



Our people
lives
future

An employee's perspective



Sri Suyati, a worker on the assembly line at a local PT Dewhirst-owned factory, describes the services of the clinic as both "good and very helpful". The clinic is located close to her home, so it is easy for her to get help whenever she or her family has a problem. "So many health socializations have been conducted," she adds. "The doctor and the medicines are suitable for us."

Workplace Family Clinic

Quality health care for workers, Indonesia

A little over a decade ago, health care for the people of the small town of Rancaekek was limited. Most families existed on low incomes, and village leaders did not have the capacity to improve service provision. Today, the situation in the town could not be more different. The Rancaekek Clinic has received a total of 18 575 visits from members of the local community, providing them high quality services including a safe motherhood programme, advice and treatment for tuberculosis (TB), as well as general health education. The clinic is completely self-sustaining, having paid back the initial set-up loan within two years of operation, three years earlier than originally anticipated.

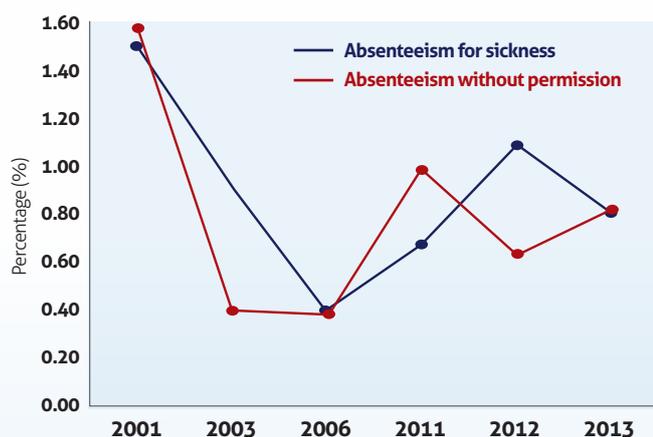
The transformation of health service provision in Rancaekek was generated through a highly effective and mutually beneficial partnership. This began as a private sector/nongovernmental organization partnership, and ultimately evolved into a public-private partnership. PT Dewhirst (PTD) is a United Kingdom-owned clothing manufacturer operating a factory in the town, with approximately 5400 employees engaged in the production of an extensive range of clothing.

Project partners:

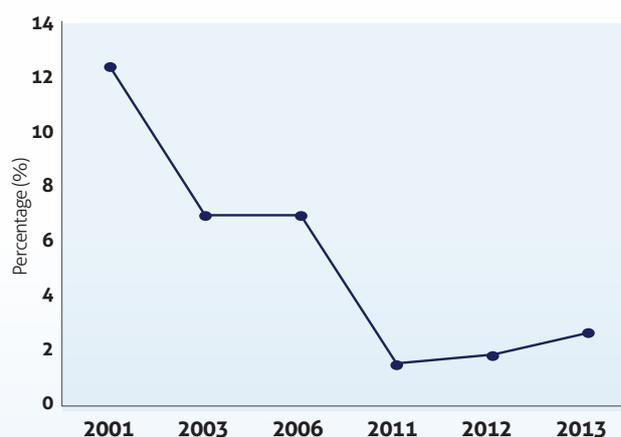
WHO; PT Dewhirst; Yayasan Kusuma Buana (YKB);
Bidan Delima; Marks and Spencer.

Figure 1. Trends in employee absenteeism and labour turnover in PT Dewhirst, Rancaekek

a. Employee absenteeism



b. Labour turnover



PTD's sole customer is the high-profile UK clothing retailer Marks and Spencer. In 2001, PTD was experiencing high absenteeism due to sickness and a high labour turnover (Figure 1), as well as a high level of infant mortality among the families of their workers. Urgent action was needed to address these problems: both from a humanitarian point of view, but also because of the link between a healthier workforce and increased productivity at the factory.

In 2003, PTD went into partnership with a nongovernmental organization, Yayasan Kusuma Buana (YKB), with the aim of increasing public/private sector development in order to improve primary health care in general, and reproductive health in particular. YKB had previously conducted health education programmes for the factory and had a good track record of setting up and running health centres in Jakarta. The partnership, supported by seed funding from Marks and Spencer, established a new clinic a short distance from the factory, with the aim of improving health among workers and the broader community.

Initially the clinic faced a number of specific challenges: Organized criminals in the town tried to extort a part of the clinic turnover; local government was reluctant to issue permits; health insurance companies were reluctant to support the clinic in their requirements; and workers were reluctant to register as patients. These challenges were largely overcome with a three-point plan:

- PTD/YKB recruited a new health insurance provider. Uniquely, the firm wanted an insurance provider that would integrate preventive care into the basic services package, in the form of a comprehensive health education programme. The insurance company appointed was willing to provide such a service through larger monthly contributions per employee.
- PTD/YKB improved communication with the local communities and organizations in order to build trust in the services the clinic could offer. Within the factory, the company ensured that workers could easily use clinic services, including health education courses, by arranging shift times accordingly.
- All partners ensured a high level of communication between themselves, including regular meetings to discuss their mutual expectations, needs, opportunities and challenges, and to ensure that the partnership was kept on track.

