

**Memorandum**

Date June 26, 1981

From Anthony A. Hudgins, Public Health Analyst, Program Evaluation Branch, Family Planning Evaluation Division, Center for Health Promotion and Education

Subject Foreign Trip Report (AID/RSSA): Brazil--Introduction of the Computerized Patient Flow Analysis (PFA) Technique, March 17-29, 1981

To William H. Foege, M.D.  
Director, Centers for Disease Control  
Through: Horace G. Ogden  
Director, Center for Health Promotion and Education *HGO*

## SUMMARY

- I. PLACES, DATES, AND PURPOSE OF TRAVEL
- II. PRINCIPAL CONTACTS
- III. BACKGROUND
  - A. Patient Flow Analysis
  - B. CPAIMC
- IV. IMPLEMENTATION OF PFA IN BRAZIL
- V. FUTURE ACTIVITIES

## ATTACHMENTS:

1. English Language Forms
2. Portuguese Language Forms

## SUMMARY

On March 17-29, 1981, Anthony A. Hudgins traveled to Rio de Janeiro, Brazil, to train personnel in a major family planning agency (CPAIME) in the use of a computerized Patient Flow Analysis (PFA) technique that was developed by FPED, CDC, for evaluation and management of family planning clinics. As a part of the training in data collection, data sets were collected in five clinic sessions at three locations. These data sets have been processed, and the results will be used to train CPAIME personnel in the interpretation of PFA computer output as well as to make specific recommendations for management changes in the study clinics.

CPAIME is the primary candidate to become the agent for PFA in Brazil, and the Pathfinder Fund has expressed interest in supporting CPAIME staff to use PFA to evaluate clinics of agencies other than CPAIME.

## I. PLACES, DATES, AND PURPOSE OF TRAVEL

At the request of USAID/Brazil and FPSD/AID/W, Anthony A. Hudgins traveled to Rio de Janeiro, Brazil, March 17-29, 1981, to train personnel in a major family planning service agency, Centro de Pesquisas e Assistencia Integrada a Mulher e a Crianca (CPAIME), in the use of the computerized Patient Flow Analysis (PFA) technique. This travel was in accordance with the Resource Support Services Agreement (RSSA) between the Office of Population/AID, and FPED/CHPE/CDC.

## II. PRINCIPAL CONTACTS

### A. USAID/Brazil

1. Sam Taylor

### B. Centro de Pesquisas e Assistencia Integrada a Mulher e a Crianca (CPAIMC)

1. Dr. Helio Aguinaga, Executive Director
2. Dr. Les Scofield, Director of Evaluation
3. Ms. Karen Lassner, Coordinator, Information and Evaluation
4. Sr. Renato Munis, Statistical Assistant
5. Dr. Lavander, Deputy Medical Director

### C. BEMFAM

1. Marcio Thome, Director of Evaluation

### D. Pathfinder Fund

1. Dr. Jose de Codes, Brazil Representative
2. Ms. Mary Ann Burkhart, Central Office, Boston

## III. BACKGROUND

### A. Patient Flow Analysis

Patient Flow Analysis (PFA) is a system which documents personnel utilization and patient flow in individual family planning clinics. Its use enables management to obtain data for statistical documentation and graphical representation of a clinic session, which can be used to identify problems in patient flow, determine personnel and space needs, and document personnel costs per patient visit. Family planning programs using PFA can measure the performance of individual clinics, initiate clinics, initiate improvements in the clinic pattern and/or personnel needs that will increase overall clinic efficiency, and measure the results at minimal cost. Specific anticipated benefits to be derived from the use of PFA may include reduction of patients' waiting time (and frustration) in the clinic, a more equitable distribution of workload for each staff member during the work day, and reduction of personnel costs in the clinic. Additional patients may also be served for the same or even reduced costs.

Five forms (see Attachment 1) are used for data collection, of which essentially only one form (Patient Register--Form 3) is used during the conduct of the clinic session. Therefore, data collection does not interrupt the clinic session to such a degree that clinic behavior is modified.

