Service Delivery Improvement Plan

2008
Introduction

KwaDabeka Community Health Centre is 24 hour health facility situated in between Clermont and KwaDabeka townships, servicing the population of approximately 200 000. It is a 36 bedded health facility with more than 250 staff members. Among achievements acquired is a Baby Friendly status for promoting breastfeeding initiatives. There are 6 satellite clinics under the management of KwaDabeka CHC.

The Management Team:

1. Ms B. S Mdlalose  
   CHC Manager

2. Mr A Hoque  
   Medical Manager

3. Mrs R. F Phungula  
   Nursing Services Manager

4. Mr. B. Gumede  
   Finance & Systems Manager

5. Mr. D. Reddy  
   Human Resource Manager

6. Mrs. Z. Issa  
   Pharmacy Manager

Vision

To provide comprehension PHC to all citizens in the catchment of KwaDabeka CHC.

Mission

To render compassionate inpatient and outpatient services based on PHC approach while providing continuing education, admin support, technical support and guidance and referring patients needing a high level of care.

Values

Open communication  
Transparency  
Consultation  
Commitment to performance  
Service Excellence
Key Services

- 24 Hour maternity (approximately 200 deliveries per month)
- ANC Care including PMCT (Prevention of Mother to Child Transmission)
- Reproduction Health Services (Family Planning, STI/VCT and Adolescence health.
- Acute and Chronic conditions for both Adult and Children
- Mental Health Services
- Dental Care/Oral Health Services
- Infectious Diseases: TB: and HIV (Enhanced)
- Full range of promotion and preventive (H.E)
- 24 hour medical coverage
- Emergency/Trauma Services
- The medical services are supported by Pharmacy and X-Ray
- Baby Friendly Hospital Initiative
- Outreach Programmes
- Ultra-sound
- Nutrition
- Mobile Services
- Rehabilitation Services
- Eye Clinic
- Paediatrics including immunization
- Obstetrics
- Minor Orthopedics
- Pharmacy Services
- School Health Services

Service Beneficiaries

KwaDabeka CHC services all people needing health care. These people include:

- Children
- Elders
- Community of the following areas:
  - KwaDabeka
  - Sub 5
  - Clermont
  - Ndunduma
  - Mvuzana
  - Wyebank

(See the list of services above)
Population and Satellite Clinics

CLERMONT CLINIC
Tel: 031 707 5482/1644
Facsimile: 031 707 5482
Physical Address: 1106 12th Street Clermont, Pinetown, 3610
Postal Address: Private Bag 2001, Clermont, Pinetown
Contact Person: Sr. Cebekhulu

KWANGCOLOSI CLINIC
Tel: 031 766 9135
Facsimile: 031 766 9250
Physical Address: Bhekisisa Road, Ngcolosi Reserve, Inanda, Hillcrest, Pinetwon, KwaZulu Natal
Postal Address: P. O Box 13116, Hillcrest, Pinetown, KwaZulu Natal, 3650
Contact Person: Sr Mkhize (In –Charge)

KWANDENGEZI CLINIC
Tel: 031 704 6269
Facsimile: 031 704 5884
Physical Address: 6023 Maviyo Road, KwaNdengezi, Pinetown, 3607
Postal Address: Private Bag X07, KwaNdengezi, Pinetown
Contact Person: Sir R. Moroape

ZWELIBOMVU CLINIC
Tel: 031 703 1697
Facsimile: 031 706 1460
Physical Address: 400339 Old Richmond Road, Zwelibomvu, Nagina
Postal Address: Private Bag X07, Demat, Marianhill, 4142
Contact Person: Sr. G. M Phelago

MOLWENI CLINIC
Tel: 031 776 3364
Facsimile: 031 776 3554
Physical Address: In Molweni Reserve next to the Molweni Court, Lower Molweni, Pinetown
Postal Address: P. O Box 8437, Lower Molweni, Pinetown, 3600
Contact Person: Sr. N Masondo

HALLEY STOTT CLINIC
Tel: 031 716 6800
Facsimile: 031 777 1261
Physical Address: Zulu Reserve Road, Botha’s Hill, Opposite The Valley Trading Store,
Postal Address: Private Bax X 1002, Bothas Hill, 3660
Contact Person: Sr Shauke (in Charge)

