

MANAGEMENT OF SUPPORT SERVICES IN GHS



OUTLINE OF PRESENTATION

- Introduction
- Support Service Units
- Staffing Issues
- Some challenges of the Unit
- Approaches to management of Support Services
- Conclusion

Introduction

- The Support Services Units perform services that enable the medical personnel to provide health care to the people
- The units work to enhance a congenial atmosphere for the provision of health care by medical personnel
- The Support Service units ensure that logistics, equipment and instruments are available in good condition for use by the medical personnel

- The Support Services Units may not have direct contact with the patient -the main client who uses services of the GHS- however the Units perform critical services without which the Service can not perform its core functions

SUPPORT SERVICES UNITS IN GHS

- TRANSPORT
- ESTATES
- HR
- GENERAL ADMINISTRATION
- CLINICAL ENGINEERING
- STORES AND PROCUREMENT
- In Ashanti, the Information Technology Unit is part of the Support Services Units

Staffing of the Units

Categories of staff required include following

- Transport –Transport officers, Drivers, Auto-mechanics
- Estates- Manager/Officers, Artisans – electricians , plumbers
- Clinical Engineering – Clinical Engineers and Technicians
- HR- HR Manager/Officers, Executive Officers
- Stores and Procurement- Procurement Officers, Supply Officers, Storekeepers

- Basic training of Support Staff not responsibility of Health Sector
- Ready availability of staff in the job market

Staffing of the Units

- The units are headed by trained professionals appointed into the positions generally at the regional levels.
- In Ashanti all the Support Services units heads are at post with the exception of the HR Manager who is yet to assume duty fully after reporting when he was posted to the region this year.

Staffing of the Units

- At the District level some of the Support Services Units have other staff categories of the sector handling the units as additional responsibilities to their main functions
- E.g. Disease control staff as transport officers, Health Assistants as Storekeepers
- Casual staffs also handle critical resources of the sector like transport

Staffing of the Units

- Lack of establishment for the appointment of the qualified people into positions at the District Level
- Focus on appointment of 'main core business staff'
- Concern about expanding wage bill without an in depth analysis of the chunk of wage bill generally required for the staff categories
- Lack of focus on the importance of the units to engender efficiency and effectiveness of clinical units

CHALLENGES

- Inadequate Staff
- Ageing Staff
- Poor Staff Attitude
- Low Staff morale
- Inadequate capacity to effectively manage health commodities

CHALLENGES

- Inadequate Logistics support
- Lack of spare parts
- Ill equipped state of clinical equipment workshop
- Lack of tools and test equipment.
- Lack of mechanical workshop
- Inadequate transport including ambulances

CHALLENGES

- Inadequate numbers of both residential and official accommodation
- Numerous uncompleted projects
- Declining state of health infrastructure

Approaches to management of Support Services

- Mobilize other Departments vehicles to support programs
- Involve the private transport sector to support the conveyance of pregnant women and sick people to health facilities
- Adhere to PPM schedules for transport
- Pool available transport to support service delivery
- Encourage patronage of vehicle hire purchase scheme instituted by the Service

GHS Ashanti Fleet Situation

Ages					
Vehicles	2009	%	2010	%	Zone
1-5 yrs	26	32	63	55	Green
6-9 yrs	47	58	37	32	Yellow
10 yrs +	8	10	15	13	Red
Total	81	100	115	100	
M/Bikes					
1- 3 yrs	221	67	392	74	Green
4 – 6 yrs	91	27	110	21	Yellow
6 yrs+	19	6	29	25	Red
Total	331	100	531	100	

Approaches to management of Support Services

- Organize appropriate training for Managers and officers in the district to improve their capacity for managing transport
- Sensitize staff on the sector's transport policy on regular basis
- Institute regular refresher training and eye testing for drivers
- Take advantage of regional programs to organize training for drivers

Approaches to management of Support Services

- Comprehensive insurance of all new vehicles and motorbikes
- Identify private sector sources and improve their capacity to offer appropriate service to our facilities
- Follow approved procedures to dispose of over aged vehicles

Approaches to management of Support Services

- Cost sharing approaches to enhance quick response to emergency or critical service calls.
- Pre financing of spare parts/repairs by the unit
- Liaise with sister agencies in the M.O.H for assistance.
- Organize equipment user training for concerned staff
- Set up equipment revolving fund to support equipment management
- Institute a fault reporting system for equipment

Approaches to management of Support Services

- Sensitize BMC Heads in Districts on the need to apportion funds available for maintenance
- Planned Preventive Maintenance
 - Proper monitoring of all medical equipment repaired
 - Documentation of activities of the workshops eg maintenance of job card
 - Recording all medical equipment entering and leaving the unit.

