

**FREE STATE DEPARTMENT OF HEALTH**

**ANNEXURE A**

**Primary Health Care Data Facility Form (Revised 22 May 2007)**

Name of service: \_\_\_\_\_ Name of town: \_\_\_\_\_  
 Month: \_\_\_\_\_ Date completed: \_\_\_\_\_ Date handed to Supervisor: \_\_\_\_\_  
 Compiled by: \_\_\_\_\_ Telephone No. \_\_\_\_\_  
 Supervisor's Signature: \_\_\_\_\_ (Confirm that data is correct and was checked)

1. PHC HEADCOUNT		TOTAL	COMMENTS
1	*PHC headcount under 5 years		
2	*PHC headcount 5 years and older		
3	<b>PHC TOTAL HEADCOUNT</b>		
4	*PHC headcount seen between 7 pm and 7 am		
5	<i>PHC headcount seen between 4pm and 7pm</i>		
6	*Professional Nurse clinical work days		
7	*Enrolled Nurse clinical work days		
8	*Nursing Assistant clinical work days		
9	*Doctors clinical workdays		
10	*Pharmacy staff clinical work days		
11	<i>Patients seen by professional nurse (P/N, SPN, CPN)</i>		
12	<i>Patients seen by Enrolled Nurse</i>		
13	<i>Patients seen by Nursing Assistant</i>		
14	*PHC case seen by doctor – referred		
15	*PHC case seen by doctor – not referred		
16	<b>PHC CASE SEEN BY DOCTOR</b>		

**2. MATERNAL HEALTH**

**2.1. Antenatal Care**

17	*Antenatal 1 <sup>st</sup> visit before 20 weeks		
18	*Antenatal 1 <sup>st</sup> visit 20 weeks or later		
19	*Antenatal 1 <sup>st</sup> visit under 18 years		
20	*Antenatal follow-up visit		
21	*Tet tox 2 <sup>nd</sup> / Booster dose to pregnant woman		
22	*Antenatal client tested for syphilis		
23	*Antenatal client tested positive for syphilis – new		

**2.2. Deliveries**

24	*Normal delivery in the facility		
25	*Assisted delivery in the facility		
26	<b>*DELIVERIES IN THE FACILITY</b>		
27	*Delivery in the facility to woman under 18 years		
28	<i>Delivery in facility to woman 18 – 19 years</i>		
29	<i>Delivery in facility to woman 20 – 34 years</i>		
30	<i>Delivery in facility to woman 35 years and older</i>		

**2.3. Live births**

31	*Live birth in the facility 500g – 999g		
32	*Live birth in the facility 1000 – 1499g		
33	*Live birth in the facility 1500 – 2499g		
34	*Live birth in the facility 2500g and above		
35	<b>*LIVE BIRTH IN FACILITY</b>		
36	*Live birth (BBA)		
37	*Live birth outside facility (excluding BBA)		

**2.4. Stillbirths**

38	*Stillbirth in the facility 500g – 999g		
39	*Stillbirth in the facility 1000g - 1499g		
40	*Stillbirth in the facility 1500 - 2499g		
41	*Stillbirth in facility 2500g and above		
42	<b>*STILL BIRTH IN FACILITY</b>		
43	*Stillbirth in facility – macerated		
44	*Stillbirth in facility – fresh		
45	*Stillbirths (BBA)		

**2.5. Total Births**

46	<b>*Total Births in the facility (Live births + Still birth in the facility)</b>		
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**2.6. Road to Health Charts Issued**

	*Road to health chart issued – new( <i>Only if baby was born in facility</i> )		
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**2.7. Early neonatal deaths**

47	* Inpatient death - early neonatal 500g - 999		
48	* Inpatient death - early neonatal 1000 -1499g		
49	* Inpatient death - early neonatal 1500g – 2499g		
50	* Inpatient death - early neonatal 2500g and above		
51	<b>*INPATIENT DEATHS - EARLY NEONATAL</b>		
52	*Inpatient death – early neonatal (BBA)		

