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KINGDOM OF SAUDI ARABIA

Guide to Excellence

In primary health care center services





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Introduction

Why this guide?

This guide aims to support the efforts of healthcare heroes to reach excellence in providing services in primary health care centers (PHCs). It provides quick insights into common practices. Achieving them will influence the Customer's satisfaction levels towards the PHCs around the Kingdom.

Some of the fields are presented in a simple manner with vital requirements in providing their services. The guide is also supported with video footage that will enable the healthcare heroes to perform their roles fully within the PHCs.

It is also necessary to refer to all sources of regulations and instructions issued by the Ministry of Health. They are linked to all fields of work within the PHCs : for a thorough understanding of the concept of service provision and the fulfillment of the Customer's needs.

Effective leadership in the primary health care center

The environment of PHCs is distinguished by cooperation & team spirit. To become distinguished in providing services, the health center director must support effective leadership through forming a team that drives the center's operations. This is consisted of:

Health Care Center Director

Technical Supervisor

Head of Nursing

Quality Officer

Department Heads

To achieve the PHCs strategic goals within the health service system.

- This team will contribute in operating the health care center & routinely evaluate their activities. They will also place correctional plans to achieve Customer satisfaction from the provided services.
- This team is interested in providing the supporting tools to lead the health care centers, which contributes to achieving the highest level of readiness, such as:
 - Initiating the meeting / daily tour for center management
 - Checking the Nartaqy boards for daily follow-ups
 - Follow-up on administrative regulations and the status of maintenance and hygiene.
 - Follow-up on KPIs
 - Routine Evaluations for medical & non-medical preparations.

“Ihsan” in dealing with and providing a service

Language and communication methods with Customers are some of the most important influences in their experience. It reflects on their impression of the services & methods of delivery by giving a humanistic trait & appearing in a professional manner during their duties.

“Ihsan” is dealing with Customers in a way you would expect service providers to deal with you and your family

- A. Friendly smile welcoming the Customers, greet them & introduce yourself
- B. Speak to the Customer with care & show compassion
- C. Assist them in understanding the procedures and waiting time
- D. Answer their questions in good spirit
- E. Discuss their next steps and actions to take and thank them for their wait

We aim to avoid negative expressions in the concept of “Ihsan”, such as:

I can't, this is not my job, it is not my problem, there is no staff, no one informed me that you were here, this is not my Customer.

We replace them with expressions like:

- What I can do is...
- What can I do for you now?
- I can guide you to the right person to help you.
- Apologies for the delay, we will come to a solution for your problem.

I care ...

Giving & proactivity in Customer service could form an important component in the Customer's care for integrating with the service provider. It will continuously drive them to visit us and enable us to follow-up with their health and improve the community's health as a result.

However, there are some practices that could lead to the Customer being unsatisfied with the method & type of service provided; such as service providers being busy with organizational matters rather than reassuring them about waiting time. Therefore, it is great to care for gentle humanistic touches while providing the service such as:

- Improving visual communication, such as eye contact and discussing with them personally.
- Calling them by their preferred name clearly to reassure them that it is clear to the service provider.
- Showing care & compassion with their case, and using expressive sentences for emotional support like: (get well soon insha'Allah, may Allah give you health and wellness, we are at your service, etc.)
- Not being distracted by using electronic devices (computer, smart phones) while providing service, and showing full care with Customer service

Scope of the primary health care center's services

The center provides primary health care services to the region it serves based on comprehensive care for family medicine. Through it, they provide educational, preventative and curative services which include:

- Urgent care
- Scheduled care
- Preventative care
- Maternity & Pediatric care
- Chronic Disease care
- School curative and preventive health for surrounding schools

To achieve the ultimate goal of these services, we must ensure Customer accessibility to the PHCs. The Customer will know about them through their attractive signs, working hours, updated information on Google Maps, and the impressions of the community of their unique services.

Our duty is to serve them

The PHCs provide their services to those Customer who are included in organizing treatment eligibility according to the regulations issued by the respective authorities. This requires the PHC employees to understand & follow these regulations.

Medical Excellence

The PHCs take great care in reaching excellence in all their operational & medical fields to achieve their desired goals of service & to keep pace with the aspirations of those who will benefit from them. Some of the most important programs that strive for medical excellence are the Nartaqy & Performance Programs.