Data collection is relatively simple, and processing of the data has been computerized to handle large data sets and to insure rapid turn-around of results; proper interpretation of the results requires training. Two types of output are produced by the computer programs written for PFA. One is a

graphical representation of the clinic session created by an electro-mechanical plotter. The upper part of this graph illustrates the type, number, and length of each contact that the patient makes as the patient flows through the clinic, and waiting time preceding each contact. The lower part of the graph displays the staff time occupied with patients and the time spent otherwise for each staff member. In addition to the graph, the PFA system produces six tables and a statistical summary. These tables include an analysis of: (1) patient arrival as related to appointment time; (2) patient service time as related to the patient's time in the clinic by visit type; (3) mean personnel cost per patient by visit type; (4) personnel utilization in the clinic by task; (5) time and cost for each clinic station by visit type and total visits; and (6) an analysis of data that pertains to each person who worked in the clinic on an individual basis.

The graphical and statistical output are examined together. In order to comprehensively interpret the output, information on personnel policy, size and arrangement of the facility, other programs conducted at the same location, personnel skills, and number of patients normally served during the clinic session, should be taken into account. In addition, interpretation of the output should be done in conjunction with the clinic personnel who worked during the clinic session that was studied.

PFA was developed by FPED/CDC as a management tool for use in family planning clinics in the United States and Puerto Rico. During the development phase, over 700 data sets were collected and processed by CDC. An earlier consultation during 1979 in El Salvador was the first use of PFA outside of the United States. Twenty-six data sets were collected, processed, and interpreted during this consultation (see CDC AID/RSSA Trip Report: El Salvador, dated April 9, 1980).

#### B. CPAIMC

The Centro de Pesquisas e Assistencia Integrada a Mulher e a Crianca (CPAIMC) is a major provider of family planning services in the metropolitan Rio de Janeiro area, initiating approximately 1,000 new users per month. The central clinic is a large facility housed in an old teaching hospital. This clinic provides a full range of family planning services to 130-220 women per day and accomplishes approximately 360 surgical sterilization procedures per month. The organization also provides services in 13 health posts throughout the Rio de Janeiro metropolitan area. Four of these are small primary health care centers within Rio de Janeiro where MCH and immunization services are provided as well as family planning services. Nine are family-planning-only clinics housed in larger community health centers with a broad range of services. These clinics are largely in the suburbs of Rio de Janeiro.

#### IV. IMPLEMENTATION OF PFA IN BRAZIL

The English forms were translated into Portuguese by staff at CPAIMC and sent to FPED. After being slightly modified by a Brazilian physician working at FPED, copies were printed for use at CPAIMC (Attachment 2).

Code lists to be used for coding visit type, family planning methods, and clinic types were translated into Portuguese by the CPAIMC staff. We discussed the code lists and decided that a direct translation of the English codes was appropriate for use in Brazil except for Clinic Type Codes. I explained the use of these codes, namely labeling the headings of the statistical output, and as a basis for sorting clinics of a specific type from all clinics in any future aggregate analysis of the data. Keeping these uses in mind, CPAIMC staff will develop a code list more applicable to Brazil.

Two CPAIMC staff members, Karen Lassner and Renato Munis, were trained in all aspects of PFA data collection, partially through one-on-one training, but largely through conducting five PFA studies in various CPAIMC clinics (Table 1). Three of the clinic sessions exceeded the limits of the system of 100 patients and 25 staff members. Therefore, adjustments had to be made during data collection, and further adjustments will be made during data processing at CDC.

#### V. FUTURE ACTIVITIES

Although CPAIMC provides direct patient services only in the Rio de Janeiro metropolitan area, the organization plays a major role throughout Brazil in evaluating and monitoring of family planning programs. As part of this role, they feel that they could be the agent to continue operation of PFA in Brazil. System requirements for computer processing have been sent to CPAIMC, and they are investigating the availability of the hardware and software so that they can process as well as collect data sets.