**2.8. Deliveries – Birth defects**

53	<i>Neural tube defect – Anencephaly</i>		
54	<i>Neural tube defect – Encephalocele</i>		
55	<i>Neural tube defect – Spina Bifida</i>		
56	<i>Albinism</i>		
57	<i>Cleft palate</i>		
58	<i>Cleft lip</i>		
59	<i>Down Syndrome</i>		

**2.9. Maternal Deaths**

60	<i>Maternal deaths (within 42 days after delivery)</i>		
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**2.10. Postnatal care**

61	*Vitamin. A supplement to woman within 8 weeks after delivery		
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**3. HIV/VCT/PMTCT/STI****3.1. STI**

62	*STI treated – New episode		
63	*Male urethral discharge – New episode		
64	*STI partner treated – New		
65	*STI partner notification slip issued		

**3.2. Ante Natal**

66	<i>Antenatal pre-test counselling</i>		
67	*Antenatal client tested for HIV		
68	*Antenatal clients tested HIV positive – New		
69	*Nevirapine dose to woman at antenatal or during labour		
70	<i>CD4 tests done on HIV pos pregnant women</i>		
71	<i>HIV positive pregnant women with CD4 &lt;350</i>		
72	<i>HIV positive pregnant women with CD4 &gt;350</i>		
73	<i>HIV pos pregnant women registered on ART</i>		

**3.3. Babies born to women who is HIV Pos**

74	*Live birth to women with HIV		
75	*Nevirapine dose to baby born to woman with HIV		
76	*HIV 1 <sup>st</sup> test of baby at 1year (PCR from 6 weeks to 1year)		
77	*HIV 1 <sup>st</sup> test of baby at 1year positive (PCR from 6 weeks to 1year)		
78	<i>First HIV test of baby on PMTCT programme (PCR from 6 weeks to 1year)</i>		
79	<i>First HIV test of baby on PMTCT programme at 1 year positive (PCR from 6 weeks to 1year)</i>		

**3.4. Babies born to women who is HIV Pos and is on PMTCT Program**

80	<i>Baby receiving Nan-Pelargon formula under 1 year - New</i>		
81	<i>Nan-Pelargon formula tins issued to babies under 1 year in this facility</i>		

**3.5. HIV Testing**

82	*HIV test done on clients 5 years and older (excluding ANC)		
83	*HIV positive 5 years and older (excluding ANC)		
84	*HIV test done on child under 5 years		
85	*HIV positive under 5 years – New Case		
86	*HIV client pre-test counselled (excluding antenatal)		
87	<i>Client medically referred for VCT</i> <i>All clients</i>		
88	<i>Client self-referred for VCT</i> <i>All clients</i>		

**3.6. Occupational Injuries**

89	*Occupational HIV exposure – New case		
90	*Occupational HIV exposure case given ARV prophylaxis – New		

### 3.7. Sexually Assault Cases

91	* Sexually assault case under 14 years – New		
92	* Sexually assault case 14 years and older – New		
93	* Sexually assault case given ARV prophylaxis – New		

### 4. ART

94	*Blood drawn for CD4 <i>(Total - Check blood book, inc ANC)</i>		
95	*Referral to ART service point for ART assessment – New		
96	*Registered ART patient		
97	*Registered ART patient on any adult regime		
98	*Scheduled dose issued (within 3 days) ART any regimen		
99	*Scheduled dose issued (after 3 days) ART any regimen		
100	*STI treated new episode – ART patient		

### 5. TB - *Obtain information from Registers*

101	*Suspected TB case with sputum sent		
102	*Suspected TB case smear positive		
103	*Suspected TB case smear positive – treatment start		
104	*Sputum results received within 48 hours		
105	*All sputum samples sent		
106	*HIV positive new patient screened for TB		
107	*HIV positive new patient with confirmed TB		
108	*HIV positive new patient started on INH preventive therapy		
109	*HIV positive new patient started on Cotrimoxazole prophylaxis		

