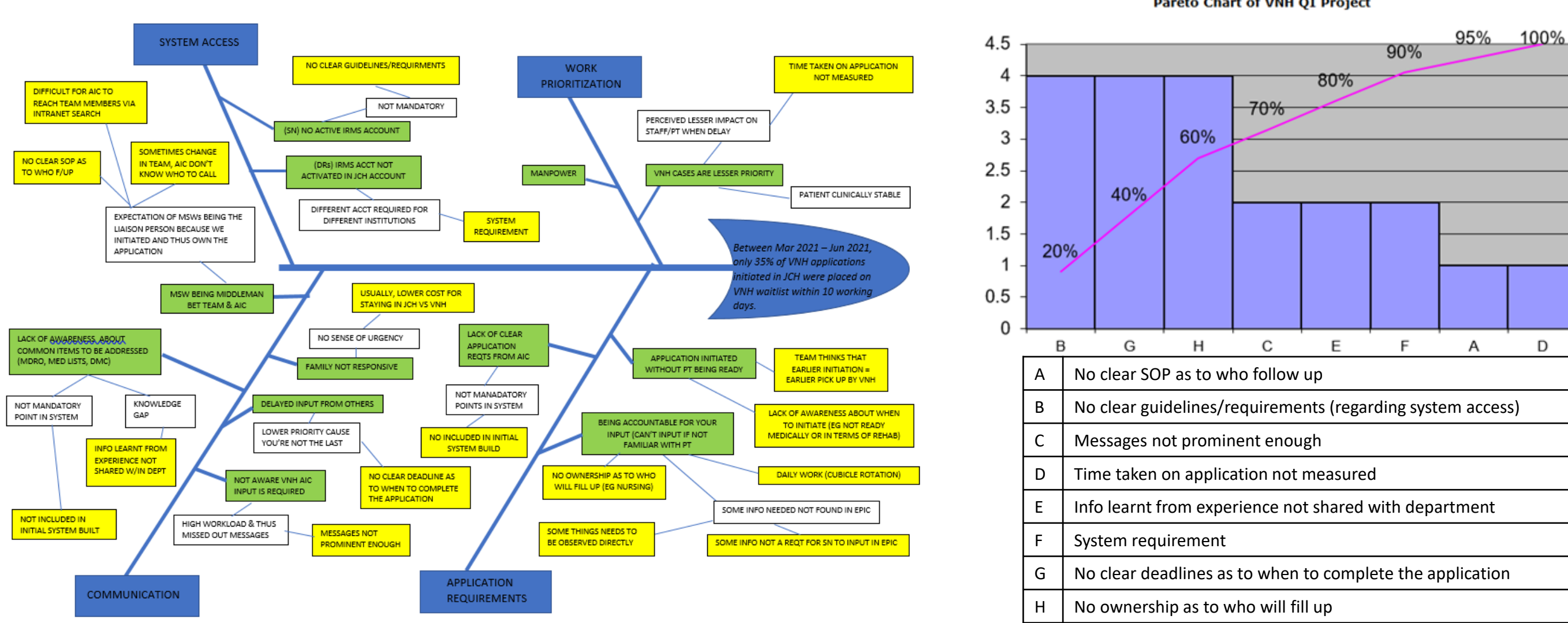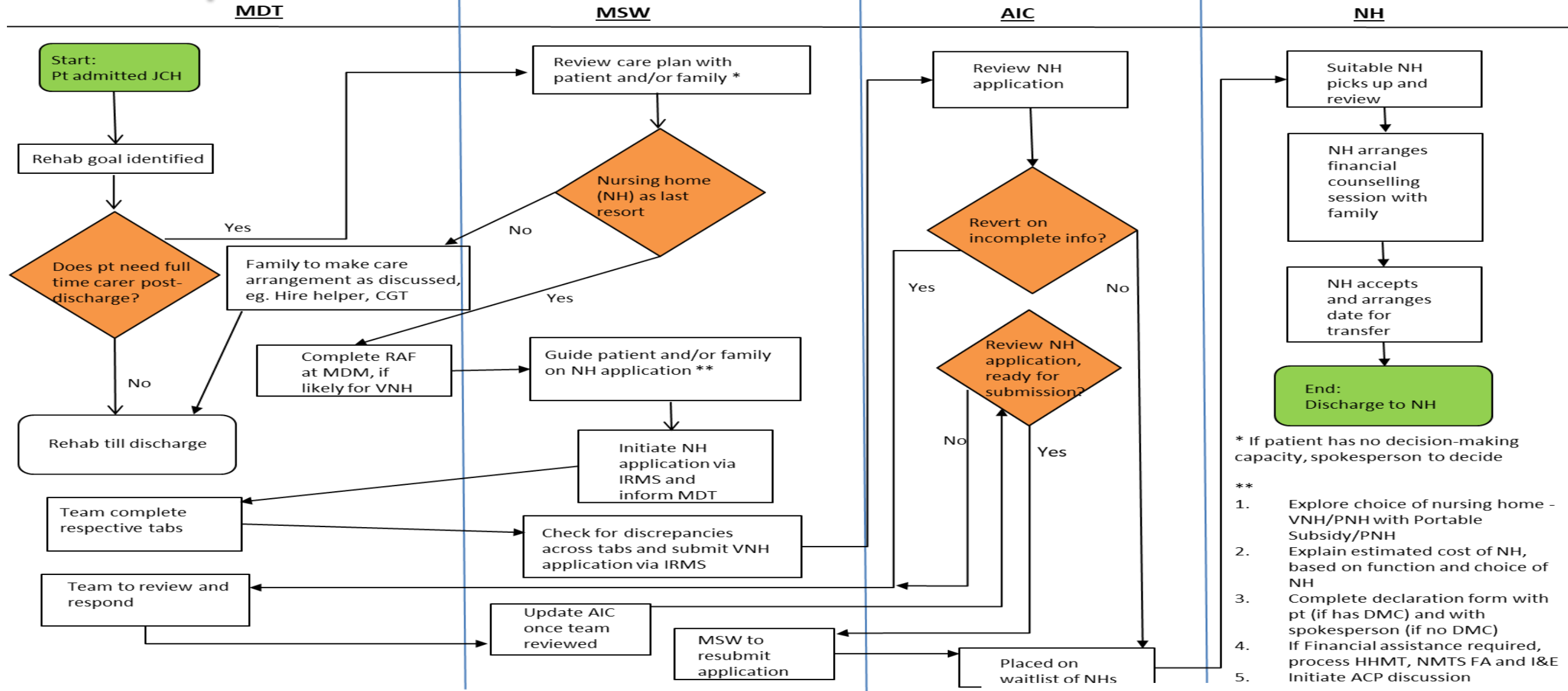
Establish Measures

