Introduction
Central Portering and Messengerial Services (CPMS) provides patient portering and messengerial services to all wards and most clinical departments including the Occupational Therapy Department of (OTD) in PMH. The services are delivered by using the corporate Automatic Dispatching System (ADS). Users are required to place their orders, either of normal or pre-placed types, via the ADS which will auto-assign the most appropriate porters to handle the requests. Over the past year, the workload of CPMS had increased by 41%.

Objectives
To reengineer the services so as to absorb extra services by OTD without additional manpower while meeting services pledge.

Methodology
OTD used to placing all orders to the ADS for portering services of a session before the session started and the number of orders placed has been increasing. The total workload of OTD increased from 956 orders in October 2012 to 1,077 orders in January 2013, representing an increase of 13%. To entertain the increasing demand of OTD for portering services without additional manpower resources, CPMS approached OTD proactively to explore if the latter’s booking practice could be adjusted so as to fully utilize the CPMS capacity within the services hours. OTD agreed to change their booking practices as follows:

- For AM session - from booking orders at the peak time (i.e. 0900) to booking the orders starting from 0840;
- For PM session - orders would be placed from 1400 to 1330; and
- From placing orders in one batch to placing orders by batches of 10 orders per batch.

Result
As at January 2013, the services reengineering had been implemented in OTD for
about three months. The result of the trial was that the average arrival time of OTD cases was reduced from 41 minutes to 25 minutes, ie reduced by 39%. The number of urgent requests made by OTD was also reduced from 54% to 31%. All of these achievements were made without any additional manpower resources, but collaboration with the user who understood the situation and was willing to adjust the booking practice so as to fully utilize the CPMS capacity during non-peak hours.