The basic PFA system includes three programs:

Edit--Cobol--approximately 33K  
Stat--Fortran--approximately 300K  
Plot--Fortran--approximately 226K

Therefore, the computer system would need to accommodate a 300K program.

The equipment used at CDC is an IBM 360/158 and a CALCOMP 936 3-pen plotter. The programs can be run on any computer with the compilers and memory specified above. However, the output tape from the plot program is specific to CALCOMP, but could probably be run on any plotter of this make with at least three pens and the capacity to accept 3-foot rolls of paper.

During a meeting with a Brazil and Central Office representative of the Pathfinder Fund, they expressed an interest in supporting CPAIMC to use PFA to evaluate clinics in other family planning agencies in Brazil.

The five data sets collected during the consultation have been processed and will be interpreted with CPAIMC staff during a visit scheduled for July 12-18. During this visit, CPAIMC staff will be trained in data correction as well as output interpretation.

*Anthony A. Hudgins*  
Anthony A. Hudgins

TABLE 1

## Clinic Sessions Studied

<u>PFA Number</u>	<u>Site</u>	<u>No. of Patients</u>	<u>Type</u>
RJ-001-34-1	Clinic Bispo	35	Integrated Clinic at Health Post in a favela.
RJ-001-25-1	Villa Kennedy	20	Family Planning Clinic in Neighbor- hood Health Center in "new town."
RJ-001-16-1	Central Clinic	130	Family Planning Clinic--Lightest day-test session
RJ-101-16-1	Central Clinic	180	Family Planning Clinic--Lightest day
RJ-001-12-1	Central Clinic	230	Family Planning Clinic--busiest day

1. LOCATION

State . . . . . (Postal Code) 


 (1-2)

County . . . . . (Code) 


 (3-5)

Building . . . . . (Code) 


 (6-7)

2. STUDY NUMBER . . . . . 

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 (8)

3. CLINIC TYPE . . . . . (Code) 

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 (9-14)

4. DATE

Month . . . . . 


 (15-16)

Day . . . . . 


 (17-18)

Year . . . . . 


 (19-20)

5. SCHEDULED TIME OF CLINIC SESSION

	Hour		Min.		A/P	
Beginning . . . . .		:		:		(21-25)
Ending . . . . .		:		:		(26-30)

6. NUMBER OF APPOINTMENTS SCHEDULED . . . . . 

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 (31-33)

7. EARLIEST TIME IN THE DATA (see spaces 21-25 above, spaces 12-15 on PERSONNEL REGISTERS, and spaces 13-16 on PATIENT REGISTERS)

	Hour		Min.		A/P	
		:		:		(34-38)

8. LATEST TIME IN THE DATA SET (see spaces 26-30 above and spaces 48-51 on PERSONNEL REGISTERS)

	Hour		Min.		A/P	
		:		:		(39-43)

9. SCHEDULED PATIENT STATION STOPS

Number of stops required for routine patients

Visit Type	R	L	H	A	C/P	E	S	O	D	
Initial . . . . .										(44-52)
Annual . . . . .										(53-61)
Medical . . . . .										(62-70)
Resupply . . . . .										(71-79)

# PERSONNEL REGISTER

# 2

- PREFIX: (1-8)
- |                                      |        |  |      |
|--------------------------------------|--------|--|------|
| 1. PERSONAL IDENTIFICATION . . . . . | (Code) |  | (9)  |
| 2. OFFICIAL DESIGNATION . . . . .    | (Code) |  | (10) |
| 3. CLINIC TASK ASSIGNED . . . . .    | (Code) |  | (11) |

4. TIME YOU ARRIVED FOR WORK IN THIS CLINIC SESSION . . . . .

Hour			:	Min.			(12-15)
------	--	--	---	------	--	--	---------

5. TIME OUT:

Periods of time, in excess of 15 minutes when you stopped working in this clinic session for lunch or to perform duties that were not directly related to this clinic session.

from	Hour			:	Min.			til	Hour			:	Min.			(16-23)
from	Hour			:	Min.			til	Hour			:	Min.			(24-31)
from	Hour			:	Min.			til	Hour			:	Min.			(32-39)
from	Hour			:	Min.			til	Hour			:	Min.			(40-47)

