

## ADDINGTON HOSPITAL

**GOLD AWARD WINNER!**

Jeannette Combrink: “We have been practicing Good Governance since 1994 and were delighted when the White Paper on Transforming Public Service delivery was published in 1997 was published as this was what we had been doing all along – only now it had an overarching name.”

For the past two years [Addington Hospital](#) has entered the Premier’s Good Governance Awards and the team has been awarded the silver trophy on both occasions. The team’s outstanding efforts were among the first in many spheres of implementing service excellence and they were justly recognized. In the day-to-day running of the hospital, Batho Pele is now firmly entrenched in every department.

And what do they feel about being once again being in the finals? “We are ecstatic because this recognition in service excellence confirms that our customers are receiving just that – service excellence the way we intended!” Jeannette Combrink – Public Relations.

Besides the main hospital, which serves the greater part of the central city of Durban, there are two outreach clinics, based at Addington and Newlands East. They also act as a support for the district hospital of Mahatma Gandhi.

To cope with the large volume of patients, many innovations have been put into practice. A Surgical Day Ward with a dedicated local anaesthetic operating table, a homes and clinic pharmacy service, and HIV/AIDS resource center with associated Home-Based Care Services, a Help Desk for victims of abuse and an in-house radio station.

Strong interactions and regular feedback from customers and staff is encouraged in all areas of their business and to prioritise their services. The local community is served through partnerships, such as the Addington Primary school feeding scheme, the VN Naik School for the Deaf to improve sign language and deaf awareness. The distribution of Addington information packs to community-based organizations and in public places such

as taxi ranks has ensured that even the most needy of their customers know about their services and what to expect.

A major strategic planning session held in February last year, confirmed the overall objectives of providing a transformed health service delivery with the integration of the Batho Pele principles. This has been most effectively managed by the Hospital Information system and by project management methods.

A needs analysis of the CBD and Point area was carried out in conjunction with Technikon students, which led to an active campaign to improve consultation with community roleplayers.

There are Help Desks situated at the main entrance to the Hospital, with information suitable for the partially sighted and the nearly deaf, and sign language charts are available in all service areas. All written information is available in English, Afrikaans and isiZulu.

Staff development is an important goal of the hospital. All housekeepers have been trained in computer literacy linked to the Hospital Information System and the messenger service is now being targeted as the next group to receive lessons. The security guards also receive lessons. In fact all staff undergo a multitude of training courses important to service delivery.

Staff morale is high, and annual events such as the Batho Pele Day, the Miss Addington pageant and the in-house radio station (all firsts) all help to increase awareness and motivation.

Regular Open Days where information on important health issues is distributed and the enw Addington website also help to keep both the public and in-house staff informed.

Costs have been saved in many departments, one good example is the equipment pool which is shared by several departments, and a best practice approach has now been adopted in other hospitals.

There is a help desk for the abused, a dedicated HIV/AIDS center and there are plans for educating hospitalized children.

Staff recognition is an integral part of their culture. Addington recognized its staff with a bouquet of the month, annual in-house service excellence awards, memorabilia for retiring staff, intern of the year and a garden of remembrance for deceased staff. They held a gardening competition, which was enthusiastically entered

by staff teams planting and designing gardens at their own expense.

A Staff Health Awareness Day focused on staff needs and provided open displays of health promotion strategies and stress management services, such as counseling sessions, which are available to all staff.

The complaints and compliment audit is on-going. Progress is measured and publicly displayed. Compliments now far outweigh the complaints.

Teachers at the Addington Primary Scholl have been trained in CPR and identifying abuse. A help desk for the children has been set up in the school as it is appreciated that It's very difficult for the children to come to the hospital if they have problems. The children were encouraged to print t-shirts with messages and hand them over for display. Many of these messages highlighted underlying problems of abuse of various kinds.

Best practices have been shared with other health roleplayers through consultation and through the Intranet not only within the province but also to other hospitals elsewhere.

All this has been achieved despite the fact that 350 posts are frozen at present, and sound financial management is required to balance shortfalls in resources.

Their commitment to high standards of delivery has seen the hospital go for a second quality assurance accreditation with Council of Health Services Accreditation for southern Africa – the first to do so.

“The application of the principles of both Batho Pele and Good Governance are simply a way of life at Addington – eerday promotion continues to enhance customer awareness and is incorporated into our Patient Rights and Responsibilities Charter, forming an integral part of the way we do things.”

Achieving two consecutive Silver Awards and then the GOLD Award is testimony to the manifestation of a centre for continuous improvement in Addington Hospital.