Type of Measure	Measure	Baseline Data (before intervention)
Outcome	Time taken from initiation of VNH application to VNH application being placed on wait list	Median = 13 days
Process	Time taken to submit VNH application	Median = 6 days
Process	Time taken for Agency for Integrated Care (AIC) to review the application and either revert or place on waitlist	Median = 1 day
Process	Time taken to respond to AIC's revert	Median = 3 days
Process	The percentage of (eligible) nurses who have active Integrated Referral Management System (IRMS) accounts	30 % has active accounts

Number of working days from initiation of VNH applications to placement on waitlist
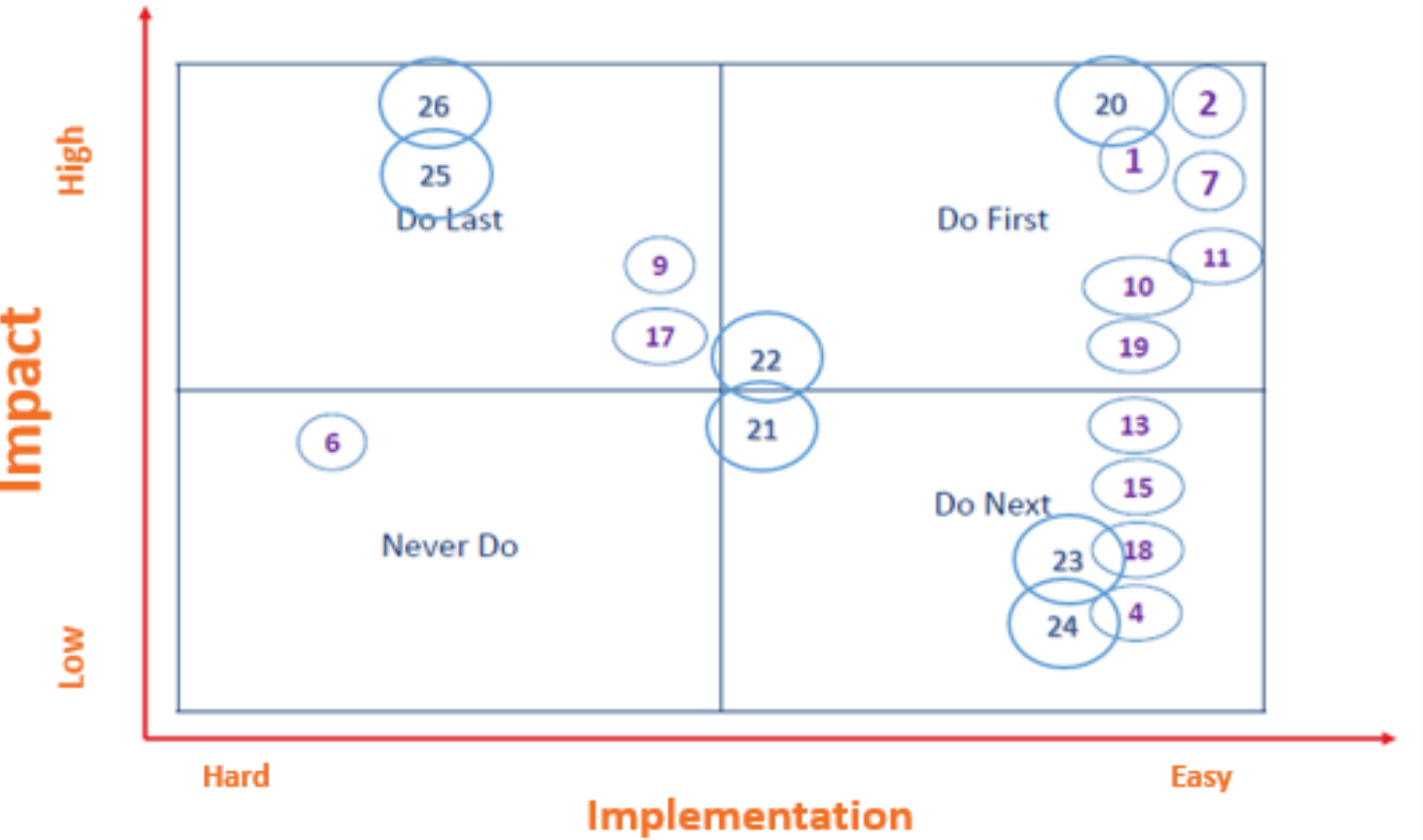