### 6. CHILD HEALTH

#### 6.1. Immunization:

110	*BCG < 1 year		
111	*OPV birth		
112	*OPV 1 <sup>st</sup> dose		
113	*HepB 1 <sup>st</sup> dose		
114	*HIB+DTP 1 <sup>st</sup> dose		
115	*OPV 3 <sup>rd</sup> dose		
116	*HepB 3 <sup>rd</sup> dose		
117	*HIB+DTP 3 <sup>rd</sup> dose		
118	*Measles 1 <sup>st</sup> dose		
119	*Measles 2 <sup>nd</sup> dose		
120	*Immunization completed < 1year		
121	*DT 5 years		
122	*Td at 12 years		

#### 6.2. Road to Health Charts Issued

123	*Road to health chart issued – new <i>(Babies born at home)</i>		
124	*Road to health chart issued - duplicate		

#### 6.3. Integrated Management of Childhood Illnesses

125	*Pneumonia under 5 years – new ambulatory		
126	*Pneumonia under 5 years – deaths		
127	*Diarrhoea with dehydration under 5 years – new ambulatory		
128	*Diarrhoea with dehydration under 5 years – deaths		
129	*Diarrhoea without dehydration under 5 years – new ambulatory		
	<i>(Diarrhoea - 3 or more watery stools during last 24 hours)</i>		

#### 6.4. Vit. A Supplementation to Children

130	0-5 months non-breast fed infants		
131	*Vitamin A supplement to 0 – 5 months infant		
132	*Vitamin A supplement to 6 – 11 months infant		
133	*Vitamin A supplement to 12- 59 months child		

### 7. NUTRITIONAL STATUS:

#### 7.1. Nutritional Status - children under 5 years:

134	*Child under 5 years weighed		
135	*Not gaining weight under 5 years		
136	*Underweight for age under 5 years – new case		

137	*Severe malnutrition under 5 years – new ambulatory		
138	*Severe malnutrition under 5 years – death		
139	<i>PEM clients under 5 years – new</i>		
140	<i>PEM clients under 5 years – follow-up</i>		
141	<i>PEM clients under 5 years not gaining weight</i>		
<b>Entry in PEM register under 5 years - new</b>		<i>Check PEM register</i>	

## 7.2. Nutritional Status - clients 5 years and older:

142	<i>PEM clients 5 years and older – new</i>		
143	<i>Severe malnutrition 5 years and older – new</i>		
<b>Entry in PEM register 5 years and older - new</b>		<i>Check PEM registers</i>	

## 8. REPRODUCTIVE HEALTH

144	*Oral pill cycle (number of packets)		
145	*Norethisterone enanthate injection (Nur Isterate) (Nr. of injections)		
146	*Medroxyprogesterone injection (Depo proverb) (Nr. of injections)		
147	*IUCD inserted (Number of IUCD)		
148	*Female condoms distributed		
149	*Male condoms distributed		

## 9. CERVICAL SMEAR

150	*Cervical smear 30 years and older screening for cervical cancer		
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## 10. PSYCHIATRIC OUTPATIENTS

151	<i>Mental health visit – new</i>		
152	<i>Mental health visit – follow-up</i>		
153		<b>*MENTAL HEALTH VISITS</b>	

## 11. CHRONIC CARE

154	*Hypertension case put on treatment - New		
155	*Hypertension follow-up visit		
156	*Hypertension clients on register		
157	*Diabetes mellitus case put on treatment – New		
158	*Diabetes mellitus follow-up visit		
159	*Diabetes mellitus clients on register		
160	*Asthma visit under 18 years		
161	*Asthma visit 18 years and older		

## 12. MINOR AILMENTS

162	<i>Minor ailments</i>		
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## 13. PHARMACY

163	*Item dispensed		
164	*Prescription issued		
165	*Vaccine fridge missing or not working		

## 14. REFERRALS TO DOCTOR

166	<i>Referred to doctor under 5 years</i>		
167	<i>Referred to doctor 5 years and older – chronic case</i>		
168	<i>Referred to doctor 5 years and older – pension case</i>		
169	<i>Referred to doctor 5 years and older - other case</i>		

## 15. CLINIC SUPERVISION

170	*Supervisor visit this month ( 0=No, 1=Yes)		
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## 17. MEETINGS

