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Customers

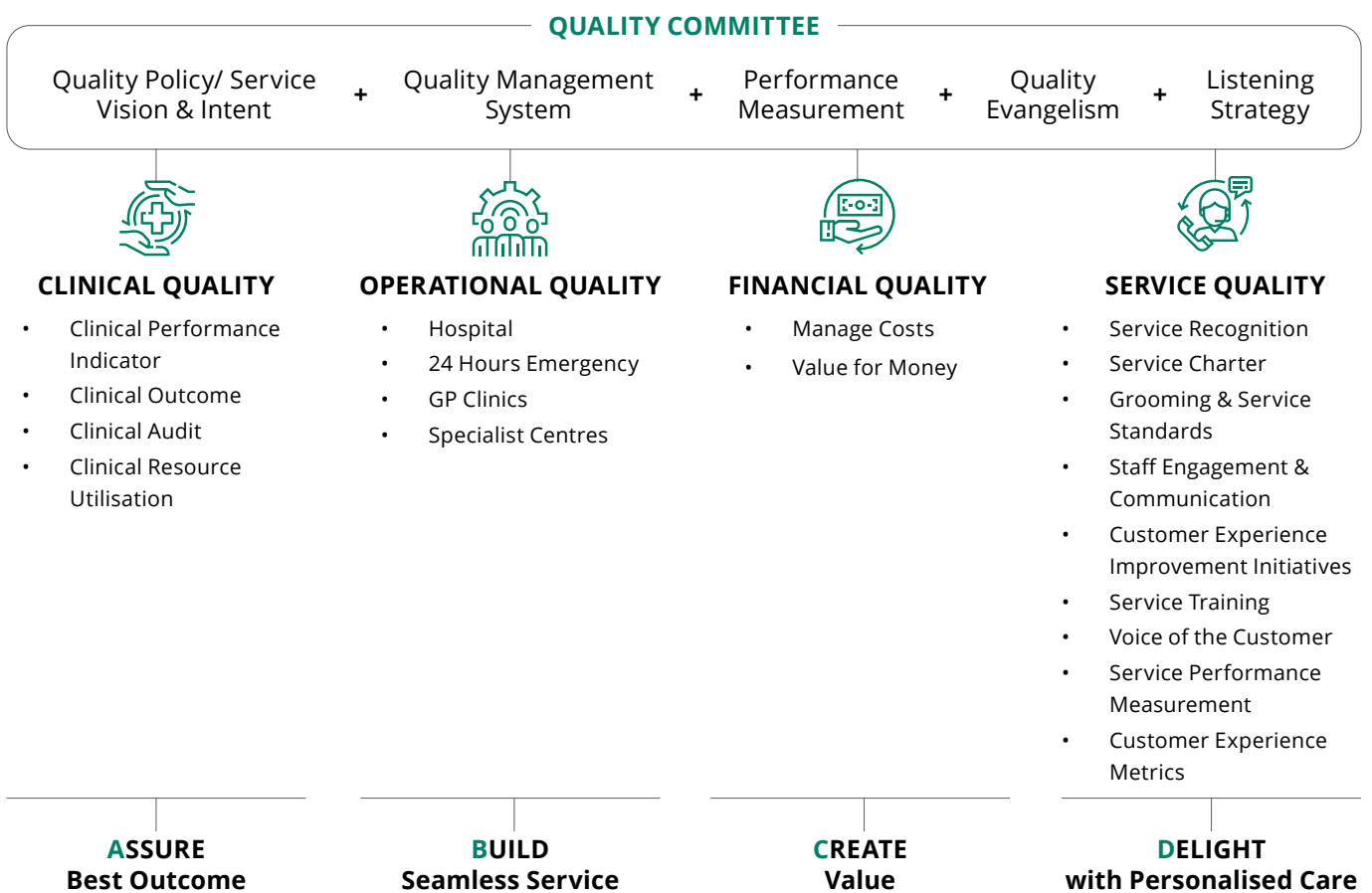
## Our Approach

Our customers are at the heart of what we do. We forge long-lasting relationships with our patients and customers. We do this by consistently delivering quality and reliable healthcare services and solutions that meets and exceeds their expectations. Frequent engagements and multiple feedback channels ensure we stay relevant to their needs.

