

MISSION STATEMENT

To achieve 90% of call handled for all calls into Appointment Centre and also to achieve 65% of service level for all calls being answered within 20 seconds within 1 year.

TEAM MEMBERS

Leader : Phil Wong Chee Foon (Clinic Executive)
Facilitator : Johnny Foo (Clinic Operations Manager)
Members : Mavis Tan Bee Hong (Senior Patient Service Associate)
 Nachiammal D/O Nachiappan (Senior Patient Service Associate)

EVIDENCE OF A PROBLEM WORTH SOLVING

Call Handled and Service Level

NSC Appointment Centre is the first point of contact for our patients. It handles about 20,000 calls every month. Call handling is important as 81% of appointments are made via call, 10% from internet booking, 5% from emails and 4% from fax.

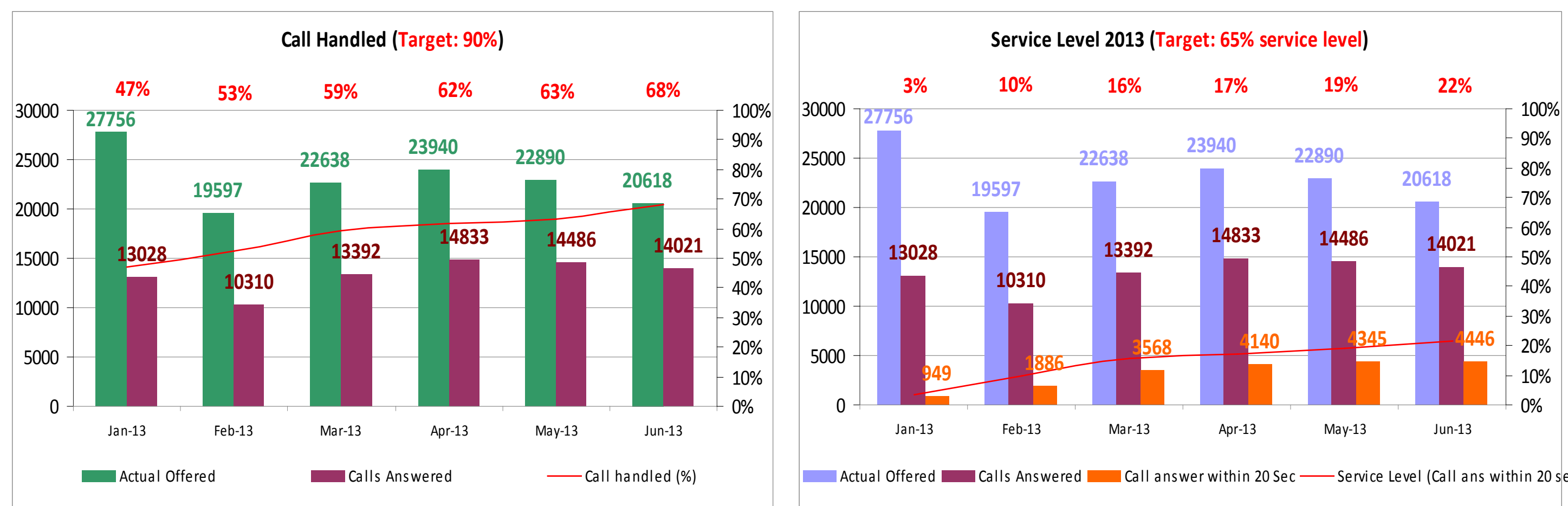
The centre has received much feedback from both internal and external customers. The most common feedback from patients is that they are unable to call through to the Appointment Centre especially during peak periods. The call abandon rate during peak periods was as high as 50% which resulted in patients not able to secure an appointment to receive timely treatment.

During the 1st and 2nd Quarters of 2013, the average call handled was as low as 59% and the service level of calls handled within 20 seconds was 15%.

