

Implementing Quality Management System in Puskesmas X East Kalimantan Province based on ISO 9001:2008

Muhammad Syarif Hidayatulloh

Director & Lead Consultant

PARTNERS CONSULTANT

Background

- PUSKESMAS is basic health care provider in Indonesian health system
- Indonesia has more than 9500 Puskesmas throughout the country
- The services in Puskesmas including: basic health care, basic dental care, basic laboratory, pharmacy, basic emergency care, prenatal care, neonatal care including vaccination, and public health activities
- Puskesmas has important role in reducing maternal mortality and neonatal death. Puskesmas has also contribute in eradicating communicable diseases eradication such as malaria, dengue fever, diarrhoea, etc.
- The quality of services vary among Puskesmas (no real data about the quality of services)
- Puskesmas X is located in East Kalimantan Province

CONDITION OF PUSKESMAS IN INDONESIA

- LOOK AT ALL PHOTOS

OBJECTIVES

- To develop a Quality Management System (QMS) based on ISO 9001:2008 in Puskesmas Karang Asam .
- To establish QMS documentation including work procedures and work instructions based on business process
- Implementation of QMS throughout the process and activities in Community health center
- Implementation of internal QMS audits by internal auditors of Health Center
- Obtaining recognition of QMS certification from international accreditation bodies

Outcomes

- Puskesmas implement QMS ISO 9001:2008 in its process
- Patients and employees safety will be improved
- Customer satisfaction will be improved

Teams

- M. Syarif Hidayatulloh. SKM, MPH
- Ermin Rachmawati, MD, M.Biomed
- Tulus Wahyu Sejati, SKM
- Rohaya, S.Kep, M.Kes

PROJECT DESCRIPTION

One Year Project:

- PHASE I : REVIEW EXISTING SYSTEM & FORMATION OF ISO TEAM
- PASE II : QUALITY AWARENESS TRAINING
- PHASE III : TRAINING QUALITY MANUAL AND DOCUMENTATION
- PHASE IV: DEVELOPING QUALITY MANUAL AND DOCUMENTATION
- PHASE V: TECHNICAL DEVELOPMENT BASED ON REGULATION
- PHASE VI: IMPLEMENTATION OF ISO 9001:2008
- PHASE VII: CHANGE MANAGEMENT
- PHASE VIII: INTERNAL AUDIT
- PHASE IX : CUSTOMER SATISFACTION SURVEY
- PHASE X: REVIEW MANAGEMENT
- PHASE XI: CERTIFICATION PROCESS
- PHASE XII : FOLLOW UP ASSESSMENT

PHASE I : REVIEW EXISTING SYSTEM & FORMATION OF ISO TEAM

- **Objectives**

- As a requirements of ISO 9001 clause 5 & 6
- Mapping the organization processes
- Gap analysis
- Identify the culture of organization
- Identify supporter & Confronter
- Build QMS team (MR, auditor internal, team survey, work group)

- **Methode**

- Meeting & Discussion (Workshop, FGD, individual discussion)
- Interview
- Checklist & Photos (as an evidence)

PHASE I : Cont...

- Result
 - Look all photos

PHASE II : QUALITY AWARENESS TRAINING

- Objectives
 - To transfer knowledge of ISO 9001:2008
 - To build commitment to comply Quality Management System
- Methode
 - Class
- Result
 - Look all photos

PHASE III & IV: TRAINING & BUILD QUALITY MANUAL AND DOCUMENTATION

- Objectives
 - As a requirements of ISO 9001:2008 clause 4.2.2 and 7.5.1
 - To train employees how to build manual and work procedure based on process and clause ISO 9001:2008
 - To ensure that all units can build their own procedures after the consultation
 - To ensure that all procedures and instructions based on reference
- Methode
 - Workshop
 - Best practices
 - Draft

PHASE III & IV: TRAINING & BUILD QUALITY MANUAL AND DOCUMENTATION

- Result
 - Look all photos

PHASE V: TECHNICAL DEVELOPMENT BASED ON REGULATION

- Objectives
 - In clause 7.2.1 of ISO 9001:2008, it is stated that any organization who wants to implement ISO should consider government regulation
 - To ensure that all procedures comply with regulation of Ministry of Health
 - To ensure that all activities comply with the procedures
- Methode
 - Assistance & Discussion

PHASE V: Cont....