## Delivering High-Quality and Holistic Care

### CUSTOMER HEALTH & SAFETY (416-1)

Our group practice model allows healthcare professionals to have seamless coordination across the continuum of care and deliver safe, effective, timely and patient-centric care. We resolve to provide the best care possible for our patients, and deliver on our promise to be your trusted partner for health. As we continue to grow our footprint in the region, we are committed to bringing more value to our customers through quality healthcare services. We are continuously striving for the best outcomes for our patients, customers and the communities we operate in.



### EARLY ASSESSMENT TEAM (EAT)

Initiated by the Intensive Care Unit (ICU) team, the Early Assessment Team (EAT) was set up to develop an effective means of preventing unscheduled ICU readmission and introduce early intervention during clinical deterioration to improve patient outcomes.

EAT comprises of doctors (Hospital Physicians) and nurses equipped with ICU training, who are able to promptly identify patients whose conditions are deteriorating and provide them with undivided care and attention at the most crucial time. There is also a critical care expert on standby to help manage the patient in crisis.

Through the EAT initiative, we have observed improvements in these key aspects:

- Reduced number of ICU readmissions
- Decreased hospital mortality
- Shortened hospital length of stay
- Reduced healthcare costs
- Increased ICU bed availability
- Enhanced multi-disciplinary communication and collaboration



The EAT was fully implemented for all inpatient settings in January 2020. From Q1 2020 to Q4 2020, a total of 65 ICU cases were transferred to the general ward. Out of these cases, only three (4.6%) were reported as an unscheduled return to ICU, with no adverse events or mortality cases.

General ward nurses also have the opportunity to learn how to better manage patients in deterioration with the support of the EAT, giving them more confidence and alleviating their work stress.

### FOLLOW-UP PHONE CALL ON DISCHARGE

Following a successful pilot in year 2019, we launched the post-discharge follow-up phone call initiative to cover all inpatients in the year 2020. This initiative is part of our ongoing efforts to provide holistic care for our patients to check in on our patient's overall well-being within three to four days of discharge, through a phone call. The phone call allows us to identify issues early and provide timely intervention and assistance as required.

Through this initiative, we hope to achieve:

- Increased patient satisfaction
- Stronger rapport and trust with our patients
- Greater support for caregivers
- Reduced number of readmissions

### RAFFLES NURSING TIMES NEWSLETTER

Raffles Hospital launched our inaugural Nursing Times e-newsletter in June 2020, as an initiative under the global Nightingale Challenge. The Nursing Times e-newsletter serves as a platform to engage and inspire our nurses, encourage the exchange of ideas, and keep everyone abreast with the latest hospital practices and updates.



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**CUSTOMER SERVICE EXCELLENCE**

Through the year, we have actively implemented various service improvement initiatives to equip our staff with the relevant skills and tools to serve our patients and customers, achieving better client satisfaction and outcomes. We have successfully attained a top three ranking as a private hospital under the 2019 Customer Satisfaction Index of Singapore (CSISG). Our scores for the CSISG has continued to improve year-on-year, a testament to our commitment to service excellence, bringing value to our customers.

In 2020, led by our Customer Experience Management (CEM) team, we started a series of service campaigns and initiatives as part of introducing a revamped Service Excellence Framework to our staff.

The revamped Service Excellence Framework lays out a four-pronged “**GEAR**” approach, aimed at **G**uiding, **E**mpowering, **A**dvancing and **R**ecognising all our staff to become outstanding service ambassadors for RMG.

Under each of these four pillars, the CEM team developed a suite of new materials and updated existing materials with a primary focus on empowering and equipping staff with relevant service excellence skills and knowledge.

As part of **GEAR**, the inaugural **Service Excellence Staff Handbook** was introduced to all employees. This handbook outlines new service standards and guiding principles for every employee.

**G**  
GUIDE  
Guiding Our Staff



Service Standards with an IMPACT!