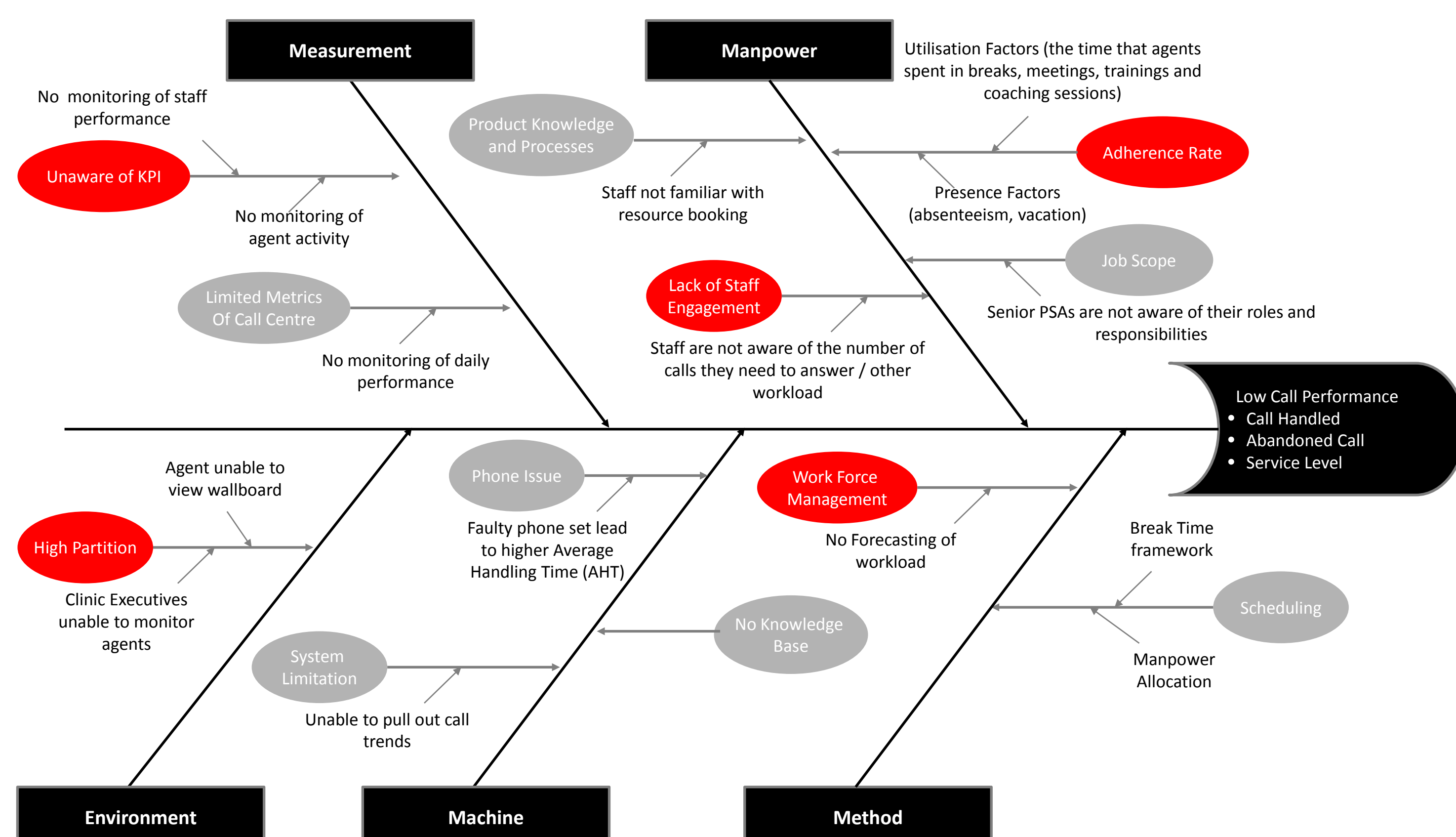
CURRENT PERFORMANCE

Call Handled 2013

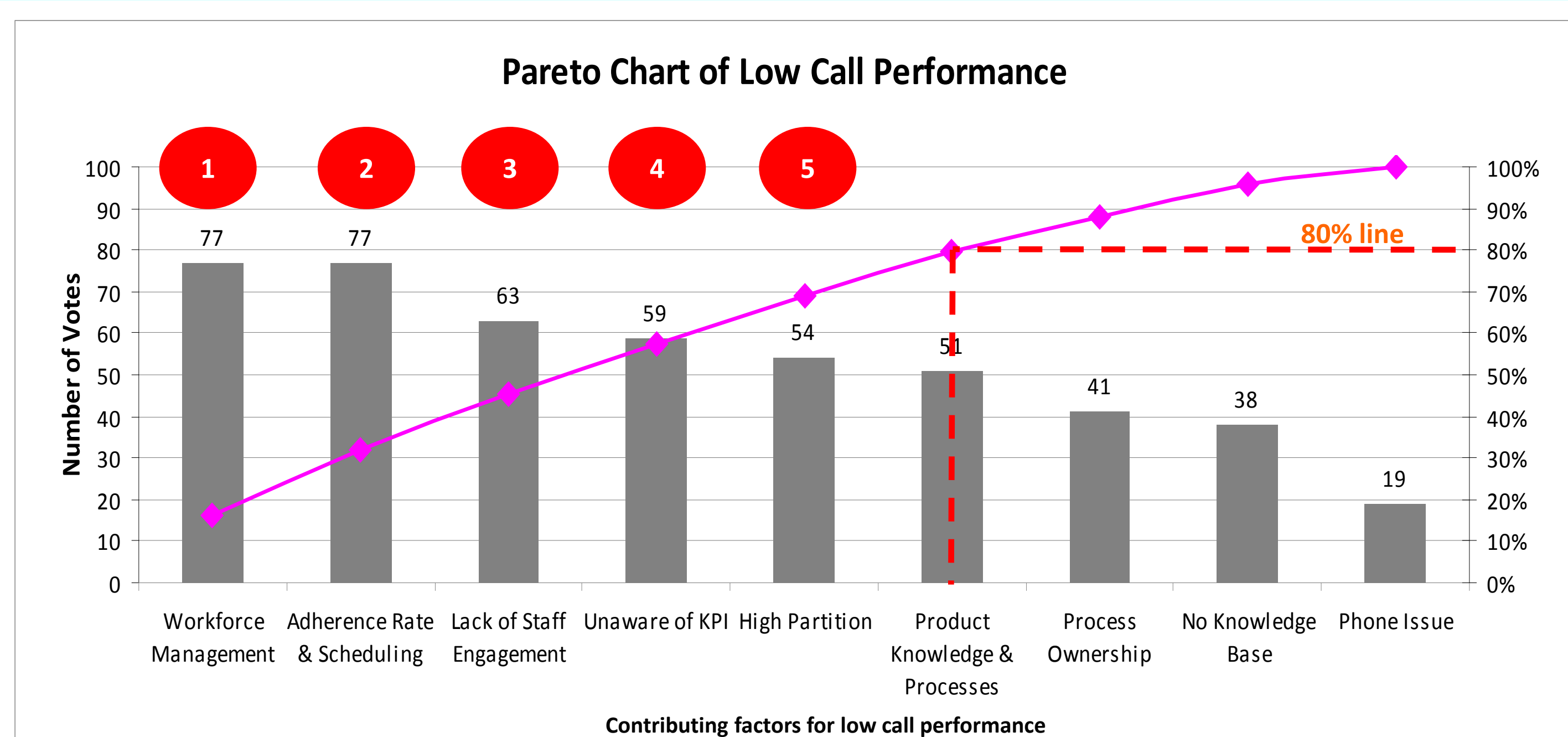
Service Level 2013



CAUSE AND EFFECT DIAGRAM



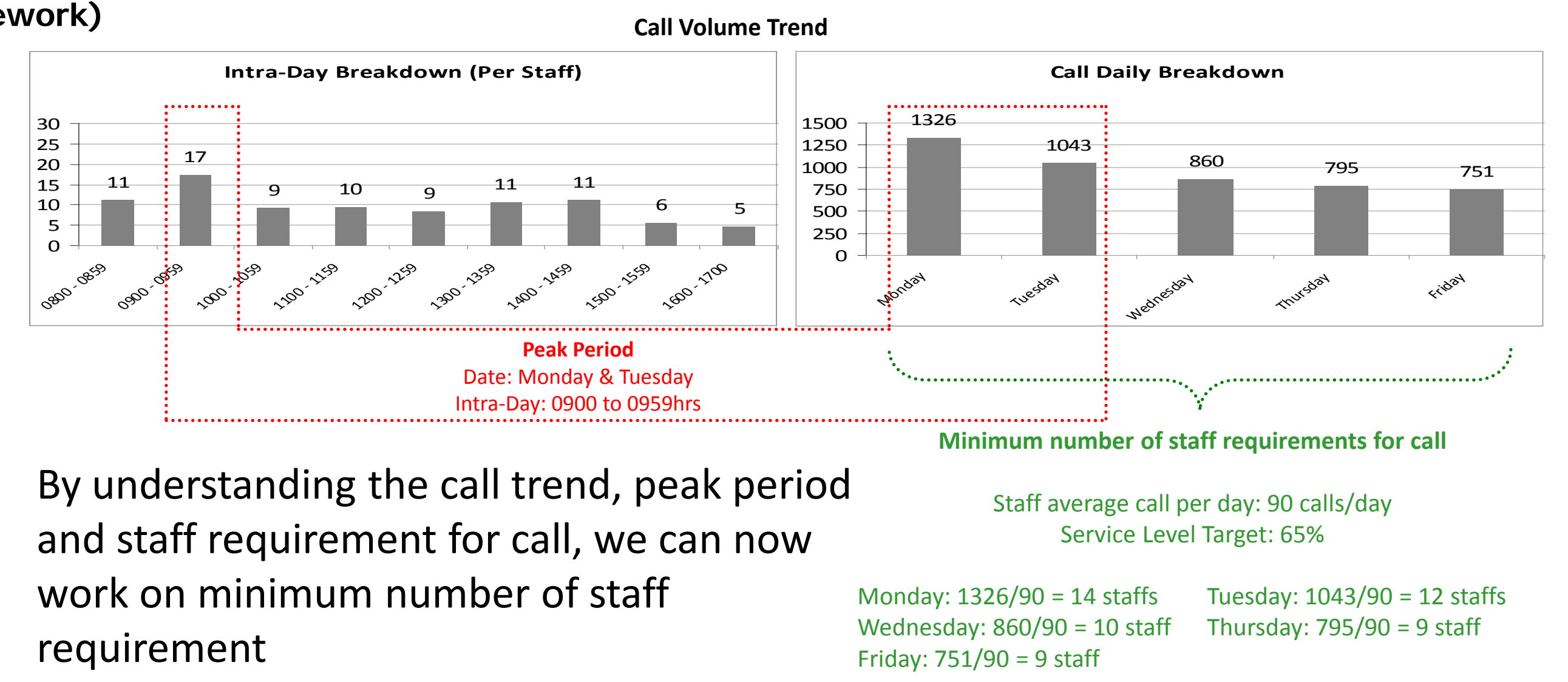
PARETO CHART



IMPLEMENTATION

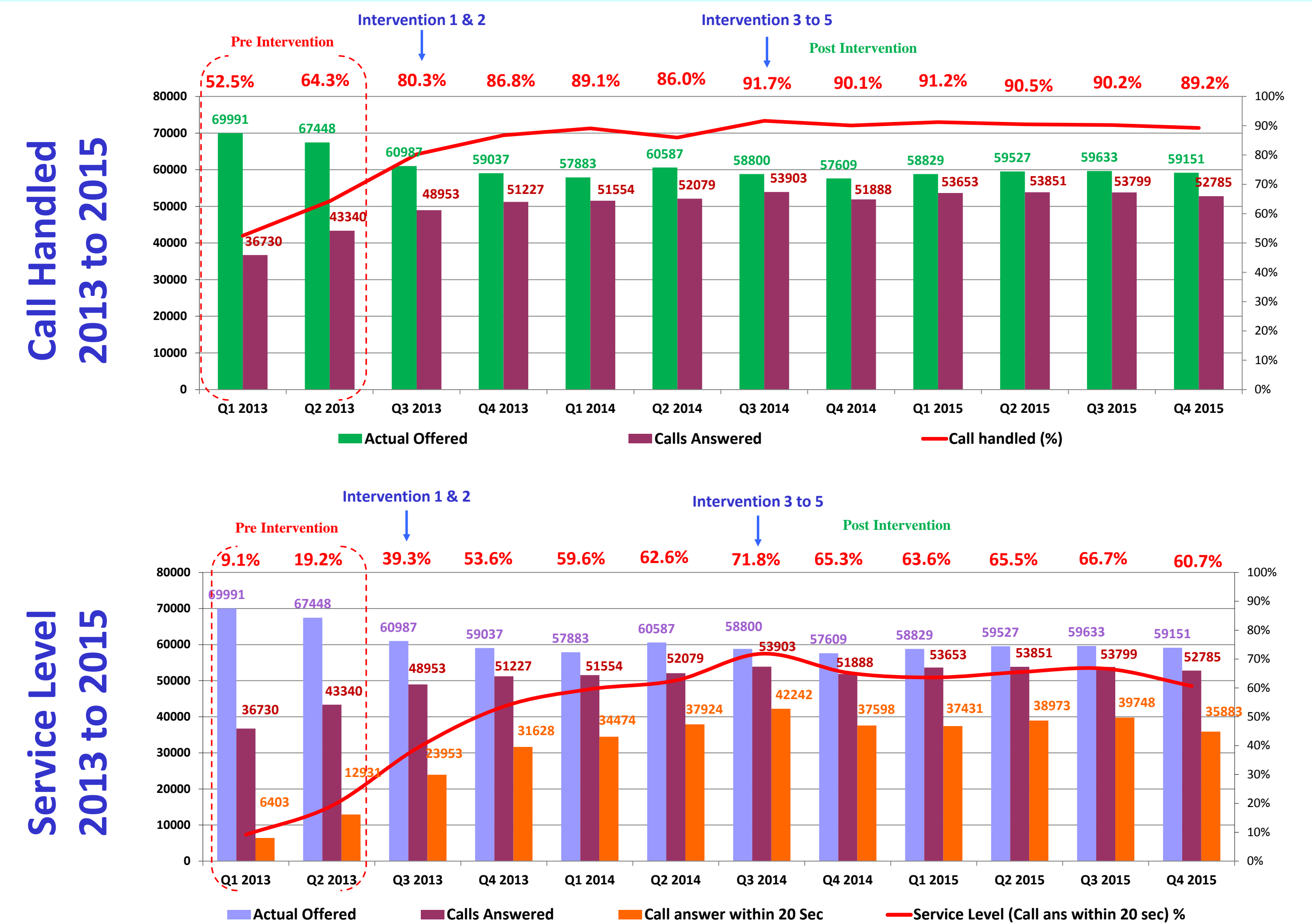
| Factors | Intervention | Date of Implementation |
|---|--|------------------------|
| 1 Lack of Effective Workforce Management | 1) Establish and communicate service level targets to staff 2) Forecast and track workload in terms of the call volume during peak periods and other non-call workload trends | July 13 |
