

# Outpatient Pharmacy Renovation: The Journey from Risk to Reality

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## Introduction

The old Outpatient Pharmacy (OP) layout did not facilitate a smooth patient flow within the Pharmacy. There were also space constraints at the drug storage shelves resulting in clutter of drug stocks on the floor area during goods receiving, impeding staff movement & safety. Pharmacy collaborated with KKH & SingHealth Facilities Development (FD) to develop a new design for OP & the renovations took place from Mar to Sep 2015 with OP operations remaining onsite.

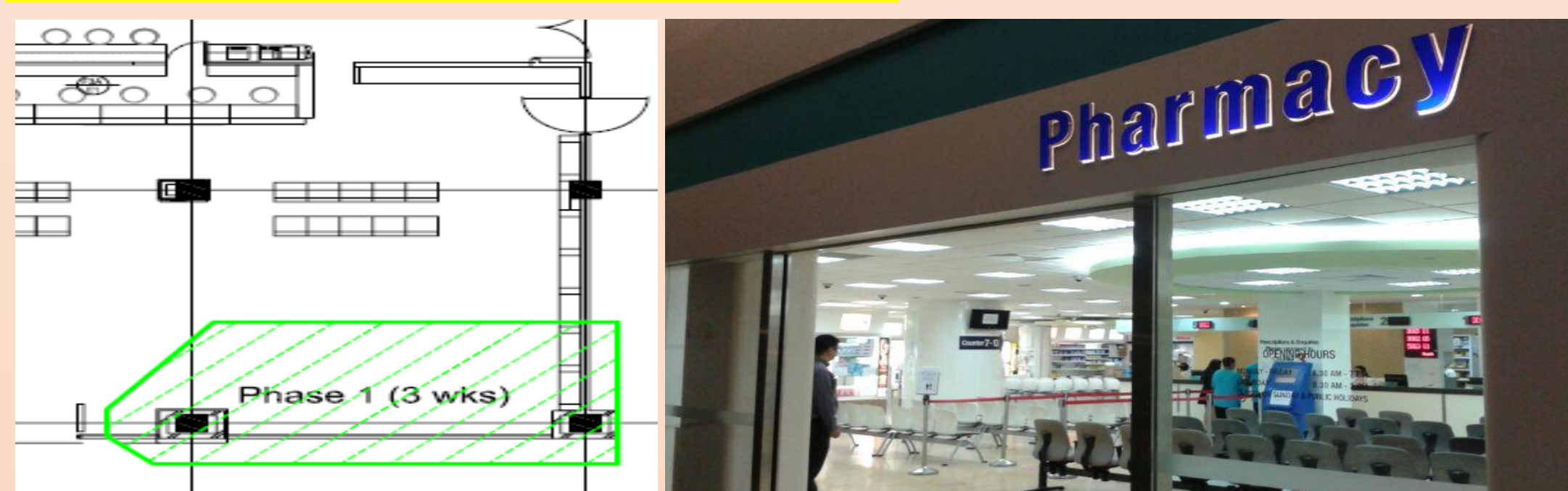
## Aims

- The 5-phases approach to renovation was adopted in view of the challenges & risks. This approach strives to
- Improve the patient & staff flow within OP
  - Use Enterprise Risk Management (ERM) in ensuring patient and staff safety during the renovations

## Methods

- Observations on the patient flow & various steps in processing of prescriptions were conducted - constraints & problems identified in old Pharmacy layout
- Enterprise risk management (ERM) was performed - risks were identified for all phases of the renovations & to ensure staff welfare (Table 1)
- Regular staff communications ensured staff were updated & aware of risks during the various phases of renovations

