

LEAN PROJECT: IMPROVING QUALITY OF HEALTHCARE SERVICES IN KLINIK KESIHATAN TENGGAROH 02

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ABSTRACT

INTRODUCTION: Lean management, a methodology rooted in manufacturing, has been increasingly adopted in healthcare to enhance quality, efficiency, and patient satisfaction. By applying Lean principles, errors can be reduced, and resource utilisation can be optimised, ensuring continuous improvement in streamlining operations and enhancing service delivery. This commitment to constant improvement is a crucial aspect of Lean management that keeps healthcare professionals engaged and committed to the process. OBJECTIVE: This study evaluates the impact of Lean Management Principles on operational improvements and efficiency gains in healthcare settings, focusing on patient waiting time and staff productivity. METHODOLOGY: This study was conducted from December 2023 until June 2024 in the Klinik Kesihatan Tenggaroh 2 outpatient clinic. It started with mapping the process of the activities and integrating the employees involved in lean application tools. Then, the lean system was applied or implemented. Finally, the applied system was analysed by collecting data samples. A positive outcome is shown in the increment of process cycle efficiency and reduced patient waiting time. RESULTS: Implementing lean principles since January 2024 demonstrated significant improvements in service and operational efficiency, resulting in a 13% increment in process cycle efficiency (PCE), where the pre-sample (19.1%) and post-samples (32.05%) results and tele-primary care e-time was successfully achieved, showing >90% patient's waiting time being less than 90 minutes from January to June 2024. Meanwhile, staff productivity improved due to better resource allocation and reduced bottlenecks, enhancing job satisfaction and teamwork, eliminating non-value-adding activities and using resources more efficiently improved operational cost savings. CONCLUSION: This study's findings underscore the importance of teamwork in the success of the Lean Project at Klinik Kesihatan Tenggaroh 02. Healthcare quality and operational efficiency were significantly improved by reducing variability, enhancing patient flow, and promoting a patient-centred approach.

Keywords: Lean healthcare, Waste elimination, Continuous improvement.
