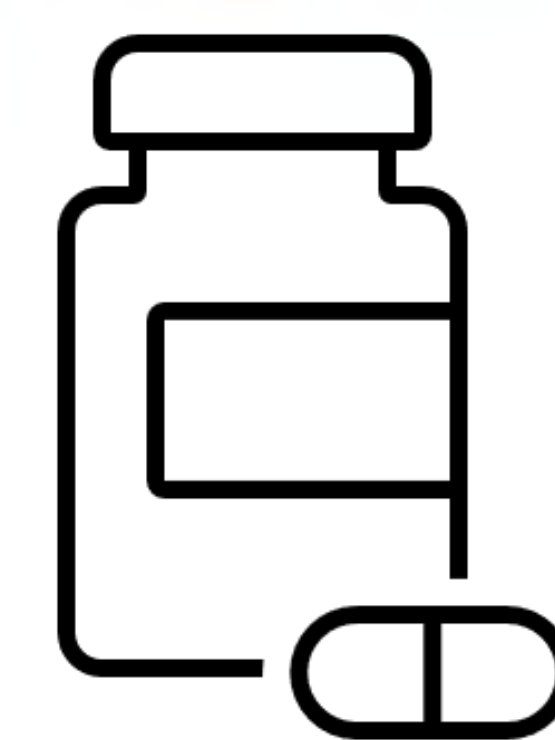


Rx Express

Dispensary Workflow Revamp

Reducing wait times and improving efficiencies in a tertiary hospital pharmacy dispensary

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Introduction

- Our tertiary hospital dispensary processes 50,000 discharge and 110,000 outpatient medications annually.
- The previous workflow was failing to meet Key Performance Indicators (KPIs), which state that 95% of prescriptions should be processed within 1 hour.
- From 2021 to 2023, the average time for discharge prescriptions was 42 minutes, with 80% completed within 1 hour. The average outpatient prescription time was 40 minutes, with 83% completed within 1 hour.
- To improve and meet KPIs, the service required an innovative workflow transformation.

Aims

- To implement a process of continuous improvement and enhanced flow leading to reduced waiting time for prescriptions.

Method

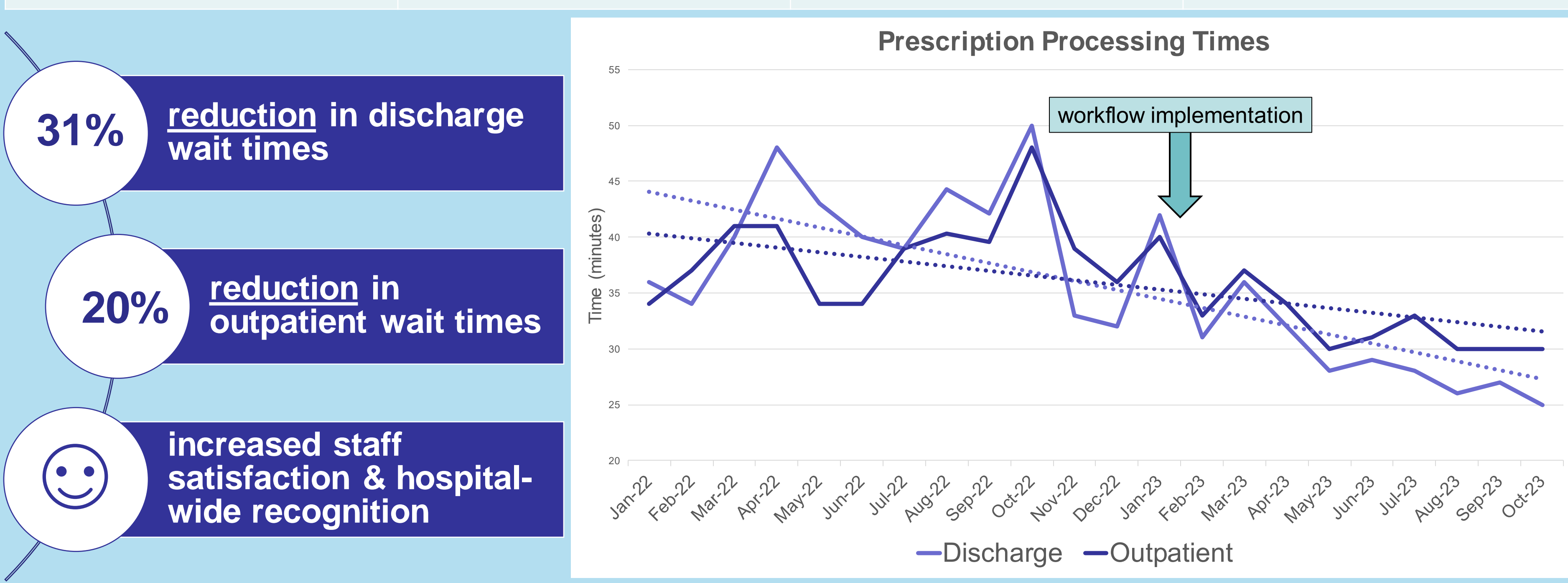
- After planning and training, new workflows were introduced in February 2023.

Prescription triage process introduced to identify and resolve issues early	Technicians monitoring task prioritisation and flow	Traditional role assignment removed to increase flexibility to respond to workload surges
"Buffer" system caps number of tasks staff can be assigned to promote following tasks to completion	Adjustment of dispensing responsibilities to reduce prescription "dead time"	Kanban card system utilised for mandatory tasks

Results

In the 9 months post-implementation:

Discharge Prescriptions		Outpatient Prescriptions	
Before	After	Before	After
42 minutes average processing time	29 minutes average processing time	40 minutes average processing time	32 minutes average processing time



Discussion

- As changes continue to be embedded, and processes further refined, KPI improvements, workflow efficiencies, and staff upskilling are being maintained and improved.
- Ongoing empowerment of pharmacy technicians is key to paving the way for large scale technician-led dispensaries.

Next Steps...

- Meet and achieve KPIs consistently.
- Ongoing streamlining and refining processes and workflows.
- Focus on weekends and 7-day service model.
- Implementation of similar models within other dispensary areas using this workflow blueprint.

For more information

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