Nartaqy Program

It is a program that aims to improve the Customer experience through making simple changes within the PHCs which lead to great differences in the look & content of the service provided. This is by making optimal use of the resources available within the health center and checking the daily dashboard points to initiate improvement projects from within the center.

Performance "Ada'a" Program

It is a program that aims to improve the general awareness level and trust in the PHCs services. This is done by raising the efficiency & quality of performance in providing medical services, and by raising the levels of knowledge, skills & motivation of the PHC employees in terms of optimization methodology and workflow based on accurate data.

Measuring the Customer experience

Improving the Customer experience is closely linked to their measured KPIs. The performance of the PHC employees reflects in the satisfaction of the Customers towards the provided services. These are measured with various methods which include some of the most prominent programs such as Secret Visitor and Customer Experience Measure programs.

Mystery Visitor Program:

It is a program focused on evaluating the medical services provided by the MoH facilities through the Customer's view of the service. This is done by taking on the role of the visitor and reviewing the health center. The review includes all the procedures that are carried out objectively and impartially. The visit is then announced as a formal visit to evaluate all service areas based on the specified criteria. The evaluation KPIs are then released and followed-up during future visits to the health center.

Customer Experience Measure Program:

It is a program offered by MoH to measure the Customer experience in their facilities through an independent 3rd party. This enables Customers and their families to participate in improvement through measuring their satisfaction after receiving different health services in the PHCs through surveys designed for each individual experience.

Stages of measuring Customer satisfaction after receiving services from PHCs



It is very important for the health heroes in the PHCs to pursue the points that customer satisfaction is measured upon through the services provided to them

| Scope | Prominent points to be evaluated |
|---------------------------------|--|
| Registration | <ul style="list-style-type: none"> - Attention of employees in the registration area |
| Moving around during your visit | <ul style="list-style-type: none"> - Ease of the file request process - Waiting at the clinic - Level of communication regarding process delay |
| Nursing | <ul style="list-style-type: none"> - Friendliness & attention of the nurse - Attention given by nurse regarding your health issue |
| Doctor | <ul style="list-style-type: none"> - Friendliness & attention of the doctor - Explanation given to you by the doctor regarding your health issue - Attention given by the doctor regarding your questions & fears - Keeness of the doctor to share decisions regarding your treatment - Time spent with your doctor - Trust in your doctor - Likelihood to recommend the doctor to others |

| Scope | Prominent points to be evaluated |
|--------------------|---|
| Facilities | <ul style="list-style-type: none"> - Parking - Cleanliness of rooms & bed coverings - Bathroom cleanliness |
| Pharmacy | <ul style="list-style-type: none"> - Waiting time to dispense medication - Friendliness & attention of pharmacist - Explanation given by pharmacist regarding prescriptions - Availability of prescribed medications |
| Personal Matters | <ul style="list-style-type: none"> - Keeness of medical staff to protect your safety (sanitizing their hands, wearing gloves, etc.) - Responsiveness to your needs - Consideration towards your privacy - Cleanliness of the clinic |
| General Evaluation | <ul style="list-style-type: none"> - Cooperation of staff in providing you with care - Likelihood to recommend the center to others - General evaluation of the care received during your visit |
| Customer Comments | <ul style="list-style-type: none"> - Positive or negative description of the experience |

We enhance digitally

Mawid Service:

“Mawid” is an e-service which enables Customers to book appointments in the PHC and manage them by rescheduling or cancelling them. This is done through a smartphone application or through the web.

One of the most prominent influences on measuring and improving the Customer journey is the necessity of accurate input of the Customer’s arrival time at the PHC. “Mawid” also provides several features which include:

1. Overview of the PHCs and knowing the closest PHC to your location
2. Review and book appointments at the PHC
3. Managing the appointments by rescheduling or cancelling them
4. Reminders of the appointment and notifications of earlier availabilities
5. Booking and managing dependents appointments

“Wasfati”:

“Wasfati” is a service that works on enabling the doctors in the governmental PHCs and hospitals to write their prescriptions electronically and send them as a text message to their Customers. This allows the Customer to receive their medications from private pharmacies around KSA. It is also important to present the preferred language to the Customer when receiving their prescription after checking their national ID, and to ensure inputting the current personal phone number of the Customer.

Electronic Medical Record System (EMR):

It is a program that works on providing an electronic file to all PHC visitors. It makes it simpler to standardize the medical records of the visitors & electronically check the Customer information that is input into the system. It allows Customers to register & book appointments, electronically document the visits, follow-up on the health history & treatment references, and document all examinations and medical reports.

