

Project Title	Speedy-Q
Institution/Department	Edenvale Hospital, Gauteng Province
Innovation	The aim of the innovation was to reduce patient waiting times at pharmacy by implementing a novel dispensing system: Speedy-Q. It is a unique restructure as it uses existing resources and small attainable changes that have a great impact on reducing waiting times. Two key focus points have significantly reduced waiting time. These were the emphasis on housekeeping (based on the 5S of lean management: 1. De-clutter, 2. Organise items, 3. Clean & inspect work area, 4. Set standards, 5. Maintain Standards) and patient categorisation into different queues based on their requirements. Speedy-Q has substantially enhanced service delivery and is easily replicable, gaining adoption within the hospital (Appendices 4 and 5) and other institutions. New additions to the dispensing strategy are: • Each window is operated by a team comprising 1 pharmacist and 1 pharmacist assistant. • Each window dispenses a specific type of prescription, i.e. priority, acute/express, new chronic, and repeat chronic. Previously there was 1 priority queue and 1 general queue. • A queue marshal reviews each patient's file, assigns them to a queue with the queue number, and records on the statistics sheet. • Patients keep their file until they are called to the window. • Dispensers record the prescriptions dispensed on their stat sheet. • In-Patient department features a mini pharmacy for convenient medication access and a stat sheet for monitoring TTOs. • Wards submit order sheets on a dedicated shelf. • Flexible hours ensure there's staff available from 7am until 5pm. • Chronic prescriptions are prepared in advance and stored on a tagged shelf with patient names for easy retrieval. • A dedicated supervisor works with the queue marshal. • There is a whiteboard for monitoring queue movement. • There is a runner for stock replenishment.
Impact	The impact of Speedy-Q is far-reaching with significant influence internally and externally. It impacted positively in the following areas: • Shorter waiting times: The waiting times have fallen below the provincial 60-minute target, with a 78% decrease in average monthly waiting times from Pre-Speedy-Q (ranging from 1 hour 15 minutes to 3 hours) to Post-Speedy-Q (17 minutes). • Improved staff morale: Pharmacy staff responded positively to new system, reducing absenteeism and sick leave. There is a cordial relationship between staff and patients which is encouraging. • Enhanced patients experience: Speedy-Q had a noteworthy impact on the most important people: our patients. The system has significantly improved patient satisfaction, resulting in less complaints and a happier patient experience. Surveys show 100% of patients are satisfied with Speedy-Q, highlighting the team's dedication. Patients spend less time in the hospital overall and this positively influences compliance as patients do not skip appointments due to long waiting times.

	• Decongestion of the facility: The facility's reduced crowding reduces infection transmission risk and allows for more patient-centred care, including counselling and advice. • Efficient service delivery: The quality of services has significantly improved, with patients receiving prompt assistance and ample time for any questions/concerns to be addressed. • The Patient Administration department adopted our chronic protocol, releasing files the day before patients' expected arrival, thereby reducing waiting times. • The Health Technology department implemented our housekeeping protocols, and this yielded a 100% result in their Ideal Hospital audit. • Implementing Lean Management resulted in: Improved housekeeping, flexible working hours, re-organization of duty roster and improved monitoring of leave roster. • Externally, other institutions have successfully implemented patient categorization into queues, reducing waiting time, as reported by Bertha Gxowa Hospital and Leratong Hospital, who visited the pharmacy to benchmark the system. • Speedy-Q has significantly benefited the pharmacy profession by facilitating easy replication across various departments and facilities and enhancing the perception of the profession. Edenvale hospital obtained an A-grade certificate from Pharmacy Council. • Edenvale hospital was selected by Gauteng Pharmaceutical Services to provide provincial SOP training on waiting time monitoring.
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