171	*Minuted meeting of clinic committee during period (0=No,1=Yes )		
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## 18. QUALITY ASSURANCE

172	<i>Complaints received</i>		
173	<i>Complaints resolved (25/60 days)</i>		

**19. ORAL HEALTH: Dental Care**

174	*Dental visits		
175	*Tooth extraction		
176	*Tooth restoration		

**20. STOCK OUTS**

177	*ACE Inhibitor stock out		
178	*Adrenalin stock out		
179	*Amoxicillin 125mg/5ml suspension (75ml) stock out		
180	*Amoxicillin capsules stock out		
181	*Any ARV drug stock out		
182	*Any nutrition supplement stock out		
183	*Any TB drug stock out		
184	*Cetriaxone stock out		
185	*Co-trimoxazole 480mg stock out		
186	*Co-trimoxazole syrup stock out		
187	*DTP-Hib vaccine stock out		
188	*Ibuprofen stock out		
189	*Insulin stock out		
190	*Male condoms stock out		
191	*Morphine stock out		
192	<i>Nevirapine out of stock</i>		
193	*Norethisterone Enanthate or Medroxyprogesterone injection stock out		
194	*Paracetamol 500mg stock out		
195	*Rapid HIV test stock out		
196	*Salbutamol inhaler stock out		

\* - National Data Elements

*These are Provincial Data Elements*
 This is a calculated field (Total)

**ANNEXURE B**

<b>ACTS</b>	<b>POLICIES</b>
Basic Conditions and Employment Act No. 75 of 1997	AIDS Workplace Policy: 28 August 2006
Choice on Termination of Pregnancy Act No. 92 of 1996	Authorisation to administer nevirapine for prevention of HIV. Health circular 10 of 2002
Employment Equity Act No. 55 of 1998	Authority to dispense after 01 July 2005 under section 38a of nursing act (50 of 1978).
The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).	Certificate of competence to IMCI trained Health Workers. Health circular 6 of 2002
The Free State Provincial Health Act, 1999 (Act 8 of 1999)	Change over to Intra-dermal BCG (IBCG) 2 of 2000
Labour Relations Act No. 66 of 1995	Communicable disease control programme. District Health Services circular 2 of 2000.
Medicines & Related Substances Act No. 101 of 1965.	Dealing with Complaints and Grievances of Officials in the Public Service No. R. 800 1 July 1999
Mental Health Act No. 17 of 2002	Delegation of authority to CMO to authorize professional nurse in accordance to act 1978.
National Health Act No. 61 of 2003	Disease outbreak response policy
Nursing Act No. 33 of 2005	Employee Assistance Programme: 08 August 2006
Occupational Health and Safety Act No. 85 of 1993:	Expanded program on immunisation. Primary Health Care circular 28 of 2001.
Pharmacy Act No. 53 of 1974	Free State Department of health policy on severe acute respiratory syndrome (sars). Health circular 4 of 2003.
Preferential Procurement Policy Framework Act No. 5 of 2000	General information as well as procedures that should be followed with regard to needle pricks. Health circular 26 of 2001
Provincial Health Act 1999 – Updated 25 August 2006	Guidelines on the Management of Suspected Exposure to Anthrax. Health circular 2 of 2001.
Public Finance Management Act No. 29 of 1999	Guidelines for Maternity Care in South Africa – 2002 Edition
Sterilisation Act, 1998 (act No. 44 of 1998). DHS Circular 2 of 1999	Handling and Management of Sexual Harassment in the Workplace – Updated July 2007