Population for KwaDabeka CHC and Satellite Clinics

<table>
<thead>
<tr>
<th>Clinic</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clermont Clinic</td>
<td>15 340</td>
</tr>
<tr>
<td>Ngcolosi Clinic</td>
<td>10 527</td>
</tr>
<tr>
<td>Ndengezi Clinic</td>
<td>39 316</td>
</tr>
<tr>
<td>Zwelibomvu Clinic</td>
<td>1 853</td>
</tr>
<tr>
<td>Molweni Clinic</td>
<td>9 324</td>
</tr>
<tr>
<td>Halley Stott Clinic</td>
<td>28 312</td>
</tr>
<tr>
<td>KwaDabeka CHC</td>
<td>175 728</td>
</tr>
<tr>
<td>Gugulethu Youth Centre</td>
<td>4 367</td>
</tr>
<tr>
<td>KwaDabeka Mobile</td>
<td>11 985</td>
</tr>
<tr>
<td>Halley Stott Mobile 1</td>
<td>11 702</td>
</tr>
<tr>
<td>Halley Stott Mobile 2</td>
<td>7 588</td>
</tr>
<tr>
<td>TOTAL POPULATION</td>
<td>316042</td>
</tr>
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</table>
Table 1

<table>
<thead>
<tr>
<th>Consultation</th>
<th>Current Standard</th>
<th>Desired Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- All functions implemented</td>
<td>- to maintain the current standard of consultation</td>
</tr>
</tbody>
</table>

Table 2

<table>
<thead>
<tr>
<th>Batho Pele Principles Consultation</th>
<th>Activities</th>
<th>Responsible Person</th>
<th>Performance Indicator</th>
<th>Time Frame</th>
<th>Resources</th>
<th>Budget</th>
</tr>
</thead>
</table>

Table 1

<table>
<thead>
<tr>
<th>Service Standards</th>
<th>Current Standard</th>
<th>Desired Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- All in place</td>
<td>To maintain current standard-</td>
</tr>
</tbody>
</table>

Table 2

<table>
<thead>
<tr>
<th>Batho Pele Principles Service Standards</th>
<th>Activities</th>
<th>Responsible Person</th>
<th>Performance Indicator</th>
<th>Time Frame</th>
<th>Resources</th>
<th>Budget</th>
</tr>
</thead>
</table>
### Table 1

<table>
<thead>
<tr>
<th>Access</th>
<th>Current Standard</th>
<th>Desired Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- No ablution facilities for the disabled persons</td>
<td>- To build this facility as soon as possible</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
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<td></td>
<td>-</td>
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</tbody>
</table>

### Table 2

<table>
<thead>
<tr>
<th>Batho Pele Principles</th>
<th>Activities</th>
<th>Responsible Person</th>
<th>Performance Indicator</th>
<th>Time Frame</th>
<th>Resources</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>Ablution facility for the disabled patients</td>
<td>Maintenance &amp; PRO</td>
<td></td>
<td>2008</td>
<td>Not yet available</td>
<td>R10 000</td>
</tr>
<tr>
<td></td>
<td>Availability of friendly bathroom</td>
<td>Maintenance</td>
<td></td>
<td>2008</td>
<td>Not available</td>
<td>R5000</td>
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</tbody>
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### Table 1

<table>
<thead>
<tr>
<th>Courtesy</th>
<th>Current Standard</th>
<th>Desired Standard</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>- Staff not trained on customer care and</td>
<td>- to develop workshops on Batho Pele</td>
</tr>
<tr>
<td></td>
<td>Batho Pele Principles not implemented</td>
<td>-To conduct Batho Pele campaigns</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Table 2

<table>
<thead>
<tr>
<th>Batho Pele Principles</th>
<th>Activities</th>
<th>Responsible Person</th>
<th>Performance Indicator</th>
<th>Time Frame</th>
<th>Resources</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtesy</td>
<td>Telephone etiquette</td>
<td>PRO</td>
<td>Staff trained on telephone manners</td>
<td>2008</td>
<td>Available</td>
<td>-</td>
</tr>
</tbody>
</table>
Table 1

<table>
<thead>
<tr>
<th>Information</th>
<th>Current Standard</th>
<th>Desired Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- All functions well implemented</td>
<td>- To maintain the current standard</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-</td>
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</tbody>
</table>

Table 2

<table>
<thead>
<tr>
<th>Batho Pele Principles Information</th>
<th>Activities</th>
<th>Responsible Person</th>
<th>Performance Indicator</th>
<th>Time Frame</th>
<th>Resources</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Availability of Educational Videos</td>
<td>PRO</td>
<td>Liaising with the District Office for Educational Videos</td>
<td>June 2008</td>
<td>Available at the District Office</td>
<td></td>
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Table 1

<table>
<thead>
<tr>
<th>Openness &amp; Transparency</th>
<th>Current Standard</th>
<th>Desired Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- information is disseminated accordingly on how the institution is run</td>
<td>- to have open days</td>
</tr>
</tbody>
</table>

