

SECTION 4

ADMINISTRATION AND MANAGEMENT

- Introduction
- Clinic Managers Checklist

SECTION 4: ADMINISTRATION AND MANAGEMENT

INTRODUCTION

To improve the many administrative and management functions at the clinic level, the NDOH has developed the Clinic Managers Handbook, a concise guide to managers on how to deal with the many issues for which they are responsible, issues largely falling outside of clinical services. A full copy of this handbook is included on the CD Rom and can be downloaded and printed.

The enclosed checklist was derived from the Clinic Manager's Handbook and is a succinct listing of the tasks or activities that should be accomplished. This is a long list and should be viewed as a set of expectations for management to accomplish over a period of time. It is expected that clinic managers and their staff will, each month, identify one or two outstanding issues from this list on which they require further guidance or clarity from their supervisor during the monthly visit. Most of the items on this list once accomplished need not be addressed again at subsequent visits. Thus this checklist is a tool to enable a progressive accomplishment of clinic management tasks over time. The supervisory role is to facilitate and guide these various management tasks, using the full clinic manager's handbook and other resources to assist the process.

Also found on the CD Rom, but not present in this manual for supervisors, is a Primary Health Care Checklist identifying specific activities and services which should be available at each level of primary health care in the community, at mobiles, clinics, CHC and District Hospital. These are organised on the checklist in a life cycle approach and serve not only to identify the agreed functions which should occur at each level of the primary health care system but also serve as a guide to referral to higher levels at which desired services can be obtained. The PHC checklist is a useful tool to keep in the clinic, both to guide referral and to identify expected service levels in each of the stages of life from pregnancy through birth, infancy, school age, adolescence, adulthood and old age. The supervisor will want to be familiar with the contents of this checklist and its use.

SECTION 4: ADMINISTRATION AND MANAGEMENT

CHECKLIST: CLINIC MANAGERS

CLINIC DATE

General leadership and planning

- Vision / Mission Statement developed and posted visibly?
- Core values for team developed and posted?
- Operational plan or business plan for year developed?

Tick appropriate box

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

Staff

- New clinic staff oriented?
- Staff establishment for all staff categories known; vacancies discussed with supervisor?
- Job descriptions for each staff category in clinic file?
- Performance plan / agreement for each staff member available?
- On-call roster/calendar posted; is it fair?
- Absenteeism/attendance register; used and discussed?
- Task list for clinic with appropriate rotation of tasks done?
- Services/tasks not carried out due to lack of skills identified?
- For each staff member: Record of meetings, workshops, and training attended; is the balance of opportunity reviewed?
- Staff meetings held regularly?
- In-service training activities taking place?
- Discipline problems documented and copied to supervisor?

N	Y	Date last revised / checked
N	Y	Date last revised / checked

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

Finance

- Budget for year known for main categories?
- Monthly recording of expenditure in each category
- Are balances calculated? Action taken, if necessary?
- Has transfer of funds between line items been requested, if necessary? (as permitted in your setting)

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

Transport /communication

- Weekly or monthly plan for transport needs
- Submitted to supervisor or transport co-ordinator?
- Telephone/radio - working (line in clinic, card phone, etc)
- Used for official purposes only?
- Able to contact a ambulance for urgent patient transport?
- Supervisor informed of problems?

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

Visits to clinic by unit supervisor

- Visted monthly by supervisor?
- Date and time of visit known ahead?
- Is clinic prepared for next visit by supervisor?
- Written record of visit left with clinic?

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

Community

- Community fully involved in developing clinic priorities and support service programmes actively?
- Community health committee in place and met last month? The clinic committee should have a clinic staff member present at the meetings. This staff member should have this link part of his/her job description and should have a structured support programme by providing stats, enlighten the committee on policy changes, problems, etc.

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

SECTION 4: ADMINISTRATION AND MANAGEMENT

CHECKLIST: CLINIC MANAGERS

Organisation Of Services / Quality / Client Satisfaction

Tick appropriate box

• Client Consideration

- Patient charter posted? In local language?
- Clear list of services available (with times) posted?
- Is each client greeted in a friendly manner?
- Complaint mechanism in place (ie suggestion box)?
- Waiting times - tracked periodically?
- Privacy for consultation (auditory privacy); and privacy for examination (visual)?
- Is facility and service acceptable/accessible to disabled persons? youth?