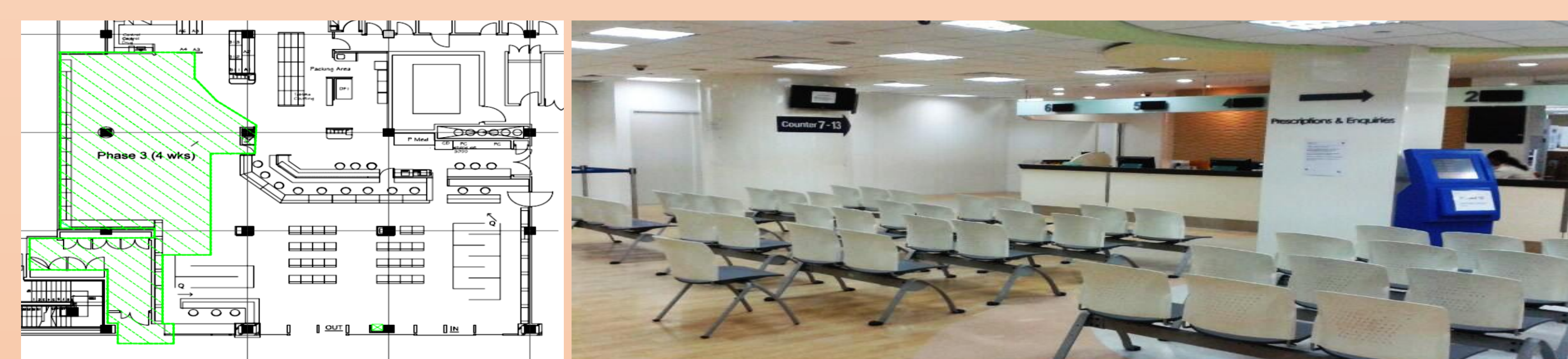
## The Renovation Journey



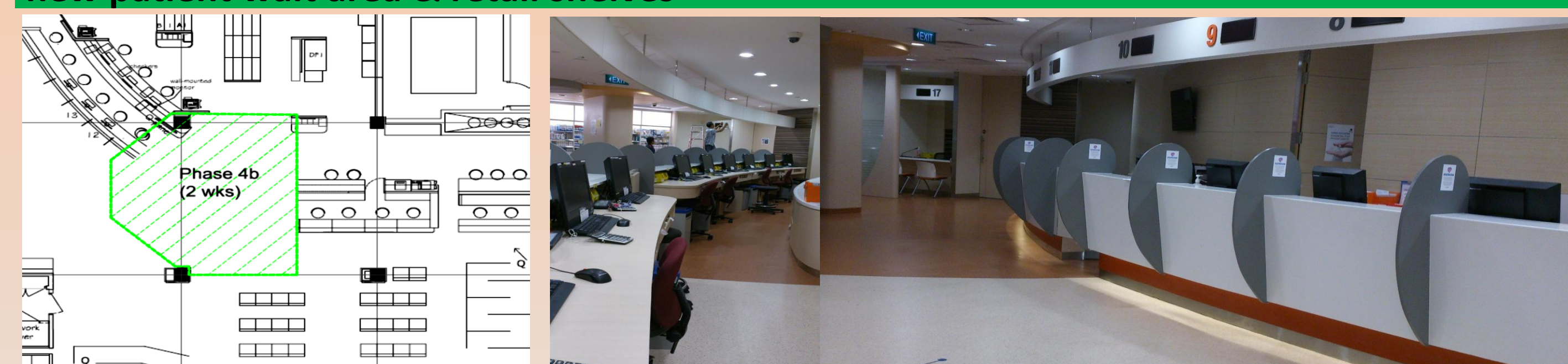
Phase 1 – creating a new Pharmacy entrance



Phase 2 – creating new drug packing area, hoarding of patient wait area to serve as temporary drug packing area



Phase 3 – creating new dispensing counters 11 to 17, new patient wait area & retail shelves



Phase 4 – creating new counters 7 to 10



Phase 5 – creating new counters 1 to 6 & Pharmacist's Advice Counter

## Results

Table 1: Risks identified for 5 phases of renovations & staff welfare & the effectiveness of changes to control

ERM	No of Risks	% Adequately controlled	% Under controlled	Changes to control	Risk Rating after control changes
Phase 1	2	0.0%	100.0%	Substantial	Adequately controlled
Phase 2	7	57.1%	42.9%	Minor to Moderate	Adequately controlled
Phase 3	7	57.1%	42.9%	Minor to Moderate	Adequately controlled
Phase 4	3	100.0%	0.0%	Nil	NA
Phase 5	1	100.0%	0.0%	Nil	NA
Staff welfare	6	66.7%	33.3%	Minor to substantial	Adequately controlled