ACTS	POLICIES
	Handling of abortions and stillbirths. District Health Services circular 4 of 1999.
	Health Policy on Disease Outbreak Response (DOR) – Reviewed September 2004 – Updated August 2006
	Hepatitis B immunization for children. Primary Health Care Circular 26 of 2001.
	HIV/Aids/STI & Communicable disease control. Health circular 1 of 2002.
	HIV Infection & the unborn child. Primary Health Care circular 6 of 1999.
	Implementation of free health care for persons with disabilities
	Implementation of policy on Occupational Exposure to HIV and exposure prophylaxis's 3 of 1999
	Implementation of stock cards at clinics
	Incapacity Leave Policy: 28 August 2007
	3 <sup>rd</sup> Interim Report on Confidential Enquiries onto Maternal Deaths in SA
	Introduction of Hib vaccine into EPI (SA). District Health Services circular 6 of 1999.
	Issuing of Nevirapine to positive HIV pregnant mothers to prevent maternal to child transmission. Health circular 13 of 2002.
	Labour Relations Policy: 28 August 2007
	Leprosy Control. Primary Health Care circular 12 of 2000.
	Management of Acute Flaccid Paralysis. Primary Health Care circular 27 of 2001.
	Management of adverse events following immunization. Primary Health Care circular 17 of 2001.
	Management of HIV and AIDS in the Workplace – Updated August 2006
	Management of MDR patients. Primary Health Care circular 7 of 2001.
	Management of Neonatal Tetanus. Primary Health Care circular 25 of 2001.
	Management of Rabies. District Health Services circular 8 of 1999.
	Maternal Deaths Notification Procedure. Primary Health Care Circular 5 of 2000.

ACTS	POLICIES
	Measles surveillance. Primary Health Care circular 21 of 2001.
	Meningococcal Meningitis Policy and Guideline. Primary Health Care circular 22 Of 2001.
	Mother-to-child transmission of HIV. Health circular 5 of 2002.
	National Contraception Policy Guidelines.
	National HIV & Syphilis survey protocol. Primary Health Care circular 2 of 1999.
	National policy on cervical screening.
	Notification of Notifiable Conditions. Primary Health Care circular 23 of 2001.
	Nutrition supplementation policy.
	Occupational injuries and diseases Policy: 28 August 2006
	Policy and Guideline on the Management of Viral Hemorrhagic Fever. Primary Health Care circular 24 of 2001.
	Policy and Management Guidelines of Common Causes of Maternal Deaths.
	Policy with regard to the handling of schedule 5(five), 6(six) and 7(seven) medication in all Provincial institutions in the Free State.
	Procedures to follow to obtain test kits, Lamivudine and Zidovidine for rape survivors as well as Nevirapine for the prevention of mother to child transmission. Health circular 1 of 2003.
	Protect yourself from STD's. Primary Health Care circular 3 of 1999.
	Protocols for the management of a person with sexually transmitted diseases. Primary Health Care circular 6 of 2000.
	Provincial Eye Care Policy Draft No. 2 (12/12/2003) / Draft No. 3 (10/02/2005)
	Provincial Mental Health Care Policy No. 8/5/1/3/ P1 of 2004 – Year of Review: 2009
	Rape and HIV post exposure prophylaxis: protocol, policy and procedures. Health circular 9 of 2002.
	Recruitment, selection and filling of posts in the Free State Department of Health



ACTS	POLICIES
	Referral of children. PHC circular 4 of 2000.
	Referral policy for TOP within the Free State/District
	Registration of Births
	Revised opened multi-dose vial policy (SA May 2002).
	Risk Management Policy: Updated 2 March 2007.
	Sexually transmitted diseases. Primary Health Care circular 6 of 2000.
	Supply Chain Management Policy 2004
	Transportation of pregnant women to maternity health services. Human Resources circular 4 of 2004.
	Updated immunisation of health care workers against hepatitis B. District Health Services circular 7 of 1999.
	Yellow Fever. Primary Health Care circular 30 of 2001.

