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## Problem Definition

<b>High Volume</b> <b>770</b> Patients visit our Outpatient Pharmacy each day	<b>High Variety</b> <b>23.5%</b> Patients collect 3 or more types of medications per visit	<b>Stretched Manpower</b> <b>35</b> Pharmacy Staff	<b>Limited Space</b> The dispensary occupies <b>150m<sup>2</sup></b> out of 400m <sup>2</sup>	<b>Patients and Staff satisfaction need improvement</b>	<b>Long turn around and wait time</b> <b>75.8%</b> Patients wait 30mins or less for their medication	<b>Mean Wait Time for medication collection</b> <b>24 minutes</b>
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In view of Pharmacy renovation and expansion in 2014, we introduced a non-conventional change management process in December 2013, to improve patients' average wait time for collection of medications at the Outpatient Pharmacy.

## METHODOLOGY – 5Ds

### Discover the Need for Change

- Activate “Alert-Button” to improve patients' wait time
- Create the sense of urgency

### Draw a team

- Involve subject expertises and tap on their experiences
- Align to common objectives and goal
- Engage staff in an open and honest discussion on potential causes

### Determine the Potential Causes

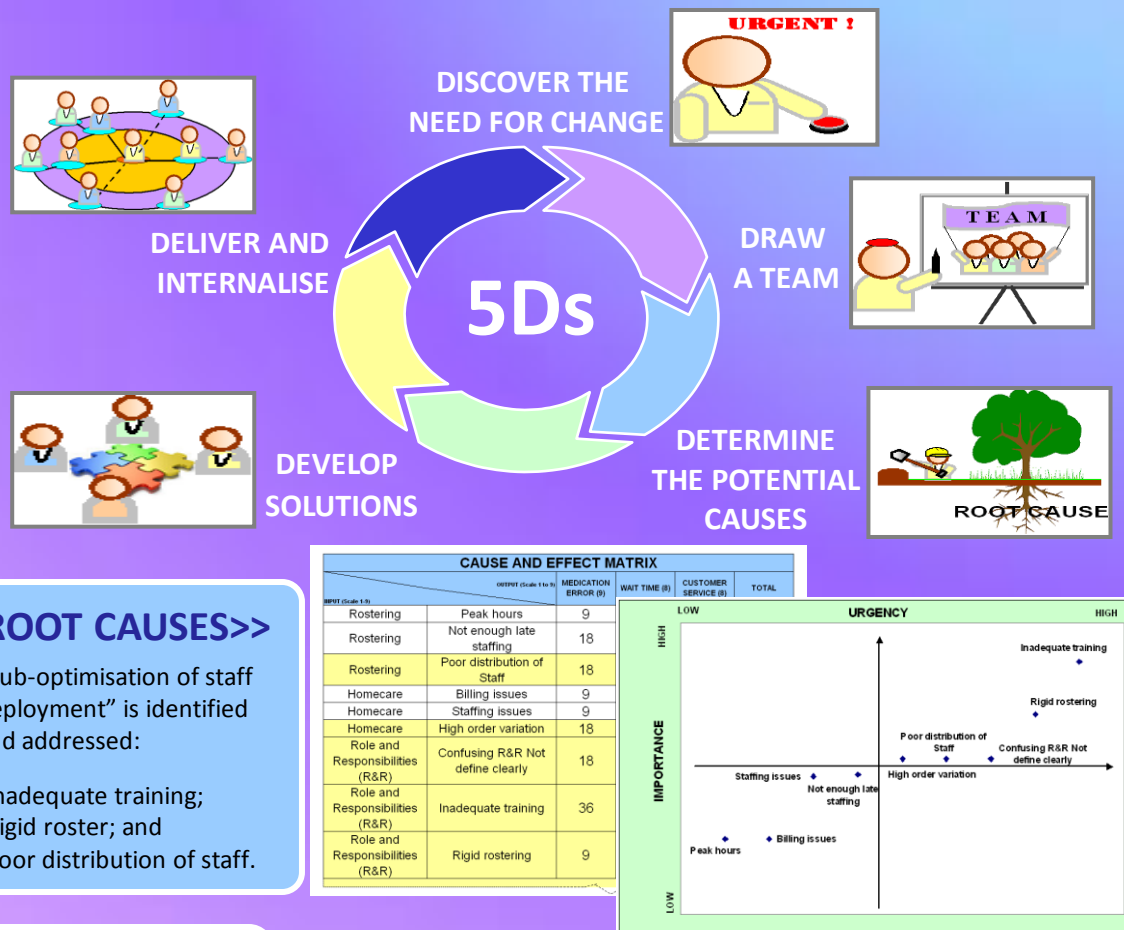
- Use Cause and Effect Matrix to link all potential concepts and stages
- Prioritise the causes by its “Urgency and Importance”
- Identified the root cause as “Sub-optimisation of staff deployment”