Table 2

<table>
<thead>
<tr>
<th>Batho Pele Principles Openness &amp; Transparency</th>
<th>Activities</th>
<th>Responsible Person</th>
<th>Performance Indicator</th>
<th>Time Frame</th>
<th>Resources</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Day</td>
<td>Management &amp; PRO</td>
<td></td>
<td>Organizing open day</td>
<td>July 2008</td>
<td>Institutional Budget</td>
<td>R500 00</td>
</tr>
<tr>
<td>Annual Report</td>
<td>PRO</td>
<td></td>
<td>Research and compile a document (Annual Report)</td>
<td>2008/2009</td>
<td>Information from various sections</td>
<td></td>
</tr>
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Table 1

<table>
<thead>
<tr>
<th>Redress</th>
<th>Current Standard</th>
<th>Desired Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- System in place for redress</td>
<td>- To inform all clients about the systems</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
<td></td>
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</tbody>
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Table 2

<table>
<thead>
<tr>
<th>Batho Pele Principles</th>
<th>Redress</th>
<th>Activities</th>
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<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Complaint analysis resolved within 25 days</td>
<td>PRO</td>
<td>Resolve complaint within 25 days and create reliable filing system</td>
<td>One month</td>
<td>Yes</td>
<td>-</td>
</tr>
</tbody>
</table>

Table 1

<table>
<thead>
<tr>
<th>Value for Money</th>
<th>Current Standard</th>
<th>Desired Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- No Quality Improvement Programmes</td>
<td>- To organize internal quality programmes e.g Quality Days</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td></td>
</tr>
</tbody>
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Table 2

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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Quality Improvement Programmes</td>
<td>PRO/Quality Manager</td>
<td>Organized Quality Programme</td>
<td>3 months</td>
<td>Yes</td>
<td>-</td>
</tr>
</tbody>
</table>
The vision of the Department of Health is to “Achieve optimum health status for all persons in KwaZulu Natal.”

The department will continue to effectively manage a comprehensive health system for the Province. To further its mission to promote a caring, responsive and quality health service the department will:

1. Consistently monitor the implementation of the comprehensive plan for the management of HIV and AIDS, with the assistance and cooperation of other departments and stakeholders;
2. Continue to strengthen the provision of a quality and compassionate health service for all illnesses and diseases prevalent in the Province;
3. Effectively address the effects of poverty and health;
4. Effectively deal with emergencies and reduce response times, by increasing the number of ambulances by 100 units, emergency support vehicles by 121 and the number of ambulance bases by 11, by March 2006.
5. Reduce Emergency Medical Rescue Services response times in urban areas to less than 60 minutes and in rural areas to less than 120 minutes by 31 March 2006.
6. Continually improve the patients access to health services within the shortest possible time:
   A. By reducing patient waiting times which are within the norms that are publicly displayed at health facilities.
   B. By reducing traveling times to and from their places of residence.
      • 24 hours to reach the central hospital
      • 3 hours to reach the tertiary hospitals
      • 2 hours to reach the regional hospitals and /Community Heath Care Centres, and
   C. By commencing the building of 3 hospitals and the completion of the construction of 12 clinics by 31 March 2006.

The department will strengthen governance in respect of the services it provides, facilitate effective community participation and ensure all facilities have an established complaints mechanism.
The Community Health Centre is an integral part of the District Health System. The Management forms part of the overall District Health Management. The staff of this Community Health Centre continually strive to improve the delivery of health care services and find innovative ways in which the Community Health Centre based services can be harnessed to strengthen the District Health System.

Services provided are at a generalist level to outpatient and inpatient (short stay)
- Trauma and Emergency—24 hour services
- Pharmacy Service
- Minor orthopaedics
- Obstetrics
- Paediatrics (including immunization)
- Dental/Oral Health Services
- Mental Health & Eye Clinic
- Medical coverage 24 hours
- Rehabilitation Services—Physiotherapy & Occupational Therapy (on selected days)
- School Health Services (Monday to Friday)
- Enhanced Care Initiative (Site)
- ARV Site
- Tuberculosis Clinic (Daily)
- Mobile Services (Monday to Friday)
- Adolescent Services
- Reproductive Health Services
- Clinical Support Services
  - X-Ray Services
  - Ultrasound
- Outreach Programme
- VCT & PMTCT sites
- Nutrition
- Baby Friendly Hospital Initiative
- Community health Workers
- Collaboration
  - District EMRS (Ambulance Services)
  - Planned patient transport daily
  - District Regional and Tertiary Hospitals
  - Social Welfare, NGO’s/CBO’s and SAPS
  - Community Support Groups and Fire Department and District Municipality

Provincial Priorities
- Strengthen Governance and Service Delivery;
- Integrated investment in community infrastructure;
- Promote sustainable economic development and job creation;
- Develop Human Capability;
- Implement a comprehensive provincial response to HIV and AIDS;
- Fight poverty and protect vulnerable groups in society.