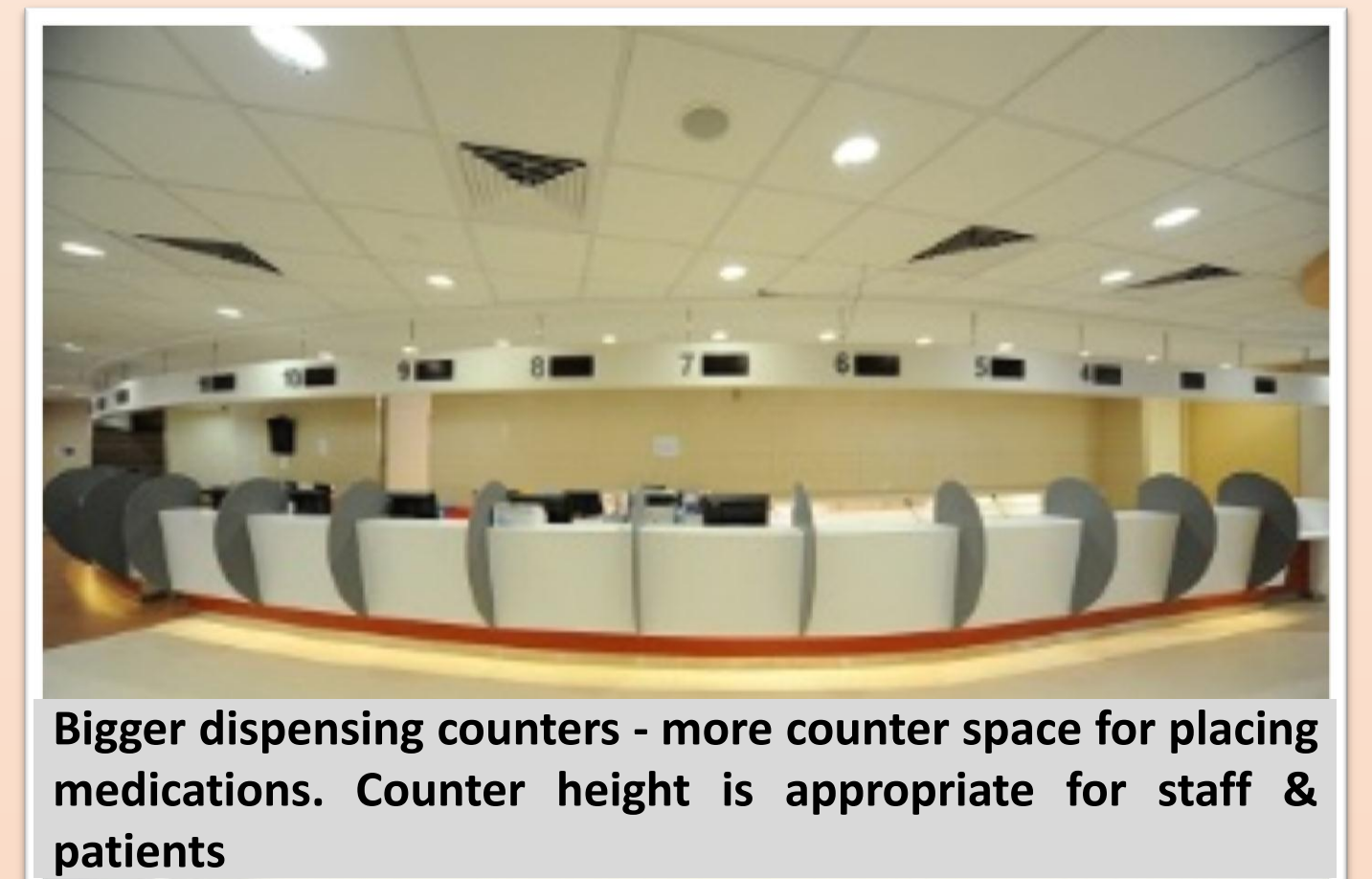
- There was a smooth transition through the 5 phases & Pharmacy staff continued to serve our patients confidently during renovations

