

Company Profile

Centre de Traitement Al Kindy (Al Kindy) Founded in 1989, Al Kindy is Casablanca's largest private oncology centre providing cancer treatments, including radiotherapy, chemotherapy and iodine treatments, as well as a number of other oncology-related services. The company is currently the only private oncology institution in Morocco providing radiotherapy and chemotherapy treatments. Al Kindy has a reputation for its quality medical team and technologically advanced equipment and is the first hospital in all of Africa to acquire Rapid-Arc, state-of-the-art equipment offering advanced cancer treatment technology. The company has also acquired a second set of Rapid-Arc equipment to increase capacity and respond to the growing demand for cancer treatment.

The Challenge

A large majority (85%) of Al Kindy's patients are outpatients who make recurring visits to the hospital. On average, a patient visits the hospital 25 times and six times for radiotherapy and chemotherapy treatments respectively, and spend many hours within the facility. Moreover, patients are often accompanied by their relatives, who spend most of their time in the lobby -- a small area which easily gets crowded. Due to lack of waiting space, many patients sit or lie down on the sidewalk in front of the hospital, leaving food and beverage waste in the street. Al Kindy management wanted to increase satisfaction of employees and patients by addressing the overcrowding in the hospital lobby area and spread of waste in the street.

Al Kindy's management held discussions with employees and patients on how to improve physical space, especially the lobby area, to make it more conducive to patient and visitor care. Both patients and employees expressed the need to have a larger and more pleasant lobby alongside an improved working area, where consultations are done. Based on these discussions, Al Kindy's management decided to launch a project aimed to reorganize and expand the hospital premises to improve the quality of stay for patients and working space for employees.



The Sustainability Innovation Grant (SIG)

In January 2016, Al Kindy was awarded a \$80,000 CAD Sustainability Innovation Grant (SIG) from Global Affairs Canada through a project managed by Mennonite Economic Development Associates (MEDA). The company planned to invest \$212,975 CAD of its own funds to implement the SIG activities. The SIG had the following main purposes:

1. To create an outdoor waiting area adjacent to the current lobby for patients;
2. To create a space dedicated to sick children, with a playground; and
3. To move the consultation rooms to the adjacent villa used for admin functions.

Al Kindy believed that the building reorganization and expansion would increase patients' satisfaction by providing a better atmosphere and more waiting area. The employees will have a better working environment with improved patient flow management.

SIG Impact

Al Kindy successfully implemented some of the planned initiatives, such as creating an outdoor waiting facility and moving consultation rooms to the adjacent area. Delays in creating a space for children with a playground were due to challenges in obtaining government approval for restructuring the hospital building. However, patients' consultation rooms and waiting area were moved to the adjacent villa, freeing more space in the main clinic, which is now only focused on providing treatment to patients. In addition, a modern patient waiting area was constructed, improving the flow of traffic through the area. Overall, the SIG initiative had the following main impacts.

Increased Employee and Patient Satisfaction: Al Kindy reported increased employee and patient satisfaction as a result of the SIG initiative. Patients feel more comfortable in the new waiting area. Due to the building restructuring and ergonomic changes, the SIG project allowed employees to work in a better environment that has increased their satisfaction and productivity.

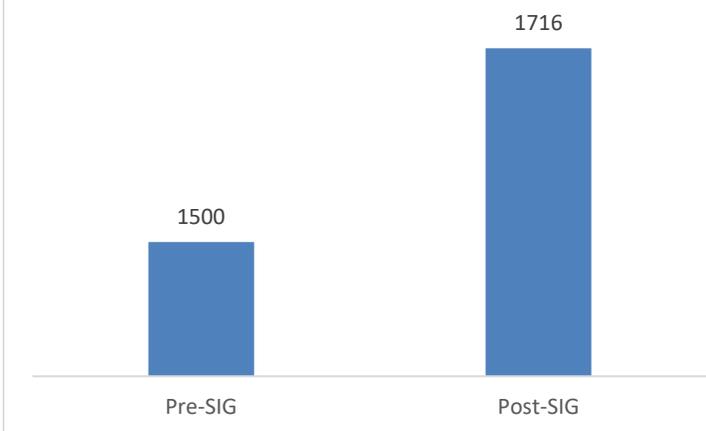
"Patients and their families are clearly satisfied by the new layout and the newly built waiting room which is more comfortable." (Al Kindy SIG Contact)

Increased Awareness about Sustainability Issues: Al Kindy reported increased ESG (environment, social, governance) awareness, in particular gender, among staff as a result of implementing the SIG initiative. For the most part, this increased awareness was attributed to SIG quarterly reports and ESG-related conversations with MEDA representatives during monitoring visits. The SIG quarterly reports not only helped the company keep track of the project and stay focused; it also stimulated discussions among the staff as they were providing unique information/data for sustainability-related KPIs contained in the quarterly report.

“The main success of SIG was the [ESG] awareness that it created. When first time we asked our staff about this kind of info [sustainability KPIs] they inquired about the need of this information. Then we explained the importance of providing this information. SIG has certainly increased awareness among staff, at least for those involved in reporting.” (Al Kindy SIG Contact)



Number of new adult patients (in a year)



Improved Business Performance: As a result of building restructuring and expansion, the average waiting time for consultation reduced from 120 minutes to 50 minutes (i.e. an improvement of 58% in time saving for patients). With improved management of patient flow, the average number of consultations per day has also increased from 11 to 15 (an increase of about 27%) and number of new adult patients increased from 1,500/year to 1,716/year (an increase of about 14%).

Sustainability

Seeing the benefits of the SIG, Al Kindy has replicated this initiative in their other facility in Marrakesh. Al Kindy management is keen to continue with creating a separate space (at their own cost) for children once they get government authorization or approval to do so. Al Kindy’s sustainability initiative contributed to the Sustainable Development Goal # 3: Good Health and Well-Being.

We’ll continue with the project once we get authorization. This will increase number of patients and increase their satisfaction. (Al Kindy SIG Contact)



Lessons Learned

Al Kindy learned the importance of engaging all stakeholders (e.g. patients, doctors and administration staff) in designing a project. Another major lesson for the company was the importance of thoroughly researching government regulations before commissioning any project related to building, redesigning or construction.

“We were ambitious in the promise that we made to MEDA (by constructing two areas in short time); we didn’t know how difficult it would be for us to get authorization from the government. Next time, we will be careful in areas of work and setting overall goals.” (Al Kindy SIG Contact)