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

• Service Organisation

- Any problem can be seen anytime (eg supermarket approach)?
- Patients with same conditions encouraged (not required) to come as a group? - Facilitates group education, support groups for clients
- Efforts made to spread work over entire day (see description)?
- Information for patients/posters/health education available in waiting area; in local Language?
- Arrangements for visiting doctors/other specialist services?
- Referral system
 - ↳ Letter sent with patient to referral level?
 - ↳ 'Back-referral' / 'downward referral' coming back?
 - ↳ Drugs needed for continued care sent to clinic?
- Clinic outreach conducted? (see examples)

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

• Clinical Standards

- Infection control
 - ↳ Hand washing with disinfectant after each client examination?
 - ↳ "Standard precautions" practiced?
 - ↳ Needle disposal management
- Standard Treatment Guidelines (STGs) followed? - especially for: TB, STDs, Diarrhoea (ORS), High Blood Pressure, Diabetes, other local priorities
- Each drug dispensed to patient properly labelled?
- Patients provided with verbal and written instructions?
- Waste disposal procedures followed according to standards?
- Post-HIV exposure prophylaxis for employees available?

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

Equipment and facility

- Essential equipment for PHC in place? (eg oxygen, pelvic exams, BP)
- Inventory of clinic equipment up-to-date?
- Broken equipment labelled and listed, with problem stated?
- Equipment due for routine maintenance identified?
- Facility clean, tidy, cleaning carried out daily?
- List of facility repairs needed (doors, window, water)
- Discussed with supervisor and/or Clinic committee?
- Refrigerator - temperature recorded daily?

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

SECTION 4: ADMINISTRATION AND MANAGEMENT

CHECKLIST: CLINIC MANAGERS

Drugs and supplies

- Secure place for all stocks, under appropriate conditions?
- Stock cards used and up-to-date?
- Orders placed regularly and on time?
- Verify drugs received against order placed
- Discrepancies discussed with supervisor?
- Monthly stock-outs recorded and discussed with supervisor?
- Organisation of stock: orderly, FEFO (first expiry, first out) followed, no expired stock?
- Drug ordering to save costs
- Following Essential Drug List (EDL)?
- Is cost-effectiveness of drugs used analysed?
- Number of items per prescription analysed; discussed with supervisor?
- Lab test supplies in stock (for sputa, blood, etc)?

Tick appropriate box

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked
N	Y	Date last revised / checked

Information, documentation

- References and resources
 - Up-to-date printed material on each national programme available for use by staff (protocols, treatment guidelines)?
 - Norms / standards for clinical services accessible to providers (see description)?
 - Resource materials / references available?
 - Flow charts on wall/desk - (STD, IMCI, TB,)?
 - List of circulars, documents received, with date?
- Reporting, recording
 - Patient records
 - Patient held records used? New cards available?
 - If clinic held records used: retrieval time, % lost analysed?
 - Patient visit recorded and services recorded? (using tick register or other method)
 - Continuity records kept, up-to-date, follow-up done? (eg registers)
 - FP, EPI, ANC, STD, TB, chronic (DM HBP, epilepsy)
 - Lab specimen register kept? Missing results followed up?
 - Medico-legal forms available (notifications, statutory responsibilities)?
 - Notifiable diseases
 - ↳ New cases reported immediately?
 - ↳ "Null" reports submitted weekly?
 - Births, deaths - timely reports on correct form?
 - Monthly PHC statistics report - accurate, on time, filed/sent?
- Managing with information
 - Monthly data checked, discussed, graphed with/by clinic staff - action? Shared with clinic committee?
 - Data displayed - up to date?
 - Annual data verified, discussed?
 - Operational plan (business plan) developed (not a monthly activity, but plans can be reviewed and updated often)?
 - In line with district plan? National and provincial plans? Informed by statistics?
 - Catchment area map available? Including location of mobile stops, DOTS supporters, CHWs and other outreach activity

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

N	Y	Date last revised / checked
---	---	-----------------------------