Analyse Problem

Process Map before Intervention

Pareto Chart of VNH QI Project

A	No clear SOP as to who follow up
B	No clear guidelines/requirements (regarding system access)
C	Messages not prominent enough
D	Time taken on application not measured
E	Info learnt from experience not shared with department
F	System requirement
G	No clear deadlines as to when to complete the application
H	No ownership as to who will fill up

Select Changes

Based on the root causes identified, the team brainstormed about potential solutions, ranked them using the Impact vs Implementation matrix, and selected the following to focus on:

Root Cause		Solutions
(G) No clear deadlines as to when to complete the application	1	To have a fixed deadline which is shared with all staff
	2	To input in red onto the top of Multi-Disciplinary Meeting (MDM) notes about deadline, and to update who have completed.
	7	Heads of Departments (HODs) of the multi-disciplinary team (MDT) members to brief their departments on the deadline.
(H) No ownership as to who will fill up.	10	When the VNH application is initiated, the staff on duty will be identified (in MDM note) as the person in charge of their respective portions. In the event of any manpower movement, the staff in charge will handover to his/her colleague.
C) Message (on Epic) is not prominent enough	11	To message ward group on TigerConnect during office hours to inform staff about the initiation of the VNH application so that they can take note to fill up.
(B) No clear guidelines and requirements (regarding system access)	22	To bulk re-create IRMS accounts for existing Staff Nurse/account-holders.

Test & Implement Changes

CYCLE	PLAN	DO	STUDY	ACT
1	Establish clear deadlines for the VNH application process to guide each Multi-Disciplinary Team (MDT) member of the various wards when they are completing the VNH applications.	HODs briefed their teams about the deadlines for VNH applications. After the VNH applications are initiated, Medical Social Workers (MSW) updated in EPIC notes and MDM notes, as well as messaged the ward on TigerConnect during office hours to inform about the initiation as well as the deadline for completion. Observation: Most team members did not make use of the MDM smart-text reminder.	Having the HODs share about the deadlines with staff was helpful as it demonstrated their support for the deadlines and thus encourages adherence. Result was still positive even when team members did not use the MDM smart-text reminder.	Adopt. To continue to focus on having well-established deadlines as well as having MSW update in EPIC notes and message the ward on TigerConnect about VNH initiation. To work towards having the VNH process and deadlines integrated into the JCH work instructions and to seek approval of the various HODs.
2	To improve system access for all staff nurses by ensuring that every eligible staff nurse has an active IRMS account.	Besides ensuring that all eligible staff nurses created an IRMS account, the nursing HOD also worked with AIC on having a one-time bulk reactivation of IRMS accounts for staff nurses who have had their accounts locked out due to inactivity.	All staff nurses who were eligible for an IRMS account had an active account as of 16 Sep 2021. Although staff received email reminders to log in before the IRMS accounts expire, not all staff nurses check their emails regularly and thus missed out on the alerts.	Adopt. Every 1st of the month, the Nursing HOD will send reminders to nurses to ensure that they log into their IRMS accounts to prevent being locked out. Staff nurses will ensure their IRMS accounts remain active. If their accounts are deactivated, they will contact AIC to reactivate their