| 2 Low Adherence Rate and Scheduling | 1) Establish new roster framework so that there is maximum staffing during staff break times. 2) Stagger staff into 5 sessions for break times | July 13 |
| 3 Lack of Staff Engagement | Initiate Monthly Staff Engagement Programme 1) Job rotation within Appointment Centre 2) Monthly performance review with the supervisor 3) Monthly team building sessions | Aug 14 |
| 4 Staff Unaware of Individual KPI | 1) Introduce more reports and metrics for tracking staff performance 2) Call audits are also reinforced monthly | Aug 14 |
| 5 Limited Vision Due To High Cubicles to view wallboard | 1) Reshuffling of staff into 3 teams for effective supervision and timely interventions | Aug 14 |

Figure 1. Workforce Management by tracking and conversion of workload into actual plan (New Roster Framework)



By understanding the call trend, peak period and staff requirement for call, we can now work on minimum number of staff requirement

RESULTS



COST SAVINGS

- Better utilization of manpower.
- Increased call efficiency without increasing the operating costs.
- Increased staff moral by staff engagement programme for better staff retention.

PROBLEMS ENCOUNTERED

- During Nov 2013, staff are unfamiliar with the new work processes and the different phone model that resulted in lesser calls being answered.

STRATEGIES FOR SUSTAINING THE GAINS

- Daily performance report is used to keep track of the centre performance and these data are used in workforce management planning.
- Monthly staff performance review sessions are conducted to ensure staff achieve their KPI and remain motivated.

LESSONS LEARNT

- Team goals are important as they bind a team together and keep it cohesive even when internal disagreements arise.
- Teamwork among colleagues is important.