



## Service Priorities and Programmes Electronic Presentations

**Convention ID:** 447

**Submitting author:** Mr Philip Fai Lap CHAN

**Post title:** Physiotherapist I, Prince of Wales Hospital, NTEC

### **Team approach in enhancing work efficiency and promoting concept of green hospital: a pilot project**

*Chan FL (1), Lai WK (2), Wong E (3), Li PKT (4), Hui E (5)*

*(1)Physiotherapy, Community Outreach Services Team (COST), Prince of Wales Hospital (PWH); (2)Physiotherapy Department, Shatin Hospital; (3)Finance Department;(4) Department of Medicine, PWH; (5) COST, PWH*

#### **Keywords:**

Team approach

Green hospital

Enhance work efficiency

#### **Introduction**

Hospital Authority currently faces a major issue of manpower shortage. A particular focus to tackle this issue is to reduce the workload of staff by reducing non-clinical work. It can be done by redesigning the work process to streamline work flow and reduce unnecessary workload to staff. In Community Outreach Services Team (COST), patient attendance taking is one of the work processes which each individual physiotherapist, occupational therapist, personalized care assistant (PCA) and clerical staff spend five to six hours in record checking and filing each month. It not only increases the workload for the Finance department to store and counter-check the patient attendance record, but also consumes a large amount of papers. A pilot project initiated by Allied Health unit of COST with collaboration of Finance department, which aimed at enhancing work efficiency, reducing workload and promoting concept of green hospital, was implemented.

#### **Objectives**

1.To redesign the work flow in handling patient attendance taking 2.To shorten the time in record checking and filing of patient attendance sheet among Allied Health unit, clerical unit of COST and Finance department 3.To promote concept of green hospital by minimizing paper usage in patient attendance taking and recording 4.To implement quality improvement project in enhancing work efficiency

#### **Methodology**

1.Current situation For each home visit, patient is required to sign on the patient attendance sheet as a record and an acceptance for home visit charge by Hospital Authority. This record sheet is required to be sent to Finance department as a record every month. The Allied Health and clerical staff of COST need to check all attendance sheets before sending to the Finance department at the end of each month. This has occupied 5-6 work hours/month for our team staff to complete the procedure. It is also estimated that 5,000 pieces of A4 paper were utilized annually.  
2.Redesign the work flow and enhance work efficiency A new patient attendance

sheet was designed which individual patient would only use the same attendance sheet for the home visit attended. For the same patient's follow-up visit, it was minimized to change a new form for each month. With an agreement from Finance department, the attendance sheet would be kept in patient's treatment record of Allied Health unit. Under this project, the clerical staff did not need to check the attendance sheet and send it to Finance department for storage and checking. This procedure could save manpower and reduce workload for staff in handling the attendance record. This pilot project was implemented for six months as a trial.

### **Result**

This pilot project was completed in August of 2012. The workload for Allied Health team members and clerical staff of COST was significantly reduced in preparing the attendance sheet every month. No more patient attendance sheet was required to be sent to Finance department for storage and checking. It also reduced administrative work for Finance department in handling the patient attendance sheets. It was estimated that 4-5 man-hours/month were saved for our team staff from this project. Besides, it was approximately 4,000 pieces of A4 paper were saved. It was meaningful in environmental protection and reducing wastage of Earth resources. Conclusion This project has aligned with strategic directions of Hospital Authority by implementing continuous quality improvement systems to improve work efficiency. It was successful in reducing workload among Allied Health team members, clerical staff of COST and Finance department. Our results suggested that redesigning of work process and streamlining of work flow can help to reduce workload of frontline staff which in turn, may help to improve staff morale. Through this project, we can also contribute to environmental protection by reducing paper use. This pilot project can act as a model and be further extended into other community outreach teams.