# TABLE OF CONTENTS

PREFACE (xvi)

ACKNOWLEDGEMENTS (xvii)

**CHAPTER 1: INTRODUCTION**

1.1 GENERAL OVERVIEW AND BACKGROUND TO THE STUDY 1

1.2 RESEARCH QUESTIONS FOR THE STUDY 8

1.3 SCOPE OF THE STUDY 9

1.4 AIM OF THE STUDY 12

1.5 METHOD OF RESEARCH FOR THE STUDY 14

1.6 REFERENCE technique 14

1.7 CLARIFICATION OF TERMS, CONCEPTS AND UNFAMILIAR WORDS 15

1.8 EXPOSITION OF CHAPTERS 15

**CHAPTER 2: HISTORICAL DEVELOPMENT OF PUBLIC HEALTH SERVICE RENDERING AT THE SIR SEEWOOSAGUR RAMGOOLAM NATIONAL HOSPITAL (S.S.R.N.H.)** 17

2.1 INTRODUCTION 17

2.2 HISTORICAL BACKGROUND OF S.S.R.N.H. 17

2.2.1 Opening of S.S.R.N.H. 21

2.2.2 Administration of S.S.R.N.H. 22

2.2.3 Historical problems associated with effective public health service delivery at S.S.R.N.H. 25

2.3 ORGANISATIONAL STRUCTURE OF S.S.R.N.H. IN 1969 27

2.4 HISTORICAL DEVELOPMENT OF PUBLIC HEALTH SERVICE DELIVERY AT S.S.R.N.H. 27
CHAPTER 3: NATURE AND SCOPE OF PUBLIC HEALTH SERVICE DELIVERY AT S.S.R.N.H.

3.1 INTRODUCTION

3.2 NATURE OF PUBLIC HEALTH SERVICE DELIVERY

3.2.1 Meaning of the concept of public health service delivery

3.2.2 The type of public health services available at S.S.R.N.H.

3.2.3 Current organizational structure of S.S.R.N.H. in 2003

3.3 SCOPE OF PUBLIC HEALTH SERVICE DELIVERY

3.3.1 Contextual factors that influence public health service delivery

3.3.1.1 The incidence of disease

3.3.1.2 Malnutrition

3.3.1.3 Quality of water

3.3.2 Peripheral factors that influence public health service delivery

3.3.2.1 Education

3.3.2.2 Demography and women’s reproductive health

3.3.3 Public health service delivery: the way to “health for all” by 2040?

3.3.4 Modernisation of public health service delivery at S.S.R.N.H.

3.4 SUMMARY

(vii)
CHAPTER 4: SOME MAJOR OBSTACLES AND FLAWS IN EFFECTIVE PUBLIC HEALTH SERVICE DELIVERY AT S.S.R.N.H.

4.1 INTRODUCTION

4.2 RESEARCH METHODOLOGY

4.3 SOME OF THE MAJOR OBSTACLES AND FLAWS IDENTIFIED AT S.S.R.N.H. IN PUBLIC HEALTH SERVICE DELIVERY

4.3.1 Absenteeism at S.S.R.N.H.
   4.3.1.1 Impact of absenteeism on public health service delivery at S.S.R.N.H.
   4.3.1.2 Major causes of absenteeism

4.3.2 Personnel turnover at S.S.R.N.H.
   4.3.2.1 Impact of personnel turnover on public health service delivery at S.S.R.N.H.
   4.3.2.2 Major causes of personnel turnover

4.3.3 Stress at S.S.R.N.H.
   4.3.3.1 Stress experience
   4.3.3.2 Principal sources of stress

4.3.4 Burnout at S.S.R.N.H.
   4.3.4.1 Factors contributing to burnout
   4.3.4.2 Physical symptoms of burnout

4.3.5 Morale of personnel at S.S.R.N.H.
   4.3.5.1 Impact of low morale on public health service delivery at S.S.R.N.H.
   4.3.5.2 Major causes of low morale
4.3.6 Sexual harassment at S.S.R.N.H.