Safe environment

The safety & security of the workplace at the PHCs is considered a vital priority. It is valuable to routinely review the plans for safety, evacuation & emergencies and ensuring that all employees are knowledgeable while verifying the main components of a safe environment such as: emergency exits, assembly points, smoke detection devices, fire extinguishers and signs. There must also be periodic assumptions for different possibilities after coordinating with the respective authorities in compliance with legal instructions and regulations.

Infection Control

Safe & secure practices are a main pillar in providing services. We strive to maintain this by applying infection control policies and procedures to ensure the safety of the Customers and employees of the PHCs from the risk of infection transmission.

Some of the most notable practices are:

- Applying the Five Moments for Hand Hygiene
- Disposing of medical waste in a technical & safe manner
- Ensuring cleanliness of the surrounding areas within the facilities & clinics
- Sanitizing tools in between Customers & disposing of single-use tools after every use

It is also necessary to refer to the infection control policy manual in the PHC for thorough familiarity on everything related to infection control within the PHC.

Our Look ... Is Their First Impression

A good appearance of the workplace is the one of the first influences on the good personality of the employee, and therefore reflects a good image on the place they work at.

When the Customer enters the PHC, it will comfort them to see clear identification on the employees which will make them stand out from the other Customers. Their uniforms will give them the feel of professionalism and expertise while dealing with the healthcare providers. This is why the employees' outfits at the PHCs are uniforms, as regulated by the competent authorities, with the necessity to have their employee identification on a place easily spotted by the Customer.

Great Customer Service

The reception areas in all departments are considered some of the most important opportunities to easily create a great feeling for the Customer. For example, to easily access the required services, opening a medical file should be simple by only asking for the national ID and the national address if available. To achieve this, the reception or Customer experience employees must:

- Be knowledgeable on all the services provided by the center to be able to offer accurate & speedy information to the Customer
- Simplify the appointment booking and check-in processes to begin the Customer's journey
- Be knowledgeable on e-health file program and the detailed "Mawid" service options which will give more options to ease access to the services and improve satisfaction
- The PHCs that have not been operated with electronic systems must be distinguished through ease of manual processes by opening a medical file using the national ID and by requesting the medical file to accompany the Customer throughout their health care journey within the center.

Triaging .. is the key to safety


The Triage station is the main hub for all Customers as it represents the first technical contact point for them in all different pathways. Therefore, it is a unique opportunity for “Ihsan” in all its aspects and having the medical files with every step of the Customer’s journey. Good attitude & high professionalism in communication, within different scenarios, directly reflects on the Customer’s impression.

The Customer pathway will be determined at the triaging station based on their category and vital signs, one of the following pathways will be selected:

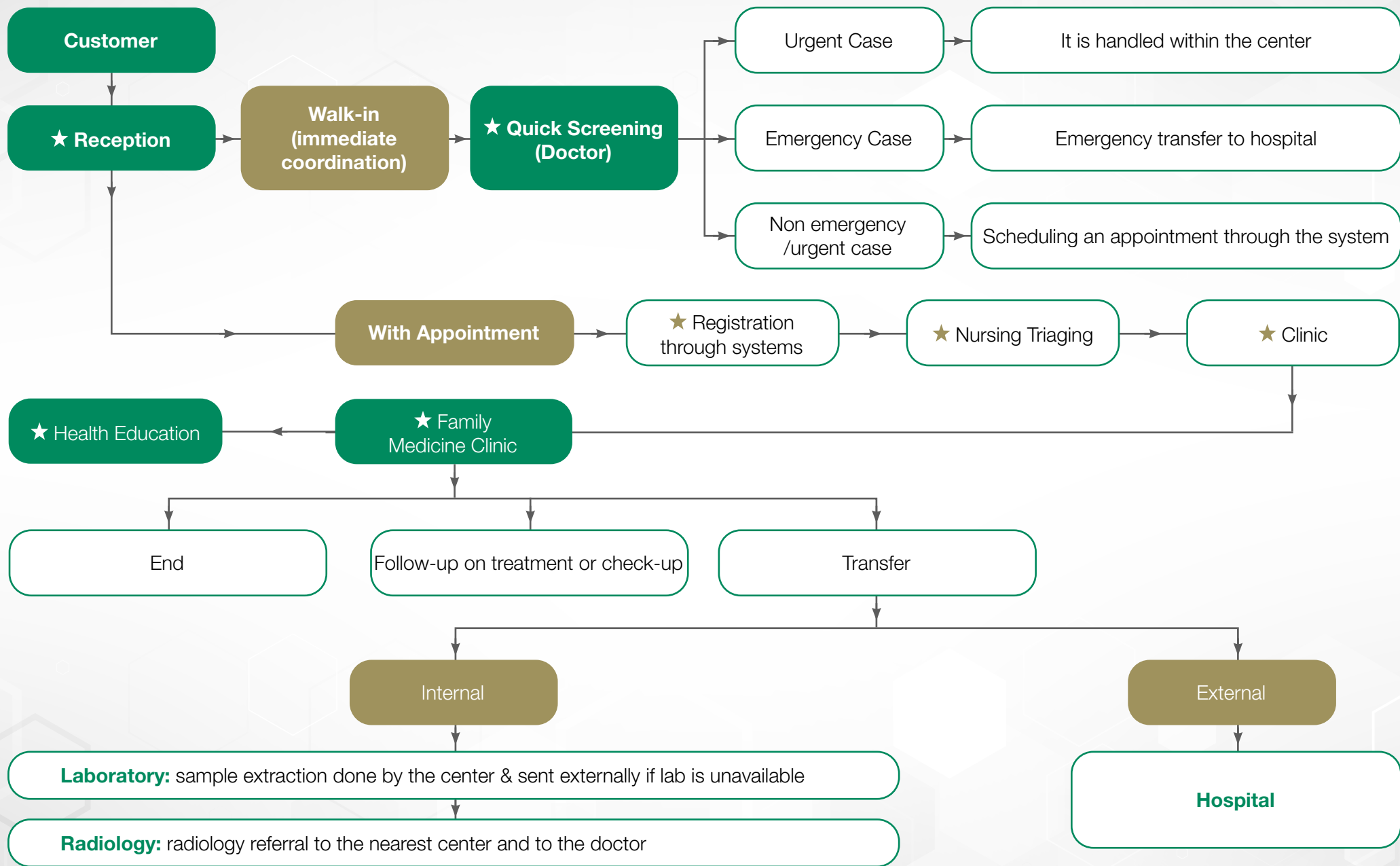
Routine care pathways:

- Family Medicine Journey
- Maternity and Well Baby, Vaccinations Journey
- Dentistry Journey

Urgent care Pathway.



First: Family
Medicine
Journey



★ Golden “Ihsan” opportunity

General recommendations for all practitioners in the family medicine

Journey:

- Maintain your uniforms.
- Introduce yourself, greet your Customer, and follow the (Ihsan) guidelines.
- Ensure the Customer identity is matched.
- Apply the Five Moments for Hand Hygiene.
- Respect the Customer privacy during the examination and maintain the secrecy of their information,
- Provide the service within the standards of quality and the Customers' safety.
- Document the information obtained in the Customer's file.

Among the specific recommendations for practitioners in all of the below:

Reception

- Welcome the Customer with a smile, and simplify their booking and entry process.
- Ensure that the Customer has an appointment and check their identification.
- In case there is no appointment, direct the Customer based on the field's required guidelines.
- Ensure the accurate input of all information in the "Mawid" or "Wasfati" systems, and follow the procedures.
- Assist the Customer in reaching their next station and explain the waiting time.

Nursing:

- Explain the procedures you will be performing. (be compassionate with the Customer)
- Follow the infection control policies.
- Perform the nursing evaluation and the vital signs.
- Assist the Customer in reaching their next station and explain the waiting time.

Health Education:

- Determine the Customer needs for health education.
- Discuss the health education plan with the Customer.

Doctor:

