

Presidential Frontline Service Delivery

Acknowledgement of Good Findings

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Good Practice Title: When managers walk the monitoring talk

Purpose: To highlight the impact of managerial commitment on the quality of frontline service delivery at the Simunye Clinic.

Target Audience: DPME, NDoH, GP DoH, Health Facilities

Glossary:
FSDM Frontline Service Delivery Monitoring
DPME Department of Planning, Monitoring & Evaluation

Basic Information



Project name	When managers walk the monitoring talk
Province	Gauteng
District	Westrand District
Street Address	


The Executive Summary

Executive Summary	At the Simunye Clinic, the management of the facility has instilled a culture whereby they consistently use monitoring findings to improve the services of the clinic. Various mechanisms, such as monitoring of waiting times, chronic patient adherence and levels of medicine stock, have enabled this clinic to streamline several processes in order to improve the levels of service they provide. The management team is also dedicated in supporting the staff of the clinic, ranging from weekly meetings to on the spot assistance in assisting citizens.
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The Good Findings Story

Programme Summary:	The aim of frontline service delivery monitoring is to both affirm good performance and assist departments, municipalities and entities to improve service delivery points which are performing poorly.
Background / Context	<p>An unannounced FSD monitoring visit was conducted on the 17 September 2015 by officials from Department of Planning Monitoring and Evaluation at the Simunye Clinic in Westonaria, Gauteng. Although the visit was originally scheduled to take place in December, it was brought forward to coincide with the Arbor Week Celebrations.</p> <p>A findings report was produced and sent to the facility and feedback meeting was held on 26 October 2015 during which this good practice note was developed. This was done together with facility management, Regional Manager, the Office of the Premier, and DPME to ensure that service delivery improvement proposals be implemented.</p>

Findings	Findings								
		Location Accessibility &	Visibility & Signage	Queue Management & Waiting times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing Times	Complaints & Compliments
	Citizen	3.0	2.7	2.7	3.0	3.0	2.7	3.0	2.7
	Monitor	3.0	2.5	3.0	3.5	3.0	3.0	3.0	3.0
	Staff	2.5	2.0	3.5	3.5	4.0	3.0	3.5	3.5
	One of the several waiting areas 				Display of waiting times for patients 				
	Internal signage in several languages				Secure dispensary				

	 <p>In general, this facility is performing very well when the scores are considered. The lowest performing area was in term of visibility and signage, with the absence of road signage being the most significant contributing factor.</p>
<p>Topic for practice note</p>	<p>During the visit, it was noticed that the managerial staff were actively engaged in the activities of the clinic. The facility manager was walking around, talking to patients, guiding them to appropriate queues and assisting them with getting their medication. Also, during staff interviews, the commitment from management was highlighted, indicating their support.</p> <p>During the feedback meeting, the managerial structures and processes of the clinic were investigated. A group discussion was conducted, following an unstructured format. During this discussion, the theme of managerial commitment and utilization of monitoring was explored and how it affects service delivery.</p>
<p>Managerial commitment to monitoring</p>	<p>At the Simunye Clinic, a very collaborative management system is in place. This involved the facility management itself, the clinic committee, as well as the managerial structures at sub-district and community levels. One of the core tools utilized is monitoring. Some of the crucial activities that lead to the successful management of the clinic are:</p> <p>(i) Daily monitoring of waiting times: As part of their monitoring activities, the clinic provides each client with a time card when they enter the facility. On this card, the times are noted for each step during a patient's visit to the clinic. For instance, the time they arrive at the queue to collect their files as well as the time they get the files, the time they start queueing to receive their medication as well as the time they actually receive their medication. This card is handed in at reception when the patient leaves the clinic. The times are then analysed and used for planning. Bottlenecks are identified, and the appropriate human resources are assigned to address any issues that might arise.</p> <p>(ii) Monitoring of chronic patients: The clinic also monitors the adherence of chronic patients to their treatment regimes. If a patient has shown understanding and commitment to their treatment over a period of time, the clinic pre-packages the medication for these patients who then only collect the medication during their visits. This negates the need for waiting in line just to see a nurse to get the medication, thereby accelerating service delivery to acute patients. This arrangement is reviewed every six (6) months with the chronic patients.</p> <p>(iii) Day-to-day monitoring: The facility management also undertakes day-to-day monitoring. By walking around the facility in the various sections, they become aware of any blockages or problems, assist on the spot to address any issues and thereby prevent any issues from escalating. This is also utilized for complaints management,</p>

	<p>as the facility manager interacts directly with any patient who might have a complaint, resolving the issue immediately. The facility manager believes that it is important to have direct, constant interaction with staff as “when people know more they tend to do more so communication works with us”.</p> <p>(iv) Monitoring of medication: Although the sub-district and district have very good supply systems in place, the facility management ensures that medication is available and all challenges are communicated to stakeholders. Bulk stock is ordered every month, and stock-takes are done every Wednesday to track levels of medication. Any emergency stock-outs are reported and stock is requested from the sub-district every Monday. Any medication that is not available at sub-district, district or provincial level is communicated to all, and alternatives are sought. Also, following the principles of ‘First In, First Out’ and ‘First Expiry, First Out’, the clinic ensures that medication is utilized before expiry and to prevent wastage. If the clinic has an over-supply of medication, the excess medication is distributed to other clinics in the area.</p> <p>(v) Monitoring support: Senior Managers at sub-district level are also encourages to ‘adopt’ certain clinics. These managers conduct sporadic, but frequent monitoring visits to the clinics, liaising directly with patients and addressing any strategic they may encounter. They also assess monitoring data as reported, and test the reported figures.</p>
<p>Managerial commitment to managing</p>	<p>Another key aspect of the Simunye Clinic’s success is the commitment from management in supporting its staff and community. At the core of this continued support, is management’s commitment to engagement with the various role-players of the community.</p> <p>The facility manager actively engages with staff in weekly meetings, identifying challenges and developing solutions with the staff members. She also utilizes opportunities to develop the skills of various staff members by assigning them cross-cutting duties especially in areas they might experience challenges. Team-building activities are also conducted regularly. The management of the clinic also assists the staff as far as they can, as a representative of the sub-district indicated that “they lead by example. When it is hectic, the manager will go and help where she can. When it’s not hectic, she stills goes and helps the staff to work more effectively”.</p> <p>The facility manager also attends all community meetings, engaging directly with the community to understand their needs, challenges and frustrations. These meetings are used to communicate any issues from the clinic’s side, and to inform community members of any developments that might affect service delivery (such as medication shortages, etc).</p> <p>The clinic also has a very active Clinic Committee. This committee engages directly with communities on behalf of the clinic, and also liaises with the clinic on behalf of the community. Members from this committee assist in directing patients where to go for what service, and they also interact with any complaints that might arise.</p> <p>Another critical support is from the sub-district manager, who visits the clinic quite frequently in order to keep abreast of any and all developments and challenges in the clinic. This is also done at other clinics in the area. This manager has been observed to direct patients where to go, to answer the phones if needs be, and to assist in the dispensing of medication if necessary. She believes in leading by example.</p>
<p>Summary</p>	<p>The management of the Simunye Clinic is a dedicated team that strives to serve the members of their community to the best of their abilities. The team consistently</p>

	supports their staff through hands-on managing, participating in all the activities in the clinic, from cleaning to dispensing medicine to triaging clients. They focus on using the information they have at their disposal to continuously inform and improve their services. The clinic has adopted several strategies for using daily monitoring information to assist them in managing the clinic to the best of their abilities, and ultimately, provide the best service they can to the citizens of simunye.
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References

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