4.3.6.1 Types of behaviours that are considered as sexual harassment

4.3.6.2 Effects of sexual harassment

4.3.7 Abnormal behaviours and actions that could have a bearing on effective public health service delivery

4.3.7.1 Lethargy and disobedience

4.3.7.2 Nepotism

4.3.7.3 Shirking responsibility

4.3.7.4 Alcohol and drug abuse

4.3.7.5 Active political interference

4.3.7.6 Bribery and corruption

4.3.7.7 Dishonesty and retaliation

4.3.7.8 Neglect of duty

4.4 SUMMARY

CHAPTER 5 : CURRENT NATIONAL HEALTH POLICY FOR IMPROVING PUBLIC HEALTH SERVICE DELIVERY AT S.S.R.N.H.

5.1 INTRODUCTION

5.2 CURRENT NATIONAL HEALTH POLICY OF THE MINISTRY OF HEALTH AND QUALITY OF LIFE, MAURITIUS

5.3 THE NATIONAL POLICY FOR PUBLIC HEALTH ACT 17 OF 2000

5.4 THE MENTAL HEALTH ACT 4 OF 1992

5.5 THE DENTAL HEALTH SERVICE ACT 30 OF 1990

5.6 THE WHITE PAPER ON HEALTH SECTOR DEVELOPMENT AND REFORM OF DECEMBER 2003
5.7 DECENTRALISATION AND STRENGTHENING OF PRIMARY HEALTH CARE IN MAURITIUS 122

5.8 MODERNISATION OF THE MAURITIUS INSTITUTE OF HEALTH 124

5.9 ESTABLISHMENT OF NON-COMMUNICABLE DISEASE CENTRES 126

5.10 IMPLEMENTATION OF FAMILY PLANNING, MATERNAL AND CHILD HEALTH PROGRAMMES 127

5.11 CONTRIBUTING INSTRUMENTS TO ACHIEVE POLICY OBJECTIVES OF PUBLIC HEALTH SERVICE DELIVERY 130

5.11.1 Job expansion of personnel 130

5.11.2 Job enrichment of personnel 131

5.11.3 Flexitime of personnel 131

5.11.4 Quality circles 131

5.11.5 Job design 132

5.11.6 Job sharing 132

5.11.7 Condensed working week 132

5.11.8 Job rotation of personnel 132

5.11.9 Employee-centred job redesign 133

5.12 SUMMARY 133

CHAPTER 6: FUTURE CHALLENGES FOR EFFECTIVE PUBLIC HEALTH SERVICE DELIVERY AT S.S.R.N.H. 135

6.1 INTRODUCTION 135

6.2 MACRO HEALTH ENVIRONMENT OF S.S.R.N.H. 135

6.2.1 Political challenges 136

6.2.2 Technological challenges 138
6.2.3 Economic challenges 141
6.2.4 Physical challenges 142
6.2.5 Social challenges 144

6.3 MICRO HEALTH ENVIRONMENT OF S.S.R.N.H. 147
6.3.1 Regulators 148
6.3.2 Resource suppliers 149
6.3.3 Clients 150
6.3.4 Competitors 150
6.3.5 Ethical guidance 151
6.3.6 Administrative provisions 152

6.4 SUMMARY 152

CHAPTER 7: RECOMMENDATIONS, STRATEGIES AND MECHANISMS FOR IMPROVING PUBLIC HEALTH SERVICE DELIVERY AT S.S.R.N.H. 155

7.1 INTRODUCTION 155

7.2 SUGGESTIONS FOR OVERCOMING THE SHORTCOMINGS IDENTIFIED AT S.S.R.N.H THROUGH THE EMPIRICAL RESEARCH 155
7.2.1 Participation 156
7.2.2 Accountability 157
7.2.3 Transparency 157
7.2.4 Empowerment 158
7.2.5 Training and development 159
7.2.6 Induction training for the new recruit 159
7.2.7 Reduction of absenteeism 160
7.2.8 Reduction of personnel turnover

