
Addington Hospital

KwaZulu-Natal Department of Health

Mercury Silver Award Winner

Built in Durban in 1861, Addington is the first hospital to be granted accreditation by the council for health services accreditation South Africa. The 710 bed hospital serves a multi cultural community from the greater Durban area ranging in age from birth to geriatrics. Its basic services include general surgery, orthopaedics, general medicine, paediatrics, obstetrics and gynaecology, radiology and anaesthetics. Tertiary level services offered are radiotherapy, oncology, renal transplantation and neonatal care. Many of the patients its serves are economically disadvantaged, so Addington has structured its tariffs accordingly. A progressive hospital, Addington enthusiastically embraced the principles of Batho Pele. Their service standards are outstanding.

They have, through the accreditation process been able to set meaningful and achievable standards for patient centered services, human resource management, equipment management and continual evaluation of their services. Patients are thoroughly consulted and the information gathered from this consultation is put into practice and regularly monitored and improved. They were the first to hold a Bathos Pele awareness day and to initiate an inhouse radio station. The staff also composed a Batho Pele song which has been adopted by the National Health Dept as their theme song. The hospital maintains that courtesy, care and compassion is the core of their service, without which high technological and medical care is incomplete and, with this in mind, has developed a comprehensive service commitment charter as well as a patients rights and responsibilities charter.

There are established mechanisms to ensure that both staff and patients are aware of these charters which are displayed in every ward, and on notice boards. Ongoing surveys, both written and oral, are carried out and documented to monitor the maintenance of standards. The results are communicated to units and departments by the patient care matron. Running hand-in-hand with their extensive consultation methods is a well-run complaints system. Complaints are dealt with immediately and a patients complaints audit team conducts analysis reviews every six months to track trends and identify areas needing special rectification. The team assesses the nature of the complaints and wherever possible, systems are implemented to improve services and remedial plans. Every complaint is followed up in writing to the complainant explaining what actions the hospital has taken to redress their complaints.

As part of the management strategy to disseminate information internally and externally, the hospital hosts an annual quality day and a Batho Pele day. With a staff complement of 2394, staff motivation is an important facet of management. To reward and maintain staff motivation a Miss Addington competition is held, letters and cards of commendation are sent out regularly, monthly ceremonies are held to recognise outstanding achievements, e.g.. A bouquet of the month award is presented to staff members and a garden of remembrance commemorating deceased staff members has been established.

In what has become a best practice, Addington have instituted a central equipment pool for expensive equipment, which has cut down the need for duplicate machines in different departments. This has kept the equipment costs at a manageable level and machines are used efficiently. The hospital, although reasonably resourced, still experiences budgetary difficulties and the management team has gone a long way to using their resources efficiently and effectively. It is an institution well deserving of the mercury silver award.

Dr Jill Hurst and her dynamic team at Addington hospital achieved the following milestones along the road to becoming one of the most customer friendly institutions in the country.

first public sector hospital in South Africa to be awarded accreditation status by the council for health service accreditation of southern Africa.
ongoing annual strategic planning and good governance transformation sessions implemented since 1995.
first hospital to launch a Batho Pele awareness campaign and host a Batho Pele day - June 1999.
first hospital to formulate a service commitment charter.
appointment of 75 Batho Pele executives to uphold the principles at grass root level.
annual update of cardio-pulmonary resuscitation for all categories of hospital staff.
annual fire fighting drills and updates by Addington fire safety committee - information available on website.
pioneered a public relations department in 1992.
orientation and induction programme for all new staff, and re-orientation of staff after 5 years.
six monthly audit of compliments and complaints.
internal quality assurance by continuous quality improvement for equipment maintenance, resuscitation services and needle-stick prevention.
centralised equipment pool since 1997 and cost of equipment displayed on each item.
service standards maintained by regular reviewing of policies and procedures.
monthly customer service excellence awards, an annual intern award and an Addington long service award.
implementation of ""Addies fm"" radio station.
Addington hospital magazine - ""Addingtonic update"".
""person/patient thinks you're great"" card to staff.
resource centre for hospital and clinics regarding accreditation, quality in health and implementation of Batho Pele principles. *The above was taken from the Best Practices - Service Excellence Book published by the PriceWaterhouseCoopers Premier's Good Governance Awards 1999/2000 Management Team.*