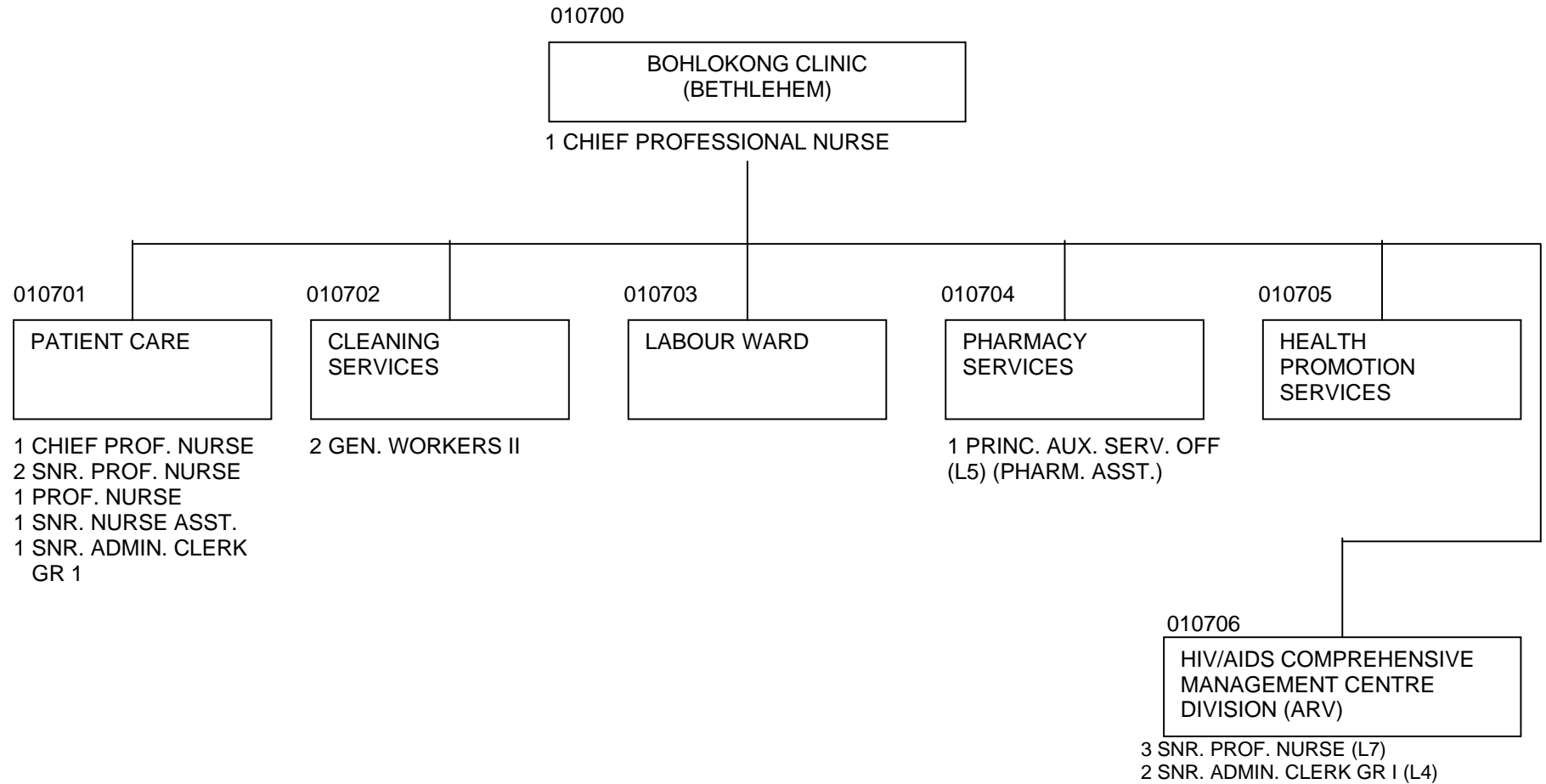
## ANNEXURE C

BUDGET FOR LOCAL AREAS IN THABO MOFUTSANYANA DISTRICTBUDGET 2007/2008

	Compensation of employees	Goods and Services	Transfers	Payment for Capital Assets	TOTAL BUDGET
Thabo Mofutsanyana District: Management and Support	12,469,049	19,236,968	85,001	250,000	32,041,018
LA Setsoto	12,916,979	2,639,798	-	-	15,556,777
LA Dihlabeng	9,517,388	1,707,264	-	-	11,224,652
LA Nketoana	6,313,249	1,131,825	-	-	7,445,074
LA Maluti	50,249,046	11,570,408	200,000	-	62,019,454
LA Phumelela	4,173,343	2,760,305	-	-	6,933,648
<b>TOTAL</b>	<b>95,639,054</b>	<b>39,046,568</b>	<b>285,001</b>	<b>250,000</b>	<b>135,220,623</b>

