

Customers



Our Approach and Targets

As “your trusted partner for health”, RMG endeavours to assure best outcomes and provide good value for patients, clients and the community. RMG’s group practice model allows healthcare professionals to have seamless coordination across the continuum to deliver safe, effective, timely and patient-centred care.

To this end, the Group resolves to provide the best care possible to its patients, allowing RMG to be your trusted partner for health.

Achievements in 2018

IMPROVEMENT PROJECTS

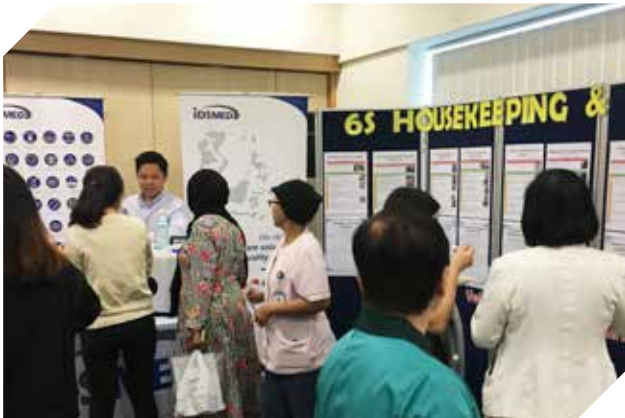
Total Workplace Safety & Health (Total WSH)

Total WSH, is an integrated approach to managing safety, health and staff wellbeing in the workplace. Because safety and health are inter-related, a healthy workforce is a safe and productive workforce. The Group also conducted a baseline survey in 2018 to assess staff perception and understanding to Total WSH. The survey resulted in new initiatives implemented in addition to the existing and ongoing employee health programmes.

New initiatives in 2018 include:

- Adopt healthy activities at work and at home
 - Participated in the Health Promotion Board (HPB) “National Steps Challenge”
 - Group workout before clinic opening time
- Rec Club promotions
 - Health Talk series during lunch break
 - Gym membership corporate promotion
 - Dragon boat practice
- Training
 - Fatigue management

To achieve a cohesive and innovative WSH culture, RMG works together with internal and external stakeholders to enhance the safety and health practices.



Workplace Safety & Health (WSH) Training

WSH-related training is a regular training where staff will be equipped with the knowledge on how to perform their work safely and efficiently, including the importance of competency. One of the training programmes i.e. 5S Housekeeping, a common training in most industry, has been customised to include safety, thus changing it to 6S Housekeeping. Apart from imparting knowledge in identifying wastages and redundancies to streamline and improve its processes and systems, focusing on safety promotes stronger staff commitment and ownership. Learning outcome is evidenced with submission from each participant on the improvement actions carried out at their respective department / unit.

Construction Activities for New Hospital Extension Building and Renovation Work Sites

Adhering to the additions and alterations (A&A) policy, all risk assessment and its supporting documents submitted by contractors are evaluated prior by the Safety team, Facilities team and the Infection Control team to ensure all possible WSH risks associated with construction and renovation projects are adequately addressed. Regular inspections carried out by these teams ensure all areas of non-compliance are rectified immediately to safeguard the well being of the staff, patients and visitors.

Annual Review of Risk Assessments

The Group adopts annual Risk Assessment review, which is higher than the national regulatory requirement i.e. once in three years. This rigorous effort is to enforce and ensure that staff take ownership to

- Assess their respective work processes and activities
- Identify process change, new workplace hazard and / or patient safety concerns
- Revise and update the organisational risk register

The Group has also incorporated SGSecure component into its risk assessment to mitigate potential terror threats aligning itself to the national movement.

INFECTION CONTROL

Emerging infectious diseases are a growing concern. With the fast changing trend where remote travelling destinations become more accessible, people are travelling more frequently and to greater distances. Maintaining strong vigilance and surveillance helps with early detection and containment of infectious diseases outbreak.