6. TIME YOU DEPARTED THIS CLINIC SESSION . . . . .

Hour			:	Min.			(48-51)
------	--	--	---	------	--	--	---------

7. IF YOU WERE IN TRAVEL STATUS (entitled to reimbursement for transportation expenses) IN ORDER TO WORK IN THIS CLINIC SESSION:
- |   |  |  |  |         |
|---|--|--|--|---------|
| A. MILES TRAVELLED (round trip) . . . . .                           |  |  |  | (52-54) |
| B. MILEAGE RATE (cents per mile, to nearest whole number) . . . . . |  |  |  | (55-56) |
| C. TIME IN TRAVEL STATUS (minutes, round trip) . . . . .            |  |  |  | (57-59) |

8. SOURCE OF FUNDS FOR YOUR SALARY . . . . . (Code)  (60)

9. GROSS RATE OF PAY (before deductions) . . . . .

Dollars					&	Cents				Per			(61-68)
PLUS					&	Cents				Per			(69-73)

10. NUMBER OF DAYS OF PAID SICK AND ANNUAL LEAVE EARNED PER YEAR PLUS HOLIDAYS . . . . .  (74-75)
11. FRINGE BENEFITS (percentage of gross rate of pay to nearest whole number) . . . . .  (76-77)
12. NUMBER OF HOURS IN YOUR NORMAL WORK WEEK (to nearest whole number) . . . . .  (78-79)

1. PATIENT NUMBER .....	Prefix: (1-8)	<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td><td> </td></tr> </table> (9-10)												
2. REASON FOR VISIT .....	(Code)	<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td></tr> </table> (11)												
3. FAMILY PLANNING METHOD .....	(Code)	<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td></tr> </table> (12)												
4. TIME OF PATIENT'S ARRIVAL IN THIS CLINIC SESSION .....	Hour	Min.												
5. TIME OF PATIENT'S APPOINTMENT (according to clinic records) .....	<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td><td> </td></tr> </table>			<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td><td> </td></tr> </table>			(13-16)							
6. PATIENT SERVICE TIME:	Clinic Personnel Code	Time Service Started Hour Min.	Time Service Completed Hour Min.	(17-20)										
First contact .....	<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td></tr> </table> from		<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td><td> </td></tr> </table> :			<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td><td> </td></tr> </table> til			<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td><td> </td></tr> </table> :			<table border="1" style="width: 20px; height: 20px; margin: 0 auto;"> <tr><td> </td><td> </td></tr> </table> (21-29)		
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Seventh contact .....	Code	from	Hour	Min.	til	Hour	Min.	(12-20)						
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3														

8. PATIENT NUMBER . . . . .

PREFIX: (1-8)  

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 (9-10)

Card number . . . . .

<b>3</b>
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 (11)

	Code		Hour		Min.		Hour		Min.		
Fourteenth contact . . . . .		from				til					(12-20)
Fifteenth contact . . . . .		from				til					(21-29)
Sixteenth contact . . . . .		from				til					(30-38)
Seventeenth contact . . . . .		from				til					(39-47)
Eighteenth contact . . . . .		from				til					(48-56)
Nineteenth contact . . . . .		from				til					(57-65)
Twentieth contact . . . . .		from				til					(66-74)

<b>3</b>
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 (80)

9. PATIENT NUMBER . . . . .

PREFIX: (1-8)  

--	--

 (9-10)

Card number . . . . .