7.2.9 Maintaining a high morale

7.2.9.1 Respect

7.2.9.2 Trust

7.2.9.3 Recognition of good performance

7.2.9.4 Favourable conditions of employment

7.2.9.5 Opportunities for promotion

7.2.9.6 Standard of supervision

7.2.10 Co-ordination and communication

7.2.11 Work satisfaction

7.2.12 Reduction of sexual harassment

7.2.13 Promotion of professionalism among personnel

7.2.14 Work climate

7.2.15 Reduction of stress

7.2.16 Reduction of burnout

7.2.17 Avoidance of abnormal behaviours and actions

7.2.17.1 Lethargy and disobedience

7.2.17.2 Nepotism

7.2.17.3 Shirking responsibility

7.2.17.4 Alcohol and drug abuse

7.2.17.5 Active political interference

7.2.17.6 Bribery and corruption

7.2.17.7 Dishonesty and retaliation

7.2.17.8 Neglect of duty

(xii)
CHAPTER 8: A SUMMARY AND CONCLUSION OF PUBLIC HEALTH SERVICE DELIVERY AT S.S.R.N.H.

8.1 INTRODUCTION

8.2 SUMMARY

8.2.1 Historical development of public health service rendering by the S.S.R.N.H.

8.2.2 Nature and scope of public health service delivery at S.S.R.N.H.

8.2.3 Some major obstacles and flaws in effective public health service delivery at S.S.R.N.H.

8.2.4 Current national health policy for improving public health service delivery in Mauritius

8.2.5 Future challenges for effective public health service delivery at S.S.R.N.H.

8.2.6 Recommendations, strategies and mechanisms for improving public health service delivery at S.S.R.N.H.

8.3 CONCLUSION

LIST OF SOURCES

ANNEXURE

Annexure 1 Survey questionnaire

FIGURES

Figure 1 A locality map for northern districts

Figure 2 A map of the area under research

Figure 2.1 Organisational structure of S.S.R.N.H. in 1969
Figure 3  Current organizational structure of S.S.R.N.H. in 2003  40

Figure 4.1  Trend in the percentage of attendances among doctors, nurses, health managers and health supervisors from 1998 to 2002  69

TABLES

Table 3.1  Type of public health services available at S.S.R.N.H.  37

Table 3.2  Population growth and vital statistics, 1980-2000  49

Table 3.2A  Population growth and vital statistics, 1980-2000  50

Table 3.2B  Population growth and vital statistics, 1980-2000  51

Table 3.3  Population trend, 1980-2000  52

Table 3.4  Age and sex structure of the population, 1962, 2000 and 2040  53

Table 3.5  Fertility rates, 1973-2000  54

Table 4.1(a)  Views of health personnel on whether absenteeism has an impact on public health service delivery  70

Table 4.1(b)  Views of health personnel on the major causes of absenteeism  72

Table 4.2(a)  Views of health personnel on whether personnel turnover has an impact on public health service delivery  76

Table 4.2(b)  Views of health personnel on the major causes of personnel turnover  77

Table 4.3(a)  Views of health personnel on the experience of stress at S.S.R.N.H.  79

Table 4.3(b)  Views of health personnel on the major factors influencing stress  80

(xiv)
Table 4.4(a)  Views of health personnel on whether there is burnout of health personnel at S.S.R.N.H.  83
Table 4.4(b)  Views of health personnel on the major factors contributing to burnout  85
Table 4.4(c)  Views of health personnel on some of the physical symptoms of burnout  86
Table 4.5(a)  Views of health personnel on whether low morale at S.S.R.N.H. has an impact on public health service delivery  88
Table 4.5(b)  Views of health personnel on the major causes of low morale at the hospital  89
Table 4.6(a)  Views of health personnel on whether there is sexual harassment at S.S.R.N.H.  91
Table 4.6(b)  Views of health personnel on the types of behaviours that are considered as sexual harassment  93
Table 4.6(c)  Views of health personnel on the effects of sexual harassment at the hospital  94
Table 4.7  Opinions of health personnel on the abnormal behaviours and actions that have a bearing on effective public health service delivery at S.S.R.N.H.  96
Table 6  Different categories of waste generated by S.S.R.N.H.  143