Hand Hygiene

In 2018 and its preceding years, emphasis on hand hygiene has been relentless. Alcohol handrub dispensers are prominently placed and equidistant to the next handrub dispenser, giving no room for inaccessibility. Coupled with hand hygiene training during orientation, induction, update at regular meetings, and result sharing, hand hygiene compliance reached 91% in 2018, a 4.5% improvement from the previous year.

Achievements in 2018 (cont'd)

Air Quality

2018 also saw the hospital undergo massive renovation and construction works. With new wards created and an entirely new medical centre building connected to the existing building, keeping the air clean and in check was a priority to prevent outbreaks associated with construction dust / fungus such as Aspergillosis and Legionellosis, which are susceptible to immuno-compromised patients. Devices were installed to aid in cleaning the air in rooms that are already equipped with HEPA filters and the recommended air exchange. No patient acquired any infection associated with construction dust and / or fungus.

Antimicrobial Stewardship Programme

Raffles Hospital participated in the government-funded Phase 1 study on Singapore Point Prevalence on Healthcare-associated Infections and Antimicrobial Prescriptions. The study was beneficial to Raffles Hospital as it helped us validate our infection prevention efforts, initiatives and programmes. The report from this study enabled us to compare our result to other healthcare institutions in Singapore.

The study also impelled Raffles Hospital to establish the Antimicrobial Stewardship Programme, which is increasingly becoming inevitable worldwide. Raffles Hospital will continue to participate in the Phase 2 of the study in 2019, which will focus on –

- a) Validation of data collection for the Infection Prevention & Control indicators including hand hygiene compliance for comparability of data;
- b) Study the utilisation of isolation room and adequacy of isolation rooms to establish norms and plan for isolation needs; and
- c) Review the effectiveness and impact of the recommendations in the ‘Strengthened National Carbapenemase Producing-Carbapenems Resistant Enterobacteriaceae (CP-CRE) Containment Plan.’



MAYO CLINIC CARE NETWORK (MCCN)

In 2018, RMG’s engagement with MCCN derived several exciting exchanges. Clinical specialty such as Oncology, Haematology and Orthopaedics had dedicated exchanges on new medical technologies and treatment modalities specific to their specialties while other specialists conferred with Mayo Clinic experts via eConsult. Through the learning and sharing of knowledge with MCCN, it enhanced the Group’s treatment and care for its patients. From healthcare management to patient safety and care delivery, RMG moved forward in areas such as nursing leadership structure and governance, healthcare management training, clinical trials, research, culture of safety, Infection Control standards and practices, sustaining JCI, Family Medicine education, and Radiology new advances. New areas of interest have been lined up for 2019.



TRAUMA CERTIFIED HOSPITAL

Raffles Hospital was accredited and certified as a trauma hospital by the National Trauma Committee, Singapore on 28 June 2018. It is the first private hospital in Singapore to undergo the accreditation process.

With this, Raffles Hospital has been assessed to meet national standards in trauma patient management both locally and regionally. In addition, the 24-Hour Accident & Emergency department is equipped and ready to receive trauma patients and medical emergencies at any time. It has an active mechanism to activate a multi-disciplinary trauma team to manage acute trauma patients.

Supported by more than 100 specialists in Raffles Hospital, the Emergency team department sees both private patients as well as public patients brought in by Singapore Civil Defence Force (SCDF) ambulances through the Emergency Care Collaboration (ECC) scheme.



CUSTOMER SERVICE EXCELLENCE

The Group replaced paper feedback forms with online surveys at all its GP clinics, Health Screeners, Dental clinics, RCM clinics, Specialist Outpatient Centres and 24-Hour Emergency Department. Since the conversion of paper feedback forms to online surveys in August 2018, we have been receiving a total monthly average of 1,300 to 1,400 feedback across all channels, as opposed to 850 to 900 feedback a month before the conversion.