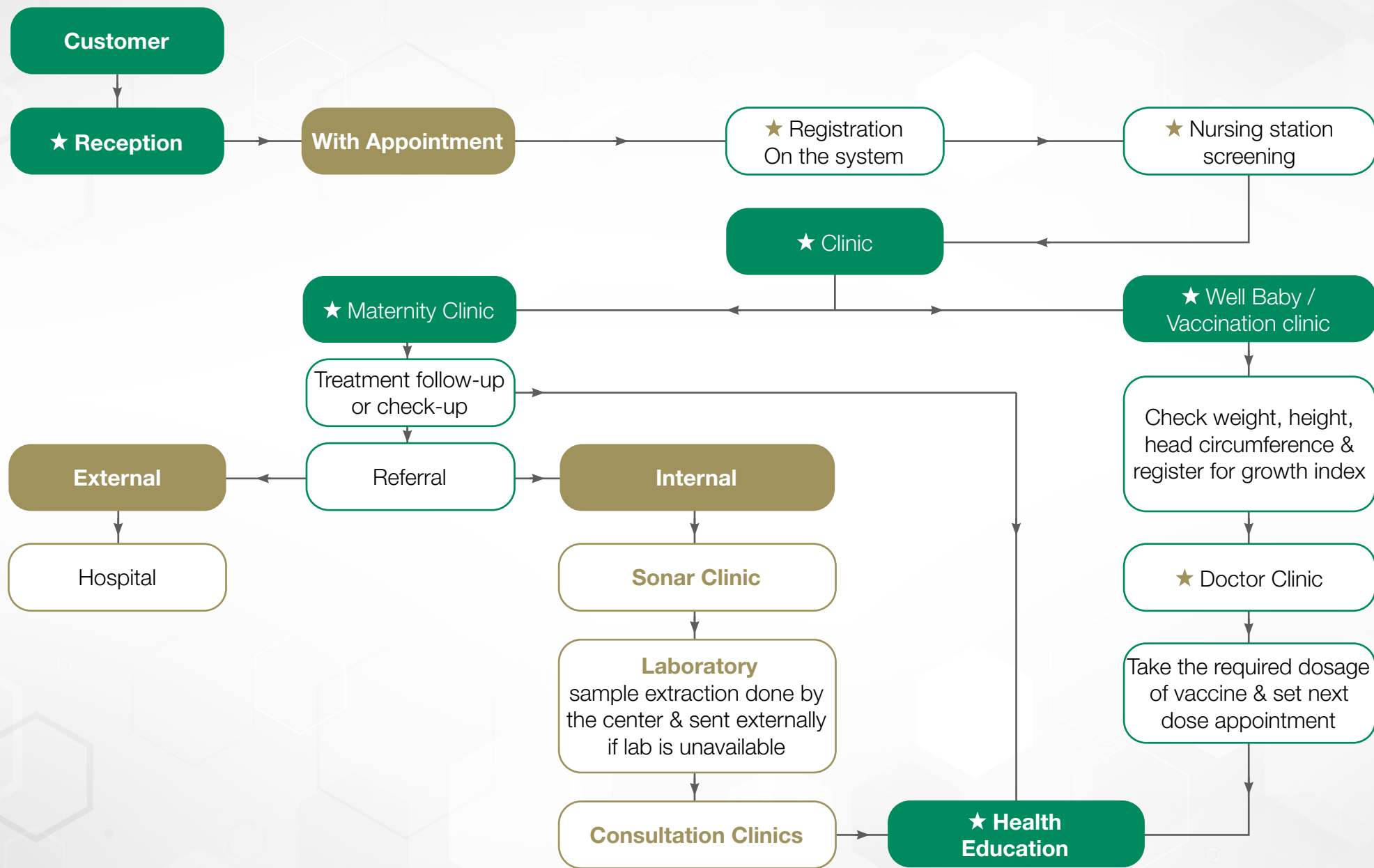
- Perform the clinical evaluation (medical history & clinical examination).
- If necessary, perform laboratory and radiology tests.
- Provide a medical consultation (set a treatment plan with the Customer).
- Provide comprehensive health services (reinforcement - preventative - curative).
- Set a follow-up appointment based on the Customer case.
- Apply the "Wasfati" policies.

Referrals:

- Record the referrals after the doctor has determined the Customer care needs.
- Transfer when the case requirements are not provided by the center.
- Ensure the referral form is complete.
- Record the case in the Referral Records and follow-up on the status.



Second:
Maternity &
Well Baby
Journey



★ Golden “Ihsan” opportunity

General recommendations for all practitioners in the maternity & Well

Baby Journey:

- Maintain your uniforms.
- Introduce yourself, greet your Customer, and follow the (Ihsan) guidelines.
- Ensure the Customer identity is matched.
- Apply the Five Moments for Hand Hygiene.
- Respect the Customer privacy during the examination and maintain the secrecy of their information,
- Provide the service within the standards of quality and the Customers' safety.
- Document the information obtained in the Customer file.

Among the specific recommendations for practitioners in all of the below:

Reception

- Welcome the Customer with a smile, and simplify their booking and entry process.
- Ensure that the Customer has an appointment and check their identification.
- In case there is no appointment, direct the Customer based on the field's required guidelines.
- Ensure the accurate input of all information in the "Mawid" or "Wasfati" systems, and follow the procedures.
- Assist the Customer in reaching their next station and explain the waiting time.