### Develop Solutions

- Set SMART objectives
- Distribute specific tasks to members
- Create a more dynamic and fluid solution to reallocate manpower by:
  - ✓ Releasing staff back to dispensary area
  - ✓ Converging all staff to process prescriptions during peak hours
- Job enlargement: Train Pharmacy Retail Assistant to manage homecare operations and services
- Job enrichment: Pharmacy Executive to administrate manpower planning by
  - ✓ Rostering to match peak hours
  - ✓ Rescheduling lunch hours
  - ✓ More late shift staffing
  - ✓ Pool of staff with flexible roles, filling rate-limiting steps of prescription processing
- Empower Duty Manager as the driver to monitor, manage and optimise daily work processes

### Deliver and Internalise the change

- Communicate and internalise
- Monitor and analyse the results
- Share the success with the whole department
- Ensure continuous process improvement
- Stay alert with a sense of urgency to discover the next change.

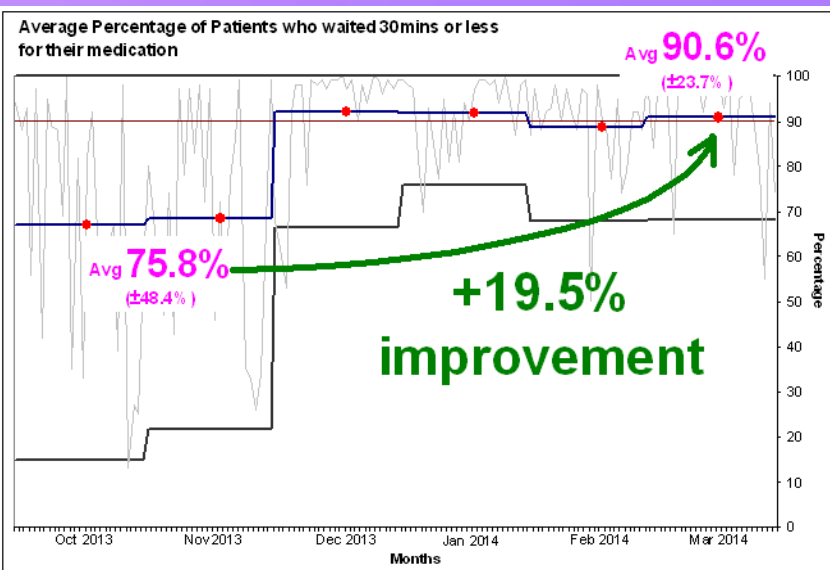


**RESULTS >>**  
**19.5% Improvement**

in the average percentage of patients who waited less than 30 minutes, from **75.8 (±48.4)%** to **90.6 (±23.7)%**.

Mean Wait Time per patient was shortened by **4.6 minutes**

(Before: 24min, After: 19.6min)



## CONCLUSION

A non-conventional change management process, with responsive and dynamic manpower reallocation solutions, are effective in improving patients' wait time. Effective communication with clearly defined roles, creating a culture of urgency, focus and accountability, as well as utilising each individual's expertises are important ingredients in this process.