Strategic Goals of the Department for 2006/07 – 2008/09
The following Departmental strategic goals will focus on improving the health system to permit cost-effective use of limited resources and assure that services are responsive to the needs of the poor:
- Effective implementation of the comprehensive HIV and AIDS strategy
- Strengthen Primary Health Care and provide caring, responsive and quality health services at all levels
- Promote health, prevent and manage illnesses with emphasis on poverty, lifestyle, trauma and violence
- Human Resource Management for Public health
- Infrastructure investment in health technology, communication, management information systems and buildings
Code of Conduct for Public Servants

DEFINITION
In this document (Chapter 2 of the new Public Service Regulations, July 01 1999), any word or expression to which a meaning has been assigned in the Act, bears the meaning so assigned thereto, and "this Act" means the Public Service Act, 1994, and the regulations issued in terms thereof.

1. PURPOSE
In order to give practical effect to the relevant constitutional provisions relating to the Public Service, all employees are expected to comply with the Code of Conduct ('the Code') provided for in this Chapter. The Code should act as a guideline to employees as to what is expected of them from an ethical point of view, both in their individual conduct and in their relationship with others. Compliance with the Code can be expected to enhance professionalism and help to ensure confidence in the Public Service.

2. INTRODUCTION
The need exists to provide guidelines to employees with regard to their relationship with the legislature, political and executive office-bearers, other employees and the public and to indicate the spirit in which employees should perform their duties, what should be done to avoid conflicts of interests and what is expected of them in terms of their personal conduct in public and private life.

Although the Code of Conduct was drafted to be as comprehensive as possible, it does not provide a detailed standard of conduct. Heads of department are, in terms of section 7(3)(b) of the Act, inter alia responsible for the efficient management and administration of their departments and the maintenance of discipline. They may therefore, after the matter has been consulted in the appropriate Chamber of the Public Service Bargaining Council, and without derogating from it, supplement the Code of Conduct provided for in this Chapter in order to provide for their unique circumstances. Heads of department should also ensure that their staff are acquainted with these measures, and that they accept and abide by them.

The primary purpose of the Code is a positive one, viz. to promote exemplary conduct. Notwithstanding this, an employee shall be guilty of misconduct in terms of Section 20 (t) of the Public Service Act, 1994, and may be dealt with in accordance with the relevant sections of the Act if he or she contravenes any provision of the Code of Conduct or fails to comply with any provision thereof.

3. THE CODE OF CONDUCT
   1. Relationship with the Legislature and the Executive
      - An employee -
        • is faithful to the Republic and honours the Constitution and abides thereby in the execution of his or her daily tasks;
        • puts the public interest first in the execution of his or her duties;
        • loyally executes the policies of the Government of the day in the performance of his or her official duties as contained in all statutory and other prescripts;
        • strives to be familiar with and abides by all statutory and other instructions applicable to his or her conduct and duties; and
        • co-operates with public institutions established under legislation and the Constitution in promoting the public interest.
      - Relationship with the Public
        • An employee -
        • promotes the unity and well-being of the South African nation in performing his or her official duties;
        • will serve the public in an unbiased and impartial manner in order to create confidence in the Public Service;
        • is polite, helpful and reasonably accessible in his or her dealings with the public, at all times treating members of the public as customers who are entitled to receive high standards of service;
        • has regard for the circumstances and concerns of the public in performing his or her official duties and in the making of decisions affecting them;
        • is committed through timely service to the development and upliftment of all South Africans;
        • does not unfairly discriminate against any member of the public on account of race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion, political persuasion, conscience, belief, culture or language;
        • does not abuse his or her position in the Public Service to promote or prejudice the interest of any political party or interest group;
        • respects and protects every person's dignity and his or her rights as contained in the constitution; and
        • recognizes the public's right of access to information, excluding information that is specifically protected by law.
• **Relationship among Employee**
  An employee -
  • co-operates fully with other employees to advance the public interest
  • executes all reasonable instructions by persons officially assigned to give them, provided these are not contrary to the provi-
    sions of the Constitution and/or any other law;
  • refrains from favouring relatives and friends in work-related activities and never abuses his or her authority or influences an-
    other employee, nor is influenced to abuse his or her authority;
  • uses the appropriate channels to air his or her grievances or to direct representations;
  • is committed to the optimal development, motivation and utilization of his or her staff and the promotion of sound labour and
    interpersonal relations;
  • deals fairly, professionally and equitably with other employees, irrespective of race, gender, ethnic or social origin, colour,
    sexual orientation, age, disability, religion, political persuasion, conscience, belief, culture or language; and
  • refrains from party political activities in the workplace.