Service Excellence Staff Handbook

**E**  
EMPOWER  
Enabling Our Staff



Service Tools



Grooming Guide Staff Handbook

**A**  
ADVANCE  
Developing Our Staff



Service Excellence Training Roadmap



Service Excellence Workshops and Coaching Sessions

**R**  
RECOGNIZE  
Rewarding Our Staff



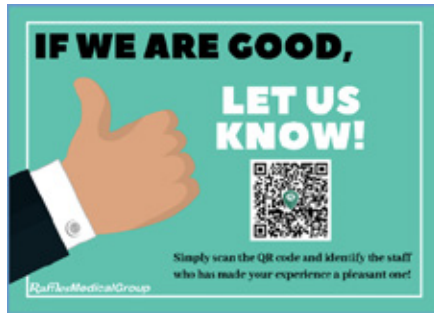
Service Recognition Programme

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Other service improvement initiatives were also rolled out to enhance patient experience and engagement such as:



**“SG, May I Help You?”** service campaign to remind staff to serve with an impact – Smile, Greet and Assist.



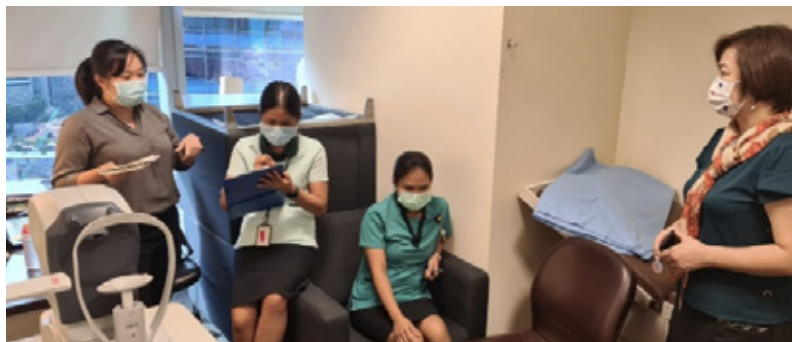
**“Compliment Us!”** staff recognition campaign to encourage patients to submit compliments for our excellent staff.

**Service Roll Call** sessions continue to be carried out in 2020, as led by the Group’s Senior Management to emphasise service excellence, and acknowledge employees across all respective business units who have received compliments from patients for providing good service.

CEM also kick-started the **Service Engagement Round** programme, introduced to help our employees to be more service-oriented, inculcate the importance of empathy and enhance employees’ communication skills.



Service Roll Call by Senior Management with staff from (left) Business Centre and (right) Heart Centre.



Service Engagement Round with CEM and staff from RM@MBFC.

**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 Emergency Care Collaboration (ECC) scheme with the Ministry of Health (MOH). Since June 2015, the hospital has attended to and treated many patients who pay subsidised rates. In this way, RMG supports the public healthcare system by sharing patient loads with the public hospitals, contributing to the national effort to ensure every individual in Singapore receives care in a timely manner.

Recognising the successful collaboration, MOH signed a five-year extension with Raffles Hospital in June 2017.

Raffles Hospital also collaborated with Khoo Teck Puat Hospital, Tan Tock Seng Hospital, Changi General Hospital and Ng Teng Fong General Hospital for transfer cases as part of the ECC, to help ease inpatient caseloads in these public hospitals.

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## TRAUMA ACCREDITED HOSPITAL

Raffles Hospital was accredited and certified as a trauma hospital by the National Trauma Committee, Singapore in June 2018. We are the first private hospital in Singapore to receive this accreditation.

Our Accident & Emergency department is equipped and ready to receive trauma patients and medical emergencies at any time. Supported by more than 100 specialists in Raffles Hospital, we tend to both private patients as well as patients brought in by SCDF ambulances through the ECC scheme with MOH.



## ENSURING QUALITY OUTCOMES

To help us better plan for and deliver quality patient care, Raffles Hospital conducted a survey on our Patient Safety Culture referencing the renowned Agency for Healthcare Research Quality (AHRQ) survey methodology.

The survey measured 12 dimensions of patient safety culture, with approximately three in five respondents who agree that the Hospital Management prioritises an environment that promotes patient safety.