Approaches to management of Support Services

- Monitor Handing over of equipment by nurses and Paramedics on shift duty
- Daily inspection of equipments by Technicians and Artisans in facilities.
- Ensure safety procedures on medical equipments are followed.
- Encourage staff to come up with innovative means to deal with challenges (making of Phototherapy Unit and an automatic change over switch)

Approaches to management of Support Services

- Clean up campaigns are organized by the Estates Unit on Weekly basis to improve the sanitation of the RHD in Ashanti
- Both residential and official accommodation are rehabilitated by the artisans at a reduced cost compared to contracting the work direct to contractors.
- (Out of the ten facilities rehabilitated in 2009, in Ashanti, six were rehabilitated by the artisans of the Service).

Approaches to management of Support Services

- A number of facilities in Ashanti have used their participation in Leadership Development Program to rehabilitate their facilities as their LDP project.
- The RMS premises is now tarred.
- Establishment of a Pharmaceutical production unit to improve medicine supply

Pharmaceutical Production Unit, RMS



Approaches to management of Support Services

- Support facilities to access funds for rehabilitation and upgrading their facilities for VCT/PMTCP , TB and others.
- Maintain and update assets register
 - Embossment and registering of all assets either acquired through procurement or donated in assets register-
 - Development of unserviceable register

Approaches to management of Support Services

- Computerization of Registry has enhanced easy retrieval of files and correspondence in Ashanti.
- Maintenance of monthly preparation of salary abstract has helped to check irregularities on the payroll.
- Ashanti uses IGF from sale of tender documents to support running of office
- Ensure that IGF Budgets cover activities of Support Service Units before they are approved.

Approaches to management of Support Services

- Involve other units in taking decisions on issues they are concerned with
- Put in place a system for periodic interaction with staff to share information and obtain feedback for appropriate action eg staff durbars
- Establish a posting committee to rationalize postings
- Conduct orientation for all newly recruited staff as well as old staff

Approaches to management of Support Services

- Sensitize staff on relevant laws eg GHS and Teaching Hospitals Act, Public Procurement Law, Internal Audit Agency Law etc
- Adhere to procedures for procurement as enshrined in the law
- Sensitize staff on management arrangements in place at all levels to minimize frustrations
- Make job descriptions available for staff

Approaches to management of Support Services

- Use staff performance appraisal reports to plan for staff development needs to enhance performance
- Conduct promotion interviews that have been decentralized in a fair manner
- Prepare staff attrition forecast and plan for their replacement

Approaches to management of Support Services

- To improve staff motivation the Region has assisted staff to acquire building plots in the metropolis
- The region sends representative to attend staff funerals in all districts
- Region liaised with national level in a program to rehabilitate a district staff who was involved in a terrible accident during a motorbike rider training program.

Approaches to management of Support Services

- ICT Unit Supervised prompt repairs of ICT equipments as and when they broke down
- The ICT Unit developed and test run the new human resource software for implementation at the human resource unit
- The ICT Unit reinstalled and configured operating systems for computers that had their operating system crashed or corrupted

Approaches to management of Support Services

- Continue advocacy on the critical role of the Support Services to stakeholders
- Organize regular orientation for all staff and stress on the complementary role of all units in health sector
- Make conscious efforts to let all staff know about their contribution in the meeting of targets
- Compliment staff on their performance
- Share cost of capacity development training programs for support staff with Districts

Concluding Remarks

- Let us feel free to consult and learn from each other
- Let us tell our story through doing our work well and on time
- Let us provide effective leadership for our units to boost our staffs' morale to enhance their performance in the midst of dwindling resources
- Remember ***leadership is cause, every other thing is effect***