• **Performance of Duties**
  An employee -
  • strives to achieve the objectives of his or her institution cost-effectively and in the public's interest;
  • is creative in thought and in the execution of his or her duties, seeks innovative ways to solve problems and enhances effec-
    tiveness and efficiency within the context of the law;
  • is punctual in the execution of his or her duties;
  • executes his or her duties in a professional and competent manner;
  • does not engage in any transaction or action that is in conflict with or infringes on the execution of his or her official duties;
  • will recuse himself or herself from any official action or decision-making process which may result in improper personal gain,
    and this should be properly declared by the employee;
  • accepts the responsibility to avail himself or herself of ongoing training and self-development throughout his or her career;
  • is honest and accountable in dealing with public funds and uses the Public service=s property and other resources effec-
    tively, efficiently, and only for authorized official purposes;
  • promotes sound, efficient, effective, transparent and accountable administration;
  • in the course of his or her official duties, shall report to the appropriate authorities, fraud, corruption, nepotism, mal-
    administration and any other act which constitutes an offence, or which is prejudicial to the public interest;
  • gives honest and impartial advice, based on all available relevant information, to higher authority when asked for assistance
    of this kind; and
  • honours the confidentiality of matters, documents and discussions, classified or implied as being confidential or secret.

• **Personal Conduct and Private Interests**
  An employee -
  • during official duties, dresses and behaves in a manner that enhances the reputation of the Public Service;
  • acts responsibly as far as the use of alcoholic beverages or any other substance with an intoxicating effect is concerned;
  • does not use his or her official position to obtain private gifts or benefits for himself or herself during the performance of his
    or her official duties nor does he or she accept any gifts or benefits when offered as these may be construed as bribes.
  • does not use or disclose any official information for personal gain or the gain of others; and
  • does not, without approval, undertake remunerative work outside his or her official duties or use office equipment for such
    work.

This document was prepared and developed by the Public Service Commission, and was initially issued as a
COMPLAINT MECHANISM FOR KWADABEKA COMMUNITY HEALTH CENTRE

Complaint reported to the Public Relations Officer or referred to the PRO, namely: telephonic, written or verbally will be treated with confidentiality and urgency. The PRO will accept and coordinate all forms of complaints. During the process of solving a complaint, the management will be notified of the proceedings, and the head of section complained against will be required to perform a confidential and accurate investigations. Minor complaints can be resolved immediately, but if the patient is not satisfied, she/her can launch a full complaint in writing and forward it to the Public Relations Office.

**STEP 1**
If it is a minor complaint, we will acknowledge your complaint as soon as we receive it. We will apologize, and explain if the situation is something beyond our control and try to offer alternative service. If it is major complaint, we will require you to present your case/complaint in a written format. We will acknowledge your complaint through writing and open a file for your complaint.

**STEP 2**
A complaint will be presented at an executive management sitting which meets weekly.

**STEP 3**
The PRO will then write to the Head of that section where complaint occurred. The Head will be required to conduct full investigation about the incident. The management will be notified constantly about the proceedings.

**STEP 4**
The Head of Section will then write a full report to the PRO after investigations. PRO will then write to the complainant. If patient is still unhappy, investigations can be re-instituted. On delicate cases, the Medical Manager will invite the patient to the institution for medical examinations.

**REMEMBER:** Patient are required to provide full details of the incidents, including the name of the health worker, Department/Section where the incident took place, contact detail of the patient, including: date, telephone number, fax number, email (if available), postal address and the number that appears on the repeat card.

The Office of the Public Relations is committed to effective and proactive communication services that put patients first in line with the National Batho Pele Principles.

For any complaint, please contact the Public Relations Officer. See Details below
In case where the Public Relations Officer is not available, complaints can be forwarded to the Office of the CHC Manager.

Room 32
Ext: 3736
Tel: 031 714 3736
Fax: 031 714 3708
Cell: 079 316 9308
Fax: 031 714 3709
Email: tyron.khuzwayo@kznhealth.gov.za
Www.kznhealth.gov.za

Quality Team Signatures:

_______________________     _____________________________
Acting Quality Manager      Public Relations Officer

________________________     _____________________________
Infection Control Practitioner     Health & Safety Officer

Approved by the CHC Manager

Signature:_______________________________