Nursing:

- Explain the procedures you will be performing (be compassionate with the Customer).
- Follow the infection control policies.
- Perform the nursing evaluation and the vital signs.
- Assist the Customer in reaching their next station and explain the waiting time.

Health Education:

- Determine the mother & child's needs for health education.
- Provide health education to pregnant women.
- Provide health education to everyone accompanying the child (father/mother) at the pediatric clinic.

The most important tasks at the maternity clinic:

- Explain the procedures you will be performing (be compassionate with the Customer).
- Perform a clinical evaluation on the pregnant woman (medical history & clinical examination).
- If necessary, perform laboratory and radiology tests.
- Provide comprehensive health services (reinforcement - preventative - curative).
- Schedule a follow-up appointment based on the Customer case.
- Explain the necessity of the follow-up in the post-natal period,

The most important tasks at the vaccination clinic (healthy child):

- Schedule follow-up visits at the health center for children younger than 5 years of age.
- Monitor child growth & development.
- Provide and reinforce health (register for health passport)
- Give vaccinations & injections.
- Dispose of medical waste using the proper technical methods.

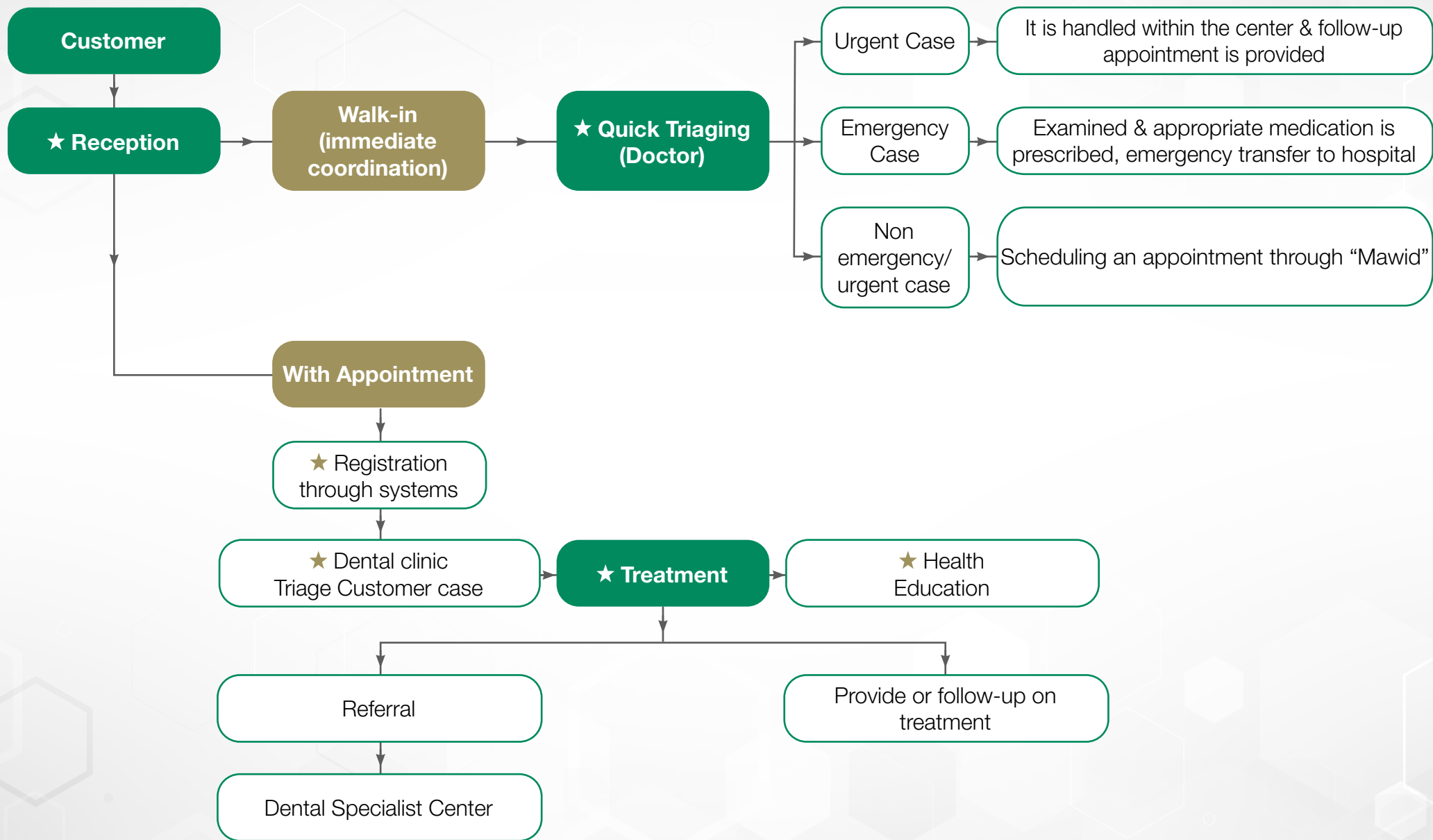
Referrals:

- Record the referrals after the doctor has determined the Customer care needs.
- Transfer when the case requirements are not provided by the center.
- Ensure the referral form is complete.
- Record the case in the Referral Records and follow-up on the status.



Third: Dentistry Journey

Oral & Dental health services are considered vital in reinforcing general health; therefore, we must ensure we are fully prepared to provide an integrated and efficient service throughout the Customer's journey



★ Golden “Ihsan” opportunity

General recommendations for all practitioners in the Dentistry Journey:

- Maintain your uniforms.
- Introduce yourself, greet your Customer, and follow the (Ihsan) guidelines.
- Ensure the Customer's identity is matched.
- Apply the Five Moments for Hand Hygiene.
- Respect the Customer's privacy during the examination and maintain the secrecy of their information,
- Provide the service within the standards of quality and the Customers' safety.
- Document the information obtained in the Customer's file.

Among the specific recommendations for practitioners in all of the below:

Reception

- Welcome the Customer with a smile, and simplify their booking and entry process.
- Ensure that the Customer has an appointment and check their identification.
- In case there is no appointment, direct the Customer based on the field's required guidelines.
- Ensure the accurate input of all information in the "Mawid" or "Wasfati" systems, and follow the procedures.
- Assist the Customer in reaching their next station and explain the waiting time.

Nursing:

- Explain the procedures you will be performing. (be compassionate with the Customer)
- Follow the infection control policies.
- Perform the nursing evaluation and the vital signs.
- Assist the Customer in reaching their next station and explain the waiting time.

Health Education:

- Determine the Customer's needs for health education.
- Educate Customer about oral hygiene instructions.

Dentist:

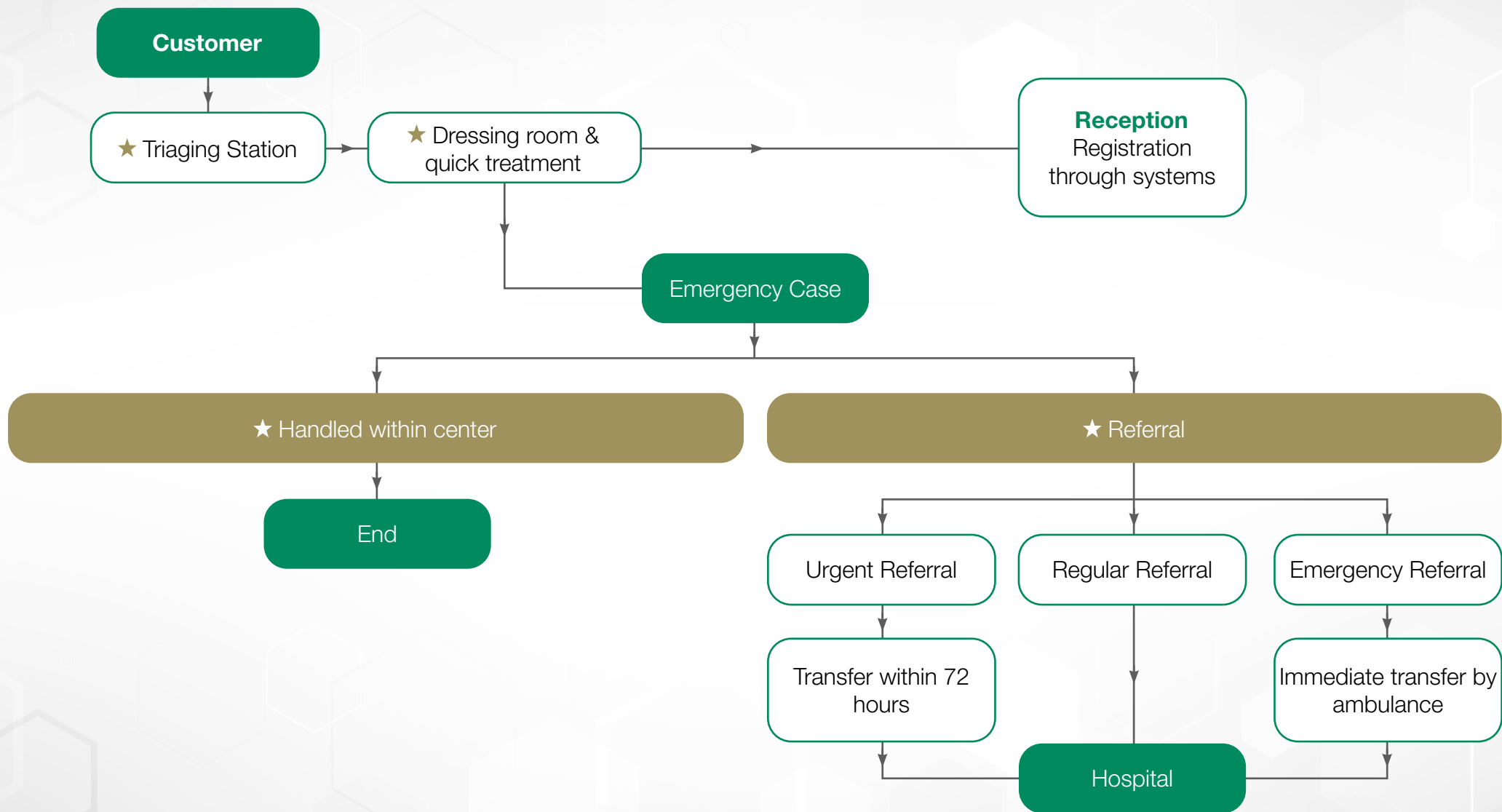
- Perform the clinical evaluation (full dental examination).
- If necessary, perform examinations and radiology tests.
- Provide a medical consultation (set a treatment plan with the Customer).
- Provide comprehensive health services (reinforcement - preventative - curative).
- Set a follow-up appointment based on the Customer's case.

Referrals:

- Record the referrals after the doctor has determined the Customer care needs.
- Transfer when the case requirements are not provided by the center.
- Ensure the referral form is complete.
- Record the case in the Referral Records.
- Follow-up on referral status (feedback).



Fourth: Urgent
Care Pathway



★ **Golden “Ihsan” opportunity**

General recommendations for all practitioners in the urgent care Pathway:

- Maintain your uniforms.
- Introduce yourself, greet your Customer, and follow the (Ihsan) guidelines.
- Ensure the Customer identity is matched.
- Apply the Five Moments for Hand Hygiene.
- Respect the Customer privacy during the examination and maintain the secrecy of their information,
- Provide the service within the standards of quality and the Customers' safety.
- Document the information obtained in the Customer's file.

Among the specific recommendations for practitioners in all of the below:

Reception

- Participate in directing the case to the designated place.
- Simplify booking and entry process after the condition has stabilized.
- Explain procedures to the companions of the case.
- Ensure the accurate input of all information in the "Mawid" or" Wasfati" systems, and follow the procedures.
- Assist the customer in reaching their next station and explain the waiting time.

Nursing:

- Seek urgent support from the medical team when needed.
- Explain the procedures you will be performing (be compassionate with the Customer).
- Follow the infection control policies.
- Perform the nursing assessment and vital signs.
- Assist the customer in reaching their next station and explain the waiting time.

Health Education:

- Determine the Customer needs for health education.
- Discuss the health education plan with the Customer.

Doctor:

- Assess the urgency of the situation based on the field and follow necessary procedures
- Perform the clinical evaluation urgently (medical history & clinical examination).
- If necessary, perform laboratory and radiology tests.
- Provide a medical consultation (set a treatment plan with the Customer).
- When the situation is stable, explain the options to the Customer and their family.
- Provide comprehensive health services (reinforcement - preventative - curative).
- Set a follow-up appointment based on the Customer case.



Appendix & references

- Health centers' policies & procedures guide
- Infection control policies
- Instructions for "Mawid" system
- Instructions for "Wasfati" system
- "Ihsan" guide



وزارة الصحة
Ministry of Health