RMG closely monitors patient safety indicators to gain insights and understanding of issues. Aligned to MOH licensing and accreditation standards, Raffles Hospital 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 discussed at the respective Quality Assurance (QA) committees to seek improvement measures.

## QUALITY PROMOTION PLATFORMS

### Clinical

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

### Operations / Services

- Training in workplace safety and Quality Tools
- Service quality
- Inter-departmental sharing of projects and highlights

Raffles Hospital also subscribes to MOH clinical surveillance and reporting to promote transparent public reporting.

## ACCESS TO PATIENT EDUCATION MATERIALS & HEALTH ADVISORIES

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 channels 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.

## Delivering Enhanced Value

### CLINICAL ADVANCEMENTS

During the peak of the pandemic in early 2020, Raffles Hospital started outfitting and ramping up our COVID-19 Polymerase Chain Reaction (PCR) Molecular Laboratory to support national efforts to expand testing services. This enabled us to provide timely, reliable testing to the nation and industry partners.

In line with Safe Management Measures, we also supported the tourism and events sectors by providing pre-departure and pre-event swabbing services, when called upon.

In another area of clinical advancement, Raffles Hospital launched its radiation oncology service in 2020, despite the challenges posed by the ongoing pandemic. Acknowledging the existing needs of our cancer patients, introducing the radiation oncology service provides them with more treatment choices in their fight against cancer.

### CLINICAL RESEARCH & DEVELOPMENT

Raffles Hospital is involved in several clinical trials, which enable our local and overseas patients to access novel therapies and diagnostics. Raffles Hospital also supports academic and observational studies where our clinicians assess disease risk factors, observe the effect of diagnostic tests, treatments or interventions to develop better clinical guidelines and decision making.

### 24/7 HEALTHCARE ACCESS VIA DIGITAL PLATFORMS

Following the successful launch of Raffles Connect in 2019, the app was further enhanced to offer new healthcare services to improve patient experience and minimise crowds amid the pandemic.

These enhancements include:

- Teleconsultation service
- eQueue registration number ahead of clinic visits
- App-based booking of PCR test at more than 30 Raffles Medical clinics island wide

By enabling the pre-booking of appointments on the app, the eQueue registration function as well as provision of teleconsultation services, we were able to support better crowd management and a friction-free patient experience, bringing added convenience for our patients.

In addition to the digitisation of receipts, medical certificates as well as PCR test results ensured that key information was made accessible for users of Raffles Connect. This initiative has brought about significant increase in app downloads.

As part of existing guidelines for visitors to the hospital by MOH, all visitors are required to fill out a health declaration form by MOH ahead of entering the premises. We acted quickly to integrate this form into the Raffles Connect app, reducing the number of questions requiring manual input by more than half through the auto-fill function. This ensured frequent visitors could complete this form seamlessly and quickly, helping to reduce the crowd at the entrance of the hospital daily.

As part of ongoing efforts to enhance patient experience through digitalisation, RMG also invested resources on the Group's website revamp in the year 2020, with the goal of easing the process of locating the Group's general practice and specialist clinics, accessing relevant medical information and services, booking appointments, and making enquiries, for users.





## DIGITALISING HEALTHCARE SYSTEMS & SERVICES

The Group invests substantially in IT systems, including electronic medical records, to provide safe and efficient medical care for our patients, while contributing to the national and global sustainability agenda. Some of the IT initiatives we have implemented are as follows:

- **Airport Border screening e-Roster system** – Implemented in April 2020, the e-Roster system deploys resources across multiple swab stations efficiently during the COVID-19 outbreak. Healthcare assistants (HCA) could easily scan a QR code to check in and out of their working timeslots, which allowed for easy recording to manage remuneration and manpower.

To enhance efficiency at the Airport Border screening operations, we tapped on technology to automate processes. This included automated compilation of reports to be sent to government agencies, the use of dashboards to track report delivery timings, as well as sending arrival passengers their swab test results seamlessly via email.

