

## **Project Title**

Right-site Billing for Day Surgery Procedures in Sengkang General Hospital (SKH)  
Outpatient Ear Nose & Throat (ENT) Clinic

## **Project Lead and Members**

- Ng Yi Ting
- Gan Shi Min Glenys
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## **Organisation(s) Involved**

Sengkang General Hospital

## **Healthcare Family Group Involved in this Project**

Healthcare Administration

## **Specialty or Discipline (if applicable)**

Outpatient Clinic Operations, Otorhinolaryngology

## **Aims**

This project aims to rework the process of billing management in SKH's Outpatient ENT Clinic to reduce the risk of potential billing errors.

## **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, Value Based Care,  
Patient Satisfaction, Productivity, Care Continuum, Outpatient Care, Specialist  
Outpatient Clinic

## **Keywords**

Billing Management, ENT Clinic

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## *Right-site Billing for Day Surgery Procedures in SKH Outpatient ENT Clinic*

### Background

At SKH ENT Clinic, **ALL 5** billing counter staff have to check the day surgery billing system (SAP) for **ALL** ENT patients to differentiate the billing between:

- (i) Outpatients
- (ii) Outpatients-turned-Day-Surgery-patients

This process is also prone to wrong billing if the creation of day surgery case in SAP system was delayed in the consultation room, or if billing counter staff missed checking the SAP during peak hours.

Wrong billing resulted in:

- patients having to make physical trips back to the clinic to complete day surgery processes such as signing on the Care Cost Form (CCF); and
- loss of confidence in patients as rebilling of day surgeries results in a significantly higher bill amount

Hence, there is a need to rework the process to reduce such billing errors.

### Methodology

Based on the estimated daily number of day surgery procedures done in clinic and the time taken to process each bill, 2 out of 5 clinic billing counters are **converted to dedicated day surgery billing counters**. Within the consultation room, room assistants will send ENT patients to the correct billing counters so staff at billing counters eliminate the need to toggle and check multiple systems.

The number of bill cancellations done due to billing in an incorrect system was measured pre- and post-implementation to determine the effectiveness of having dedicated counters for billing of day surgery procedures in clinic.

### Result

Patients are directed to the dedicated day surgery billing counters for day surgery procedure cases from the consultation room. This reduced the checking step drastically for the billing counters, as well as a **cut in number of bill cancellations** done due to billing errors from an average of **3 per week** to **1 per month**.

Consequently, there are fewer patient complaints as billing is accurate within the clinic.

### Conclusion

Having dedicated counters for billing of day surgery procedures have reduced the need for billing rectifications and streamlined patients' journey in the clinic, hence enhancing both patients' and staffs' overall experience and satisfaction in the SKH Outpatient ENT Clinic.