<b>4</b>
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 (11)

	Code		Hour		Min.		Hour		Min.		
Twenty-first contact . . . . .		from				til					(12-20)
Twenty-second contact . . . . .		from				til					(21-29)
Twenty-third contact . . . . .		from				til					(30-38)
Twenty-fourth contact . . . . .		from				til					(39-47)
Twenty-fifth contact . . . . .		from				til					(48-56)
Twenty-sixth contact . . . . .		from				til					(57-65)
Twenty-seventh contact . . . . .		from				til					(66-74)

<b>3</b>
----------

 (80)

ALL PATIENTS PLEASE REGISTER

Page No. \_\_\_\_\_

Clinic Location: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

Patient Number	Name	Time of	
		Arrival	Appointment
1			
2			
3			
4			
5			
6			
7			
8			
9			
0			
1			
2			
3			
4			
5			
6			
7			
8			
9			
0			



1. LOCAL

Estado ..... (Código) 

--	--

 (1-2)

Município ..... (Código) 

--	--

 (3-5)

Prédio ..... (Código) 

--	--

 (6-7)

2. NÚMERO DO ESTUDO ..... 

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 (8)

3. TIPO DE CLÍNICA ..... (Código) 

--	--	--	--	--	--

 (9-14)

4. DATA

Mês ..... 

--	--

 (15-16)

Dia ..... 

--	--

 (17-18)

Ano ..... 

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 (19-20)

5. HORÁRIO PROGRAMADO DE FUNCIONAMENTO DA CLÍNICA

Início ..... Hora Min. A/P 

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 (21-25)

Término ..... 

		:			
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 (26-30)

6. NÚMERO DE ATENDIMENTOS MARCADOS ..... 

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 (31-33)

7. HORA MAIS CEDO REGISTRADA NOS DADOS (ver espaços 21-25 acima, espaços 12-15 nos REGISTROS DE PESSOAL, e espaços 13-16 nos REGISTROS DAS CLIENTES) Hora Min. A/P 

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 (34-38)

8. HORA MAIS TARDE REGISTRADA NOS DADOS (ver espaços 26-30 acima e espaços 48-51 nos REGISTROS DE PESSOAL) 

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 (39-43)

9. FLUXO PROGRAMADO DAS CLIENTES Número de contatos programados para clientes de rotina

Tipo de Atendimento	R	L	H	A	C	F	S	O	D	
Inicial										(44-52)
Anual										(53-61)
Médico										(62-70)
Controle A.O.										(71-79)

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 (80)



Prefixo: (1-8)

1. NÚMERO DA CLIENTE .....   (9-10)

2. TIPO DE ATENDIMENTO ..... (Código)  (11)

3. MÉTODO DE PLANEJAMENTO FAMILIAR ..... (Código)  (12)

4. HORA DE CHEGADA DA CLIENTE NA CLÍNICA ..... Hora Min.   :   (13-16)

5. HORA MARCADA PARA O ATENDIMENTO DA CLIENTE ..... Hora Min.   :   (17-20)  
(conforme o registro de atendimentos marcados)

6. TEMPO DA CLIENTE NA CLÍNICA

	Id. Pessoal		Início do		Término do	
	Código	de	Hora	Min.	a	Hora Min.
Primeiro atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	a	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (21-29)
Segundo atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	a	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (30-38)
Terceiro atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	a	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (39-47)
Quarto atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	a	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (48-56)
Quinto atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	a	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (57-65)
Sexto atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	a	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (66-74)

3 (80)

PREFIXO: (1-8)

7. NÚMERO DA CLIENTE .....   (9-10)

Número do cartão .....  2 (11)

	Código		Hora		Hora	
	de	de	Min.	:	Min.	a
Sétimo atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (18-24)
Oitavo atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (21-29)
Nono atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (30-38)
Décimo atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (39-47)
Décimo primeiro atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (48-56)
Décimo segundo atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (57-65)
Décimo terceiro atendimento . . . . .	<input type="text"/>	de	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/> (66-74)

3 (80)

RELAÇÃO DAS CLIENTES A SEREM ATENDIDAS

Nº da Página \_\_\_\_\_

Local da Clínica: \_\_\_\_\_ Data: \_\_\_\_\_ Hora: \_\_\_\_\_

Nº da Cliente	Nome	Hora	
		da Chegada	Marcada
1			
2			
3			
4			
5			
6			
7			
8			
9			
0			
1			
2			
3			
4			
b			
6			
7			
8			
9			
0			