

Date: April 2, 2017E.C

✉ **To:** Health Service Quality Unit

✉ **From:** Outpatient Department (OPD)

Subject: Monthly Quality Improvement Report: OPD Waiting Time Control (March 01-30, 2017)

Dear Colleagues,

We are pleased to share the initial report for the OPD Waiting Time Control Quality Improvement (QI) initiative for March 2017, marking the launch of efforts to reduce waiting times through the integrated triage-MRU station and EMR queue monitoring.

This month, we launched the integrated triage-MRU station, conducted staff orientation, initiated daily spot-checks, began real-time EMR queue monitoring, and installed initial workflow signage.

Key Results for March 2017:

✉ **Average Waiting Time:** ~24.8 min (Target: ≤23 min) ❌

✉ **Average Triage Time:** ~9.2 min (Target: ≤8 min) ❌

✉ **EMR Queue Adherence:** 70% (Target: 100%) ❌

✉ **Patient Satisfaction:** 82.5% (Target: >85%) ❌

Key Learnings & Challenges:

Initial delays and confusion arose with the new triage-MRU flow, and some physicians bypassed the EMR queue, affecting fairness. Staff adaptation to the new workflow was ongoing, and patient satisfaction fell slightly below target due to these challenges.

We look forward to your continued support as we refine these processes in April.

Sincerely,

Dr. Bahar Abdi

OPD Director



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DEDER GENERAL HOSPITAL

SUSTAINING IMPROVEMENT IN REDUCING OPD WAITING TIME FOR CONSULTATION:

A QUALITY IMPROVEMENT PROJECT

QI Team Lead: **Dr. Bahar Abdi-OPD Director**

Facilitator: **Abdi Tofik (BSc, MPH)-HSQ Director**

Reporting Period: **Mar 01-30, 2017**

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1. PLAN (Focus)

- **Aim:** Reduce and sustain OPD waiting time ≤ 23 minutes through the new integrated triage-MRU station and EMR queue monitoring.
- **Key Targets for March:**
 - Average OPD waiting time ≤ 23 minutes
 - Average triage process ≤ 8 minutes
 - Patient satisfaction $> 85\%$
 - Physicians follow EMR queue discipline

2. DO (March Implementation Activities)

- Launched **integrated triage-MRU station**.
- Conducted **staff orientation and training** on workflow.
- Started **daily spot-checks** by OPD Head Nurse.
- Began **real-time EMR queue monitoring**.
- Installed initial workflow **signage** in OPD.

3. STUDY (March Results)

Summary of Indicators – March 2017

Indicator	Target	March Result	Status
Average Waiting Time	≤ 23 min	~24.8 min	✗ Above target
Average Triage Time	≤ 8 min	~9.2 min	✗ Above target
EMR Queue Adherence	100%	70%	✗ Needs improvement
Patient Satisfaction	$> 85\%$	82.5%	✗ Below target

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Observations:

- Initial delays and confusion with the new triage-MRU flow.
- Some physicians bypassed the EMR queue, affecting fairness.
- Staff still adapting to workflow; patient satisfaction slightly below target.

OPD Waiting Time Process Audit Report (40 Patients)

Patient ID	Wait Time (min)	Triage Time (min)	EMR Queue Followed?
337306	25	9	N
337306	26	10	N
337307	24	9	Y
337307	27	10	N
337306	23	9	Y
337284	24	8	Y
337308	26	9	N
337308	25	10	N
013557	24	9	Y
337309	27	10	N
337310	25	9	N
337311	24	8	Y
013557	26	10	N
013557	23	9	Y
336128	25	10	N
337312	24	9	Y
337310	27	10	N
337310	25	9	N
337309	24	8	Y
337313	26	10	N
337010	23	9	Y
337314	25	9	N
337309	24	9	Y

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SUSTAINING IMPROVEMENT IN REDUCING OPD WAITING TIME FOR CONSULTATION:

336128	27	10	N
336128	25	A QUALITY IMPROVEMENT PROJECT	
337315	24	8	Y
337010	26	10	N
337010	23	9	Y
337313	25	10	N
337314	24	9	Y
083573	27	10	N
337316	25	9	N
337314	24	8	Y
337313	26	10	N
337224	23	9	Y
337224	25	10	N
083573	24	9	Y
083573	27	10	N
337311	25	9	N
337317	24	8	Y
Totals	Average Wait Time: ~24.8 minutes	Average Triage Time: ~9.2 minutes	EMR Queue Adherence: 28 / 40 = 70%

4. ACT (Actions Taken)

- ✍ Immediate **refresher training** provided to staff on EMR and triage roles.
- ✍ Additional **signage installed** to guide patient flow.
- ✍ OPD Head/Manager directly engaged physicians to enforce queue discipline.
- ✍ Plan to reinforce compliance in April through EMR training and closer monitoring.