

Enhancing Patients' Experience in Maternal and Child Health Clinic

Putrajaya Health Office (Pejabat Kesihatan Wilayah Persekutuan Putrajaya/PKPj) was established in 2011, consisting of seven units: Family Health Development (Primary, Maternal and Child Health Units), Communicable and Non Communicable Disease Control, Environmental Health and Enforcement, Information Technology, Health Education as well as Administration.

PKPj delivers its best care to patients where customer satisfaction is the central focus. Together these Units function in providing healthcare activities, implementing policies and monitoring relevant activities.

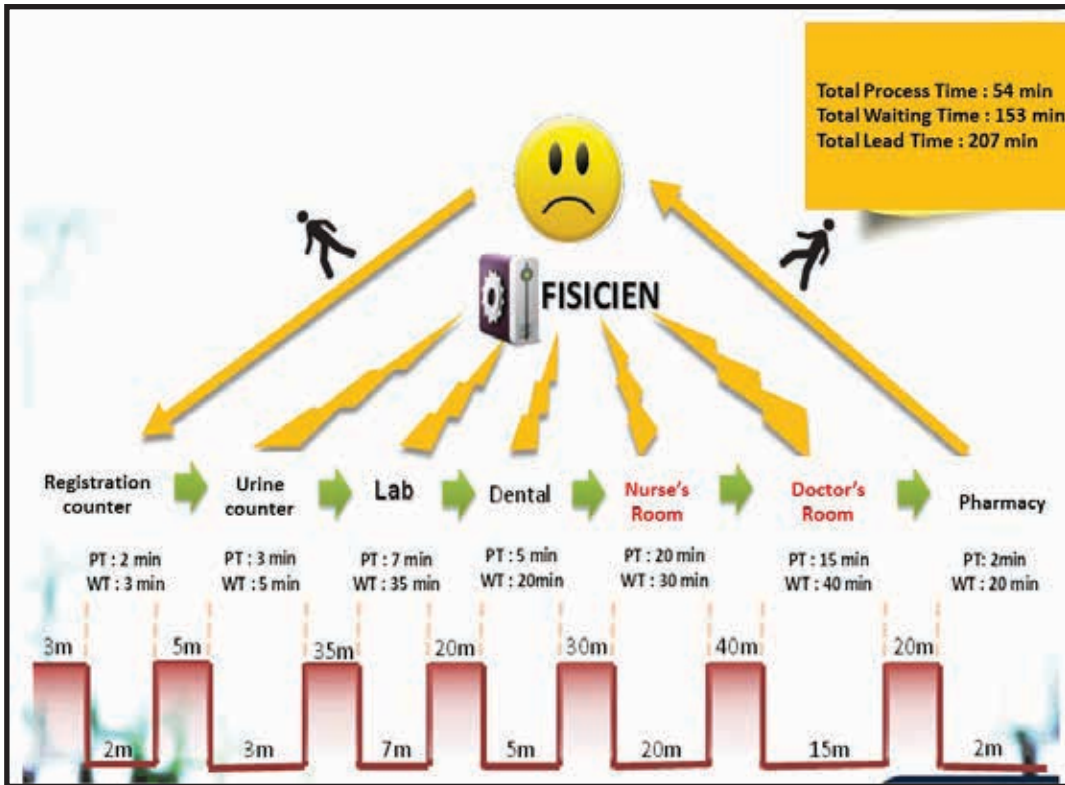
Disturbances reducing work efficiency

Health providers are responsible to provide the best possible services to their patients. PKPj also aims to offer high quality healthcare services which are affordable and accessible to their patients. PKPj continuously seeks to understand and anticipate patients' needs and anxieties so that they will be able to offer a leading edge healthcare service for the benefits of the patients. However, PKPj are facing difficulties as the number of patients keep increasing every year. A problem on the long hours of time taken for customers to travel from the registration counter to the end of clinic station in Klinik Kesihatan Putrajaya,



Presint 9 was identified. Disturbances at the registration counter from patients seeking for information had contributed to low staff morale and inefficiency. Furthermore, continuous time wastage at the counter was due to repetition of patient data entry into the maternal health

Processes involved for a maternal health appointment at Klinik Kesihatan Putrajaya, Presint 9



card and “fisicien” system (clinic health record software) in each process involved.

LEAN approach for process improvement

LEAN approach is a tool that can assist in identifying the root cause of problems. A team had been assigned to study the problems and brainstormed for the best possible solutions to reduce disturbances and work inefficiencies. They used two LEAN tools which included Spaghetti diagram and Poke Yoke. The Kaizen initiatives were suggested and implemented by this team. They are as follows:

SPAGHETTI DIAGRAM & POKE YOKE APPROACHES OF ROOT CAUSE IDENTIFICATION	KAIZEN IMPROVEMENT
Distance taken from the registration counter to final stage of patients movements took about 210 steps.	New layout of registration counters is established to enhance work process and also improved on the quality.
A lot of time was needed when patients data from ‘fisicien’ system were transferred into maternal health cards.	Data is printed and inserted into the maternal health card.

Analysis of LEAN project in PKP

In the conventional way, the distance taken from the registration counter to the final stage of patients movements took about 210 steps. After incorporating LEAN, the distance taken for patients takes up only 168 steps. The processing time has been reduced to 40 minutes as compared to 54 minutes, an increment of 26 percent. Hence an additional of 30 patients could receive treatments for the day. Waiting time has dropped to 110 minutes as compared to 153 minutes previously. Thus, the lead time for the whole processes has been improved by 27.5 percent. Before LEAN project, five nurses were required to work at the registration counter but after using LEAN, only two nurses are required where the other three nurses are transferred to the consultation room. Hence, productivity of PKPj has improved and this would definitely enhanced the patients' experience towards better services.

Matrix before and after LEAN project:

DESCRIPTION	BEFORE	AFTER
1. Patients movement (steps)	210	168
2. Processing time (minutes)	54	40
3. Waiting time (minutes)	153	110
4. Lead time (minutes)	207	150
5. Number of staff	5	2