

CELEBRATING INNOVATIVE MANAGEMENT IN THE PUBLIC SECTOR 2011

28TH – 30TH JUNE 2011

THE Dr CN PHATUDI HOSPITAL LEAN PROJECT EXPERIENCE

PRESENTED BY Ms MOORANE SARAH MABITSELA
CEO: Dr CN PHATUDI
Tzaneen District, Limpopo Province

Background

Dr CN Phatudi hospital was chosen as one of the 18 pilot sites for the Lean Project by LimDOH & NDOH

- It is a district hospital located two hours east of Polokwane in Limpopo Province, Tzaneen District
- 130 bed capacity.
- 4 wards and 2 Theatres

The workshop included 16 members of the hospital management team & shopstewards

Lean Projects 1-5 November 2010

| Project description | Problem statement |
|--|---|
| Waiting time for OPD patients to get files | Patients queue from 7am waiting for their files, delay in getting file delays the start of clinics where staff are idle |
| Missing patient files | Patients complain of duplicate and missing files. Rework is needed to remedy this |
| ARV clinic patient journey time | Patients spend up to 9 hours in the system, requiring pharmacy overtime |

Lean Projects 1-5 November 2010

| Project | Project goals |
|--|---|
| Waiting time for OPD patients to get files | Reduce time patients spend in the reception process from about 5 hours to under 4 hours |
| Missing patient files | Reduce missing files from 10% to 0% |
| ARV clinic patient journey time | Reduce time from over 9 to under 6 hours for 200 patients per day |

Project outcomes: reception waiting

- Got reception team working earlier and improved flow of patients to desk
- Some improvement noted....

Project outcomes: missing files

- Searched racking and sorted files
- Developed a plan to continue sorting to remove duplicates, merge systems and reduce missing files
- Some improvement noted....

Project outcomes: ARV clinic

- Removed batching from each step in the process
- Get 1-on-1 dispensing from pharmacy to patient with no batching
- Get first patient to pharmacy 1 hour faster
- Complete work at pharmacy 75 min earlier
- Retain file at pharmacy and save 3520km walking by patients pa

Project outcomes: ARV clinic (cont.)

- Follow-up work on this project included work already initiated to bring in a 'Park Home' for the ARV pharmacy integral with ARV clinic
- Clinic now routinely deals with daily patient load by 12 noon vs. 6pm and later prior to the workshop
- We have also rolled out ARV dispensing to all 15 clinics and 3 health centres in the hospital's catchment area so 1561 served at clinics reducing the hospital's demand to 1053 (2614 total) and easing the total experience for the patients

Reflections

- Knowledge learnt carries over to other projects
- Staff now more committed as they see results
- Usefulness of 'Go See' to every aspect of management – 'management by walking!'

Recommendations

For NDOH

For LimpopoDOH

For Lean Institute Africa

Other?

Acknowledgements

Staff at Dr CN Phatudi

etc

Thank you!