- Result
 - Procedures and instructions comply with regulation

PHASE VI: IMPLEMENTATION OF ISO 9001:2008

- Objectives
 - Kick off implementation of ISO 9001:2008
 - Implement all procedures in all units
 - To assist all unit if there are problems regarding implementation
- Methode
 - Assistance & Discussion
- Result
 - Positive & Negative comments from units or patients

PHASE VII: CHANGE MANAGEMENT

- Objectives
 - Leisure and fun activities as an appreciation to all staffs
 - Team building
 - Improve communication
 - Enhance commitment
- Methode
 - Outbond
- Result
 - Every staff is happy
 - See all photos

PHASE VIII: INTERNAL AUDIT

- **Objectives**
 - As a requirement of ISO 9001:2008 clause 5.4.1
 - To control that procedures are really implemented
 - To measure the compliance of all unit to procedures
 - As an input for Top Management (head of puskesmas) to evaluate the progress and problems of ISO implementation
- **Methode**
 - Internal audit
- **Result**
 - It should be conducted in 11 units every Semester
 - as an example it was conducted in Pharmacy Unit
 - The finding in pharmacy unit: 1 Major, 20 minor, 2 observation
 - See all photos

PHASE IX : CUSTOMER SATISFACTION SURVEY

- **Objectives**
 - As a requirement of ISO 9001:2001 clause 8.2.1
 - To get input from patients and customers regarding service
- **Methode**
 - Daily Survey
 - Annual survey
 - Customer feedback (qualitative): Critics&suggestion
- **Result**
 - Dissatisfaction rate 2,4%
 - Many critics from patients
 - Many positive comments from patients

PHASE X: REVIEW MANAGEMENT

- **Objectives**
 - As a requirement of ISO 9001:2001 clause 5.6.1, 5.6.2, 5.6.3
 - To evaluate all the process and performance after implementing ISO 9001:2008
 - As a preparation before Puskesmas is audited by ISO Certification Body
- **Methode**
 - Meeting
- **Result**
 - Not yet implemented (End August 2014)

PHASE XI: CERTIFICATION PROCESS

- **Objectives**
 - To prove that all processes comply with ISO 9001:2008
 - To get approval and certificate ISO 9001:2008
- **Methode**
 - External Audit
- **Result**
 - Not yet implemented (September/October 2014)

PHASE XII : FOLLOW UP ASSESSMENT

- **Objectives**
 - To fix all negative findings during external audit ISO 9001:2008
 - Improve the system
- **Methode**
 - Assistance and discussion
- **Result**
 - Not yet implemented (November 2014)

Hindering Factors

- Puskesmas is government organization which is characterized with bureaucracy, static rather than dynamic
- Many decision makers in district health office
- Lack of budget to fulfil the equipment standard (because of poor planning)
- Puskesmas has no full autonomy to manage the budget. All budgets are planned by district health services
- Discourage from some “Senior Staffs”
- Communication in internal Puskesmas, internal District health office, Puskesmas-District health office, Consultant- District health office

Promoting Factors

- Regulation of Indonesian Ministry of Health that encourage all health care providers to prioritize quality of services.
- Strong commitment of district health office and Head of Puskesmas
- This is the first puskesmas in the city to implement QMS ISO 9001:2008 (All eyes go to Puskesmas X).
- Political factor is also a benefit

Sustainability and transferability

- Puskesmas X will be audited every year by international certification body to ensure that Puskesmas X consistently implements QMS ISO 9001:2008
- Some other Puskesmas visit Puskesmas X as they are prepared to implement ISO 9001:2008 next year.
- Fund is not big problem, but still be a “Problem”

ACHIEVEMENT

- “Small achievement” is “Big Achievement”
 - Cleanliness
 - Neatness
 - Discipline
 - Punctual
 - Rearrange all rooms
 - Employees open to the change, critics, and suggestions from external: Survey & audit
 - Customer satisfaction survey and customer feedback

What should be improved of this project?

- Improve schedule
- Improve the Setting of goal target in every phase
- Enhance communication