Since 2003, the clinic has gone from strength to strength. Worker's families and the broader community have access to high quality health services. The majority of PTD workers use the clinic, which increases clinic revenue. Health education has noticeably reduced the demand for clinical care services, which also reduces costs relative to revenue. The clinic has expanded the services it provides to include maternal health and a local TB control programme. The safe motherhood programme supports pregnant women, with PTD additionally providing two anaemia tests during



The safe motherhood programme

- Provides family planning education, supports midwife training and services including vitamin distribution, anaemia tests, immunizations and pre-natal visits.
- Maintains records on the number of pregnant employees, pregnancy outcomes, services provided, employee satisfaction with services.
- Family planning education has contributed to a decline in the number of pregnant employees and abortions.
- Has resulted in a decline in the number of infant deaths.

pregnancy, and iron tablets where they are required. The TB treatment programme began in 2008 with the Rancaekek Clinic being the first private clinic to offer TB testing and treatment in the district.

"This programme has become the first sustainable TB workplace model in Indonesia," noted Dr Adi Sasongko, Director of Health Services at YKB. "We are very proud of the commitment from PT Dewhirst". With the support of the Ministry of Health and the Global Fund to Fight AIDS, TB and Malaria, the model is undergoing expansion to other factories in Rancaekek. A 2012 review revealed a greater childhood TB incidence compared to adults: A total of 283 people were treated for TB in 2012 (58 employees and 225 family members). Of the 225 family members with active TB, 90% were children.

The safe motherhood programme operates in partnership with Bidan Delima, a national midwife accreditation programme. Employees receive care and support from Bidan Delima throughout their pregnancy, as well as during childbirth, and have all related costs reimbursed by the company. Bidan Delima midwives are recommended by the government due to the high level of care and standard of service they provide.

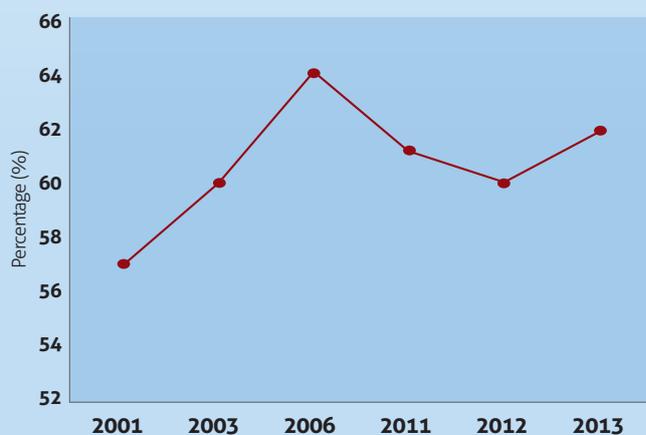
For PTD, the partnership has had a significant impact on its operations during a period of substantial corporate growth over the past decade: from 1000 staff in 2001 to 5500 in 2013. There has been a decline in absenteeism related

to sickness and/or without permission, as well as reduced labour turnover. There has also been a moderate increase in production efficiency (Figure 2).

There are plans to continue expanding the range of services offered by the clinic, possibly to include provision of AIDS education and voluntary HIV counselling and testing, an initiative that YKB has been piloting in a number of factories in the country. YKB continues to assist PTD to identify causes of health problems among workers and address them, while PTD facilitates YKB access to vulnerable groups that need its services and care.

At the heart of this symbiotic partnership is a shared vision: Partners share values and a commitment to health promotion and education for communities as well as workers.

Figure 2: PTD production efficiency



Through the advocacy work of YKB, Company–Community Partnerships for Health in Indonesia (CCPHI) and Access Health Worldwide (ACCESS-HW),¹ this public–private partnership is being shared and replicated as a best practice.

“ Health education reduces the cost of the clinical care. ”

Dr Poonam Khetrpal Singh, WHO Regional Director for South-East Asia

¹ Company–Community Partnerships for Health in Indonesia (CCPHI) was launched in 2007 with the support of the Ford Foundation. In 2011, CCPHI became an Indonesian nongovernmental organization that serves as a resource centre for partnership building. CCPHI helped to bring together PTD/YKB and a local government health clinic, which resulted in the provision of TB testing and treatment at the Rancaekek Clinic. CCPHI is an affiliate of ACCESS Health Worldwide (ACCESS-HW), which facilitates partnerships among companies, nongovernmental organizations and local governments to build healthy and sustainable communities.

Further reading:

Company–Community Partnerships for Health in Indonesia: (http://ccphi.org/ccphidoc/study_eng/PTD_YKB_Eng.pdf, accessed 25 January 2015).

Gelbard AH. Access Health Worldwide case study:

Working together to improve health of workers, their families, and the community in Indonesia. Presentation for the Global Health and Human Rights Webinar (November 5th, 2013).

Sanderson D. The YKB/Marks & Spencer/PT Dewhirst Health Clinic Partnership. (Powerpoint presentation) (http://shopsproject.org/sites/default/files/resources/4085_file_Debby_Sanderson.pdf, accessed 25 January 2015).

PT Dewhirst:

<http://www.dewhirst.com/en/locations/indonesia/indonesia-manufacturing-and-laundry/>

Company–Community Partnerships for Health in Indonesia: Case study (http://ccphi.org/ccphidoc/study_eng/PTD_YKB_Eng.pdf, accessed 28 January 2015).

Access Health Worldwide:

<http://www.accesshealthworldwide.org>

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