With the elimination of paper feedback forms in the clinics and centres, the Group now has a truer picture of its patients' sentiments of their service experience. The larger feedback sample size has also given RMG a more accurate measure of its Customer Satisfaction Index.



In 2019, the Group will similarly convert paper feedback forms to online surveys in its hospital wards.

E-COMMERCE

The Group launched an e-commerce service allowing patients to purchase their health screening, vaccination, health supplements and other medical services online before they turn up at the respective medical centres. Take up rate has been encouraging as patients find this service convenient.

RAFFLES CLINIC MANAGEMENT SYSTEM

RCMS, the Group's custom-built centralised clinic management system rolled out its claims module in 2018.

RADIOLOGY INFORMATION SYSTEMS

Raffles Diagnostica (Radiology) launched a new Radiology Information System (RIS) in November 2018. This system manages all patient demographics, orders from physicians, imaging workflow & procedures and Radiologist reports. It is fully integrated with existing IT and allows data mining to track productivity, scan times and quality control. It also includes a dashboard function to show real time waiting and reporting times. This has improved our productivity and patient satisfaction.

Customers

Customer Health & Safety ⁽⁴¹⁶⁾

Being “your trusted partner for health” is RMG’s working ethos to assure best outcomes, providing good value for patients, clients and the community. Its group practice model allows healthcare professionals to have a seamless coordination across the continuum to deliver safe, effective, timely and patient-centred care.

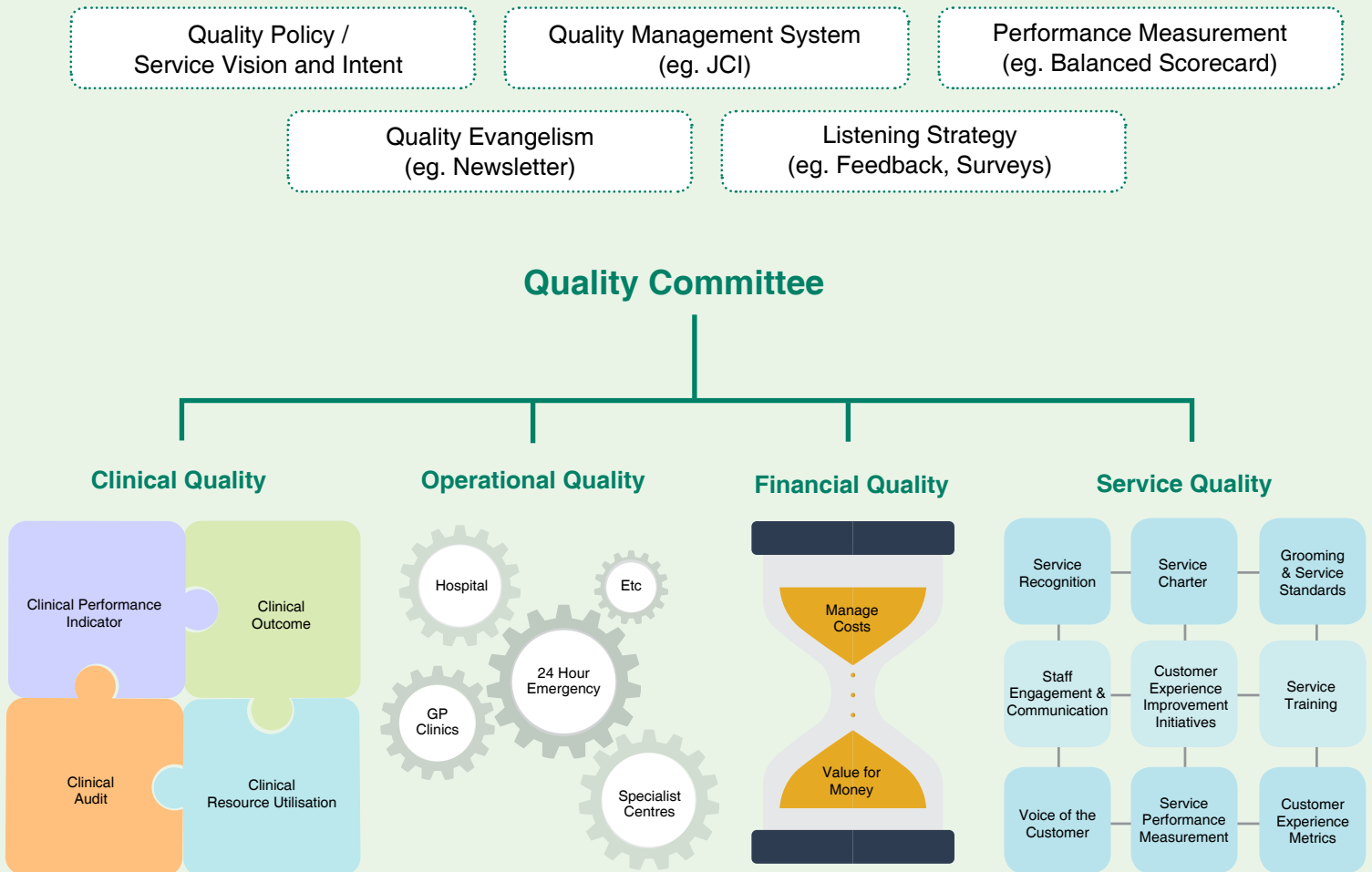
Our Challenges

The multidisciplinary set-up drives the Group’s nurses to be versatile and adapt to the demanding care needs. Hence training programs have to be rigorous and must commensurate with the care demands and needs.

Our Success

The institutional group practice model promotes team based care whereby the doctors, nurses and allied health professionals work together for the benefit and the interest of the patient.

RMG QUALITY FRAMEWORK



RMG quality framework governs how we work towards patient’s safety and health

ASSURING BEST OUTCOME

RMG closely monitors patient safety indicators to better understand actual and potential issues to improve patient care. In addition to the international patient safety goals, defined by the JCI, Raffles Hospital also measures clinical performance on these key themes:

- Unscheduled readmission
- Hospital acquired infections
- Falls
- Medication related events
- Surgery related events
- Clinical outcome by speciality

These are then discussed at the respective QA committees.

Clinical Audits

Clinical audits are done as part of the Group's medical professional clinical governance. In addition to mortality and morbidity review, the following committees look into the different areas of clinical quality programmes:

- Medical Audit Committee
- Surgical Audit Committee
- Pharmacy & Therapeutics Committee
- Infection Control Committee
- Operating Theatre Committee
- Blood Transfusion and Tissue Review Committee
- Patient Case Review Committee
- Critical Care Committee
- Trauma Committee
- Transplant Committee

The Quality Committee, who has the overall oversight of these committees, reviews and evaluates their activities and programmes with collective decision that benefits the organisation to promote patient safety.

Clinical Resource Utilisation

Resource utilisation is embedded in the QA committee's terms and reference to continually look into accessibility to the services through the use of data. This allows Raffles Hospital to optimise limited resources to accommodate patients' needs.

Incident Reporting

Leadership supports healthcare professionals across all spectrums in Raffles Hospital to speak up and report any event, process or condition that causes harm or has the potential to cause harm or injury. These are opportunities to improve current practices to prevent future occurrences. There is proactive review for clinical incidences / feedbacks where a team of healthcare professionals relevant to that process to come together for general consensus following an in depth deliberation. There is a process for group-wide escalation and standardisation.

Quality Promotion - Building a Quality Culture

Clinical:

- Annual Infection Control cum Quality Day
- Annual World Hand Hygiene Day
- Infection Control Liaison Coordinators
- Basic / Advance Infection Control Course
- Advance Personal Protective Equipment (PPE) Course
- E-learning Courses

Operations / Services:

- Training in Workplace Safety, JCI, Quality Tools
- Service quality
- Inter departmental sharing of projects and highlights

Additionally, to promote transparent public reporting, Raffles Hospital subscribes to MOH's clinical surveillance and reporting.