Note: Excludes allocation for ARV

# ANNEXURE D

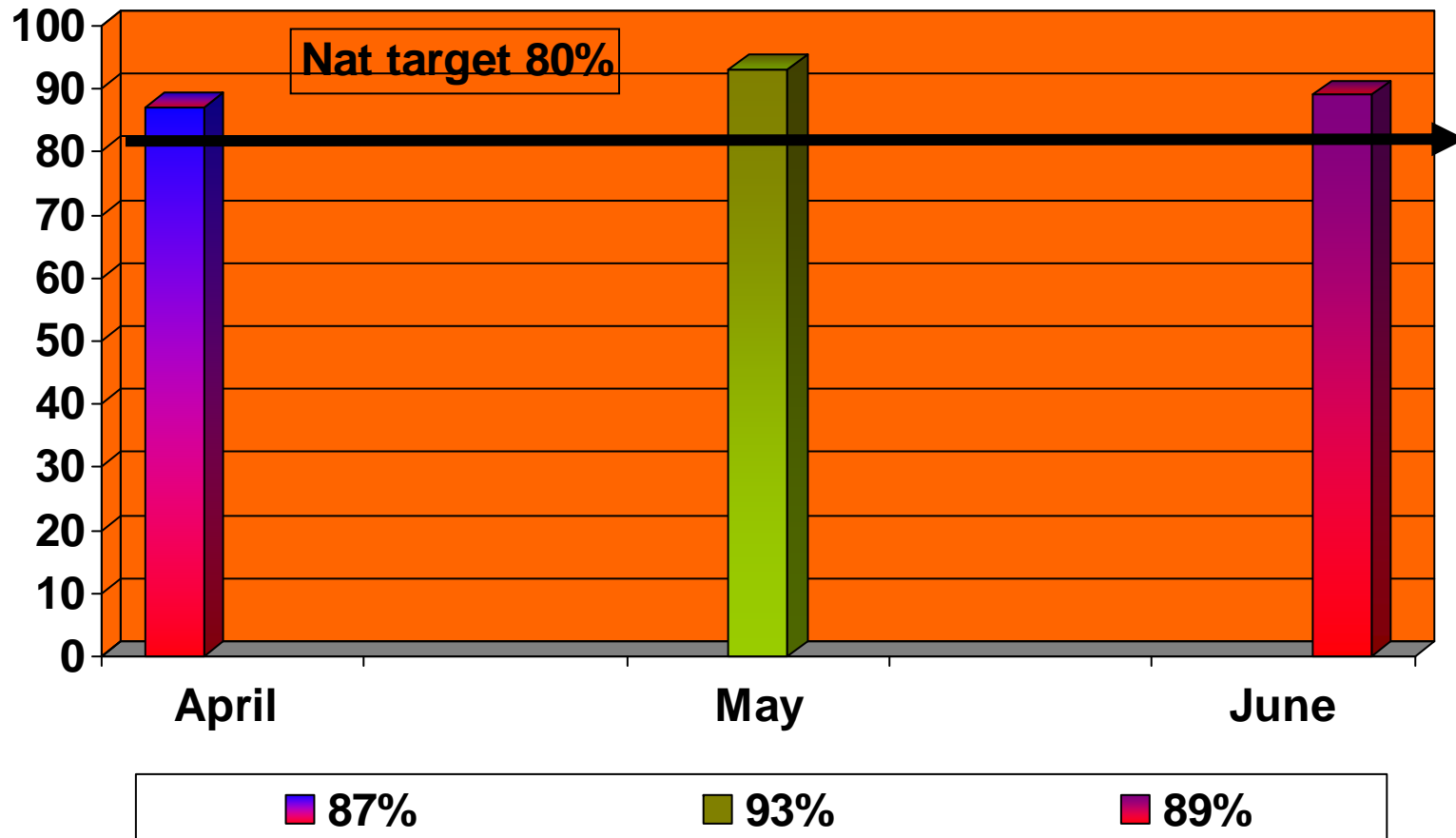


Organogram of Bohlokong Clinic

