

Project Title

REDUCE, REVIEW and REVAMP the Bill Cancellation Workflow in Specialist Outpatient Clinics (SOCs)

Project Lead and Members

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Organisation(s) Involved

Singapore General Hospital

Healthcare Family Group Involved in this Project

Healthcare Administration

Specialty or Discipline (if applicable)

Finance, Operations

Aims

- To reduce bill cancellations that leads to reworks
- To improve our staff's satisfaction and efficiency – setting aside time for more value-added work such as focusing on process improvements.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Conclusion

See poster appended / below

Additional Information

Singapore Healthcare Management (SHM) Conference 2021 – Shortlisted Project
(Finance Category)

Project Category

Care & Process Redesign, Quality Improvement, Workflow Redesign, Technology,
Digital Health

Keywords

Billing Management, Interactive Dashboard, Tableau

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INTRODUCTION

SGH has one of the highest bill cancellations and it is also been an audit concern. Hence, MOHH Group Internal Audit Division (GIA) was engaged to perform billing analytics and monitoring the high volume of bill cancellation on a continuous basis.

METHODOLOGY

Engaging the stakeholders to understand the existing bill cancellation process, and the role of the staff performing this scope of work. Root-cause analysis was carried out to identify the areas for intervention and review. Stakeholders were updated and implementation action plans were endorsed by HODs. Close follow up and monthly monitoring system was established to track the progress and update to HODs at monthly meeting. Audits are performed and reported to all stakeholders for prompt review.

OBJECTIVES

- To reduce bill cancellations that leads to reworks;
- To improve our staff's satisfaction and efficiency – setting aside time for more value-added work such as focusing on process improvements.

Group Internal Audit Division
 Continuous Monitoring of Bill Cancellation

Executive Summary

BACKGROUND

SGH engaged GIA to perform billing analytics and monitor the high volume of bill cancellation on a Continuous Basis, aiming to reduce bill cancellations.

PROJECT PLAN

Divided into 2 phases - Phase 1 focuses on **Outpatient**.

- Eg. Visit Deletions & Bill Cancellations, including Consultation Visit, Lab Test, Drug Test, Imaging etc.

> 6 million transactions from Apr-Dec 19

Phase 1 - Outpatient

Phase 2 - Inpatient

Possible reasons for bill cancellations:

Change in Mode of Payment

- Change to Medifund Billing
- Change to 3rd Party payer

Add / Remove Service(s)

- Interfaced from Pharmacy Maxcare to OAS
- Data Entry Error

All billing adjustments in OAS require the cancellation of the bill before any rectification can be done.

Cancellation Codes:

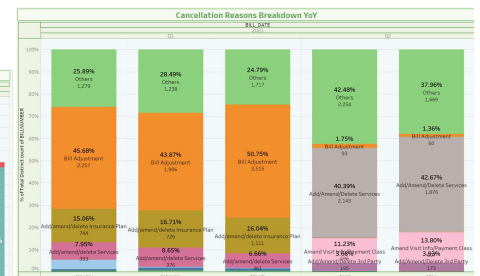
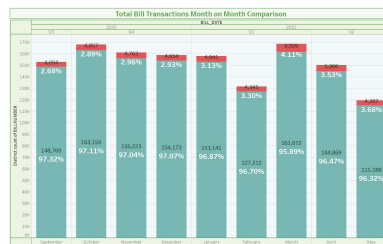
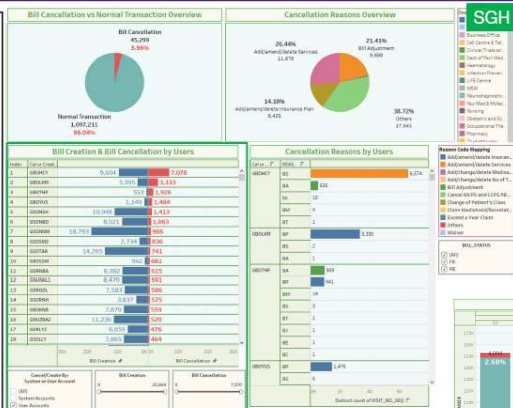
- Add/amend/delete Insurance Plan
- Add/amend/delete Services
- Add/change/delete Medisave nominees
- Add/change/delete No of Treatment
- Bill Adjustment
- Cancel MCPS and CCPS PB to become FB
- Change of Patient's Class
- Claim Medishield/Reinstate of Medishield plan
- Exceed a Year Claim
- Others
- Waiver

Group Internal Audit Division
 Continuous Monitoring of Bill Cancellation

Monitoring of High Volume of Bill Cancellations

Remarks:
 Overall view of cancellation reasons; Rank and deep dive into each user's bill cancellation for further analysis.

- Ability to view cancellation reason breakdown of users with high bill cancellations. (next slide)



RESULTS

An interactive dashboard using Tableau was created to allow respective department to have an oversight of their department's performance. Timely intervention can be implemented to ensure bill cancellations are at their lowest.

CONCLUSION

It's always important to make our processes better and remove "muda" from our system. With this mindset, we will be able to provide a more quality and efficient service to both our internal and external customers.