## The Reality

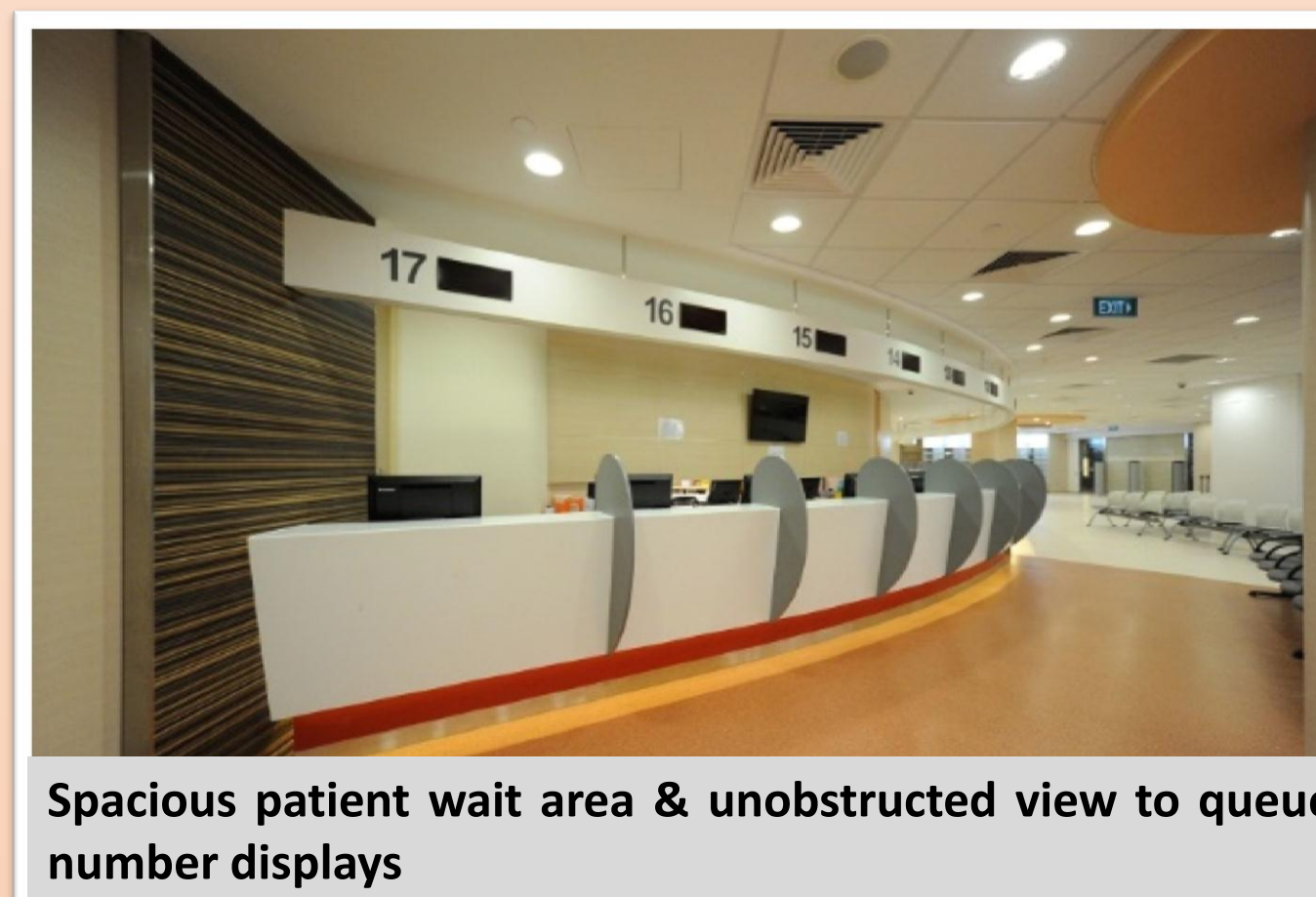
Photos of the newly renovated Outpatient Pharmacy



New entrance provided a direct route to registration counter & improved visibility to dispensing counters



Bigger dispensing counters - more counter space for placing medications. Counter height is appropriate for staff & patients



Spacious patient wait area & unobstructed view to queue number displays



Bigger, brighter cashier counters with neat storage areas



Shelves and pull out drawers catering to various medication dosage forms, customised trolleys with foldable handles for excess stocks. Organised medication storage with bigger aisles between shelves facilitating staff movement



Customised drying racks - drying of washed glass bottles for poured syrups

## Conclusions

Renovations provided OP an opportunity to improve patient flow with better utilisation of space

ERM was effective in assisting Pharmacy staff to

- Be prepared for possible risks that may arise during the renovations
- Develop innovative solutions in preventing the risks identified
- Achieve successful completion of renovations