Number of working days from initiation of VNH applications to placement on waitlist
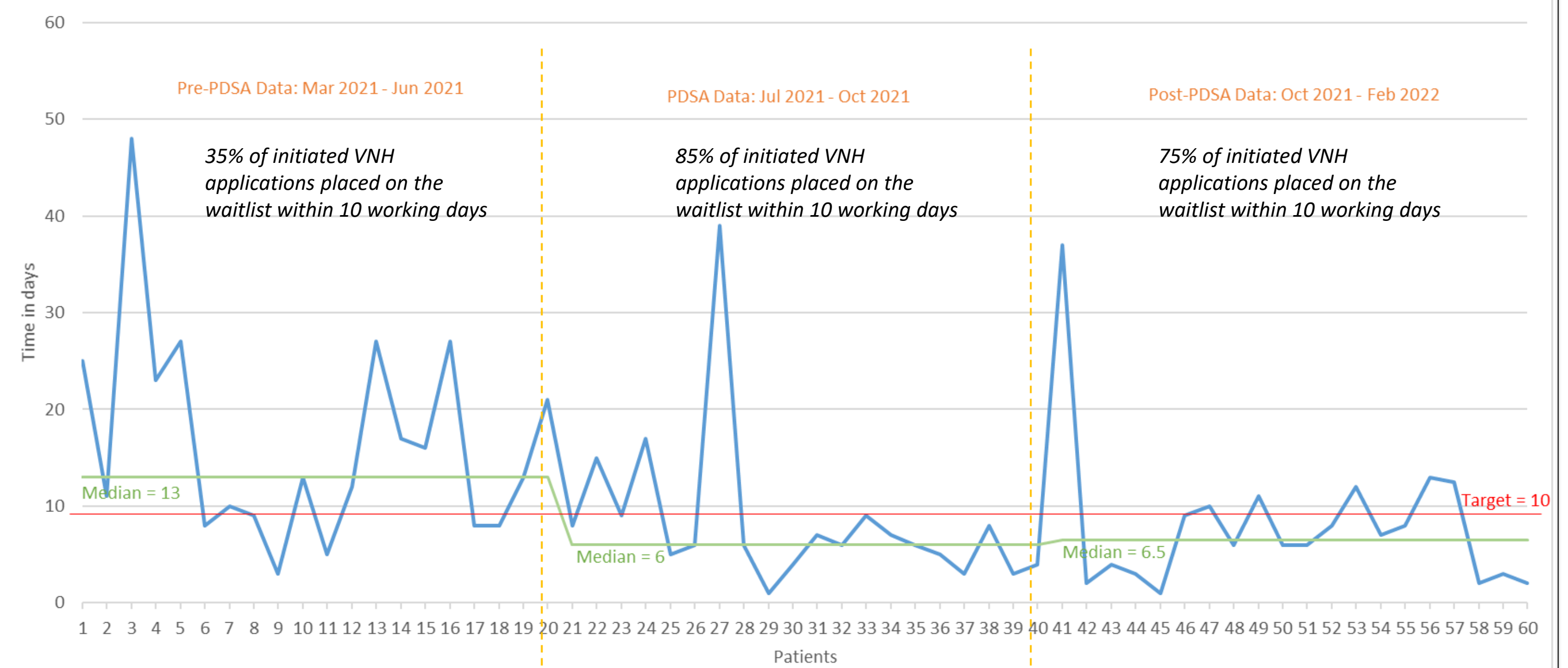
Spread Changes, Learning Points

Strategies to spread change after implementation:
- To incorporate the revised VNH process and deadlines into hospital and department-level work instructions to ensure all staff (new and existing) are familiar with and comply with the changes.
- To get the agreement of the HODs from the Post-Acute and Continuing Care, Occupational Therapy, Physiotherapy, Nursing and Medical Social Services regarding the above, and for each HODs to come up with work instructions for their own departments in order to ensure that the VNH process and deadlines are followed.
- To work with AIC to incorporate the VNH revised process and deadlines into AIC's work instructions.
- MSWs shall take lead in their respective wards to ensure that the MDT follows the revised workflow and abides by the deadlines.

Key learnings from this project:
Multi-stakeholder partnership is essential in ensuring sustained success in resolving issues. Besides engaging the HODs to gain their buy-in, there is also a need to identify "champions of change" in the key stakeholder groups so that they can help to drive the change on the ground.

Ng Teng Fong General Hospital

Jurong Community Hospital