- **National Electronic Health Record (NEHR) Lab submission collaboration** – Raffles Lab started contributing COVID-19 results data to NEHR since October 2020. The RMG IT team worked closely with Integrated Health Information Systems (IHIS) to establish a seamless system integration with NEHR, providing COVID-19 test results efficiently and accurately for both patients and healthcare workers. This, in turn, improves patient safety and enhances patient experience.
- **Raffles Clinic Management System (RCMS) and Electronic Medical Record (EMR)** – Implemented in the first seven months of 2020 across our clinics in Singapore, Hong Kong SAR, Vietnam and Cambodia, these systems integrate registration, billing, and medicine dispensary information securely so that it is accessible and provides an overview of all records in a single system, within each country. This enables our doctors to view patient records and use the EMR system for their respective practice.
- **Raffles Hospital Chongqing (RHCQ)** – RHCQ was accepted as a designated hospital under Chongqing's social health insurance programme, Yibao, making us one of the few international hospitals admitted into this national programme. Yibao, which officially went "live" on 10 February 2020, allows local patients to be reimbursed for their medical expenditure or to co-pay their medical bills; as well as to seek medical treatment in RHCQ. Notably, this partnership has allowed the RHCQ Hospital Information System (HIS) to access both local Chongqing Yibao and cross province Yibao patients' data to help us instantly verify the accuracy of information, ensure correct billing processing, and collect payments conveniently. Yibao users will simply need to scan a physical or digital Yibao card to make payment seamlessly or make payments via WeChat or Alipay.
- **Raffles Hospital Beijing** – Despite the COVID-19 outbreak in 2020, Raffles Hospital Beijing continued to make progress in implementing relevant IT systems to improve operational efficiency. These include the Hospital Information System (HIS), Electronic Medical Records (EMR), Hospital Resource Planning (Human Resource, Material Management and Finance), Radiology and Laboratory systems. All these systems are interfaced together, providing real time data and medical information for clinicians and staff, thereby improving healthcare standards and productivity.

## GOVERNMENT SCHEMES – COMMUNITY HEALTH ASSISTANCE SCHEME, PIONEER GENERATION AND MERDEKA GENERATION SUBSIDY PROGRAMMES

All Raffles Medical and Raffles Dental clinics participate in the Community Health Assistance Scheme (CHAS), Pioneer Generation (PG) and Merdeka Generation (MG) subsidy programmes to support the Singapore government's efforts to serve the less privileged in the community. Singapore Citizens from lower-to middle-income households, Merdeka Generation, and all Pioneers, receive subsidies for their healthcare needs. For patients with chronic conditions, CHAS complements the Chronic Disease Management Programme (CDMP) which allows patients to tap on their Medisave to defray part of the chronic conditions outpatient treatments covered under CHAS and also enjoy CHAS subsidies for treatment.

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## Delivering Best Outcomes

Raffles Hospital aligns itself to MOH licensing and accreditation regulation requirements and its standards. A two-yearly renewal requirement, Raffles Hospital assures continued subscription to the licensing and accreditation regulation and its standards, which is rigorous and demands better care and patient safety to be paramount.

In addition, Raffles Hospital adopts international best practice on Patient Safety priorities.

These priorities are:

- Accurate identification of patients
- Improve effective communication
- Improve the safety of high-alert medications
- Ensure safe surgery
- Reduce the risk of healthcare-associated infections
- Reduce the risk of patient harm resulting from falls

### CLINICAL AUDITS

Clinical audits are done as part of RMG'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 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 Quality Assurance committee's terms of reference to help the Group look into accessibility of services through the use of data. This allows Raffles Hospital to optimise limited resources to ensure we meet our patients' needs.

### INCIDENT REPORTING

The Group's leadership advocates sharing of feedback by our healthcare professionals across all spectrums in Raffles Hospital. This includes reporting on an event, a process or condition that causes harm or has the potential to cause harm or injury to our patients and customers.

In addition, there is proactive review of clinical incidences and feedback where a team of healthcare professionals relevant to that process comes together for general consensus following an in-depth deliberation. There are also processes in place for group-wide escalation and standardisation. This culture of maintaining open conversations and accountability ensures we have the opportunity to improve on current practices.



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