# DIHLABENG LOCAL AREA: ANNEXURE E

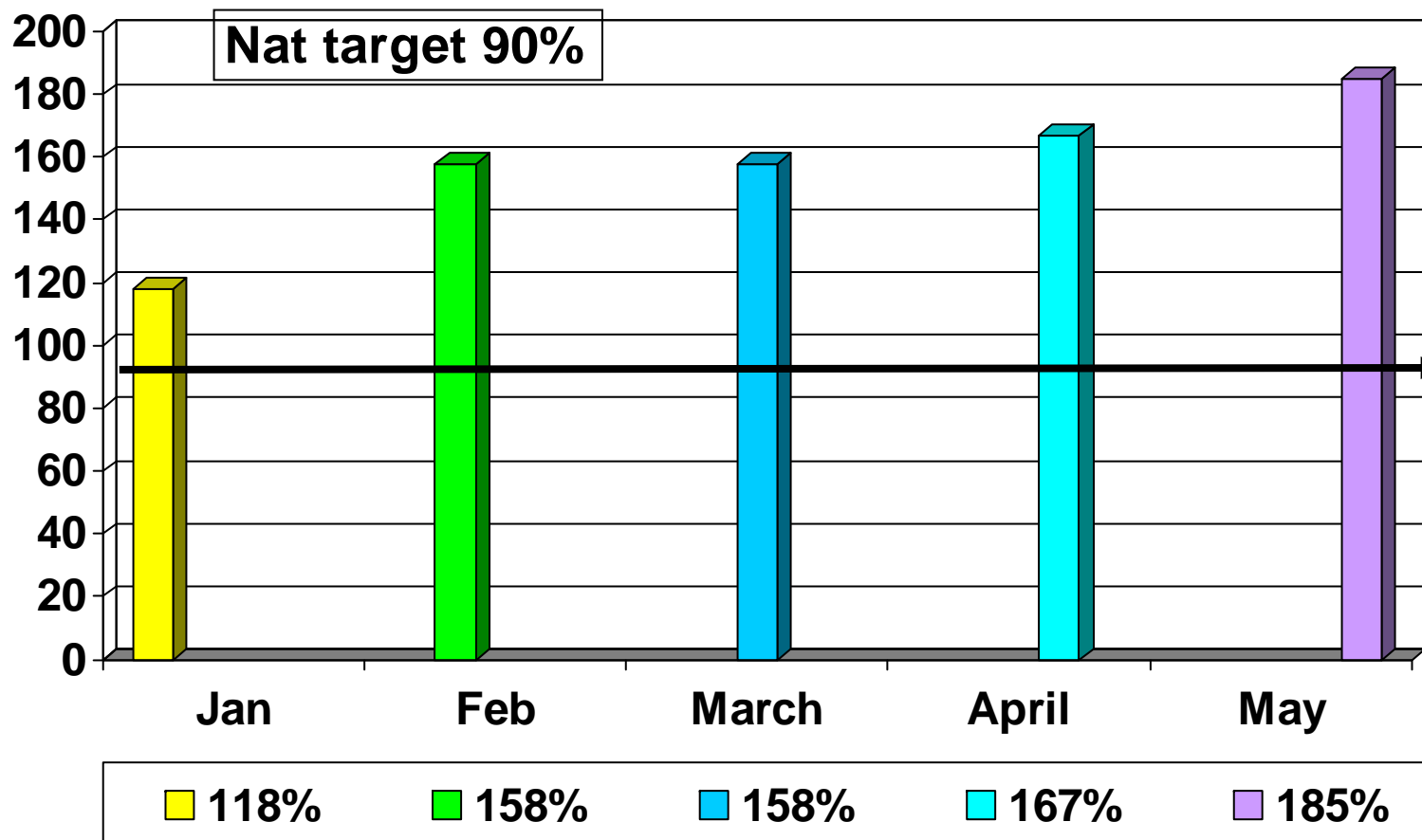
## WEIGHT RATE FOR BABIES

### APRIL – JUNE 2007