Build a seamless service

- Ensuring continuity of care is provided to the patient as he / she is referred to a service which best meets his needs. The patient is able to move easily from primary services to tertiary services and back to primary services to optimise value for the patient. There is a follow through throughout the process as RMG adopts team-based care.

ACCREDITATION & COLLABORATION

Joint Commission International (JCI)

Raffles Hospital has been accredited by the JCI since 2008; a strong testament of its commitment to patient safety and care continuity.

Staff adhere to the six International Patient Safety Goals (IPSG) as follows:

- IPSG 1 - Identify patients correctly
- IPSG 2 - Improve effective communication
- IPSG 3 - Improve the safety of high-alert medications
- IPSG 4 - Ensure safe surgery
- IPSG 5 - Reduce the risk of healthcare-associated infections
- IPSG 6 - Reduce the risk of patient harm resulting from falls

The JCI standards are revised every three years to ensure that they remain current and address the changing healthcare demands for better care and patient safety. Raffles Hospital is accredited to the JCI latest 6th edition standards. The 6th edition, which includes several new requirements, raises the expectations and stimulates Raffles Hospital to deliver care that is evidence-based, uniformed, and of high standard taking in consideration the local needs, its law and regulation, and its diverse culture and religion.



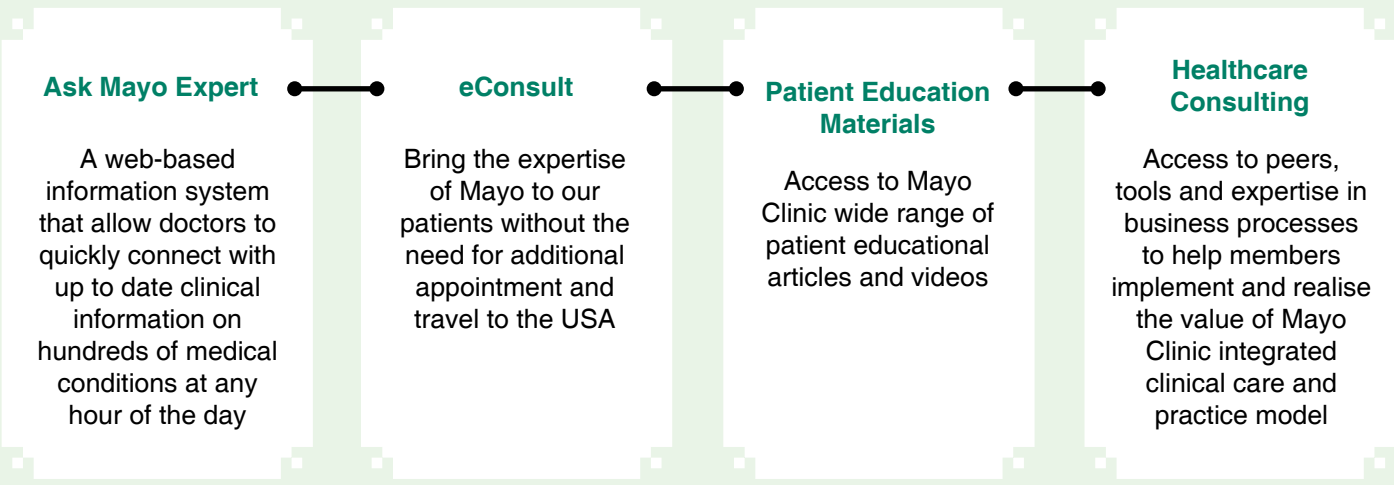
Mayo Clinic Care Network (MCCN)

The Group is the first in Asia to join the Mayo Clinic back in July 2015. This collaboration meant that RMG’s doctors can use electronic communication tools to access the latest Mayo Clinic knowledge and expertise for the benefit of our patients. This collaboration also promotes physician teamwork, complementing local expertise.

The Group was selected to join the MCCN because of the shared philosophy, commitment and mission to improve the delivery of health care through high-quality, data-driven, evidence-based medical care and treatment. In addition, the Group has also passed Mayo Clinic’s rigorous review process based on quality, service and operational criteria.

The MCCN is a unique collaboration that connects RMG with Mayo Clinic’s subject experts and resources. Under the collaboration, there are regular exchanges of knowledge between our specialists and Mayo Clinic doctors.

Bridging the finest medical expertise from Mayo Clinic to RMG, the MCCN offers RMG’s patients easy access to experts from Mayo Clinic without the need to travel.



Emergency Care Collaboration

Raffles Hospital is the first and only private hospital in Singapore to take in subsidised care patients brought in by SCDF ambulances through the ECC scheme with the Ministry of Health. Since June 2015, the hospital has attended to and treated many patients who pay subsidised Class C rates. Government subsidies help defray some of the costs. In this way, RMG contributes to the national effort in ensuring that Singaporeans receive the needed care in a timely manner.

As the collaboration has proven fruitful, MOH signed a five-year extension with Raffles Hospital in 2018. The extended scope includes Raffles Hospital's 24 Hour Emergency being accredited by MOH to take in trauma cases. This allows more Singaporeans to benefit from the collaboration. To improve patient care, the hours of service were extended from 8am to 4pm, to 7am to 5pm.



CHAS

All Raffles Medical and Raffles Dental clinics participate in the PG and CHAS subsidy programmes to support the Singapore government's efforts to serve the less privileged in the community. The Government introduced the PG Package in 2014 to honour and thank the pioneers for their hard work and dedication. About 450,000 Singapore citizens will benefit from the PG Package, which will help them with their healthcare costs for life.

CLINICAL R&D

Raffles Hospital is currently participating several clinical trials. These are in the areas of Chemotherapy medication, Haematology and Oncology. Participants are able to access latest, cutting medication through participation in these trials. Raffles Hospital is also supporting observational studies, where anonymised patient data is gleaned to improve patient outcomes.

ACCESS TO PATIENT EDUCATION INFORMATION

The Group creates and shares publicly on various platforms patient education information that can be beneficial to patients and members of the public. These platforms include the corporate website, social media including Facebook, Instagram and YouTube, electronic direct mailers and printed brochures and materials. Patients are provided with relevant patient education information when required or requested.



IT Systems

The Group invests substantially in IT systems to provide safer medical care and delivering value to its patients. RMG strives to achieve this in a socially ethical and environmentally green way.

Out of many, the two main RMG enterprise systems are:

- (1) Raffles Clinic Management System (RCMS)
- (2) Electronic Medical Records (EMR)

The main scope of RCMS is clinic management and operations functions: registration, billing & dispensing. On the other hand, EMR facilitates the Medical & Consultation workflows. The two systems interface with each other seamlessly.

The systems cut down the reliance on paper significantly. Registration, consultation, prescribing, retrieval of lab & radiology reports are a few of the paperless workflows.

EMR provides all the benefits of a centralised system. Medical records are instantly available for consults at any RMG clinic island wide. Once a clinician specifies a medical alert such as allergies, it is immediately effective and clinicians will be alerted for subsequent visits.

Furthermore, RCMS and EMR have built in customised workflows for joint initiatives with the Government such as ECC or others like CHAS and Primary Care Network (PCN):

- While RCMS can automatically check the CHAS benefits of a patient, EMR will alert physicians if a patient has a chronic diagnosis history and is eligible for PCN scheme.
- When a PCN diabetes patient is due for lab blood test, EMR will alert the physician.

RMG's IT systems are constantly being enhanced. The Group listens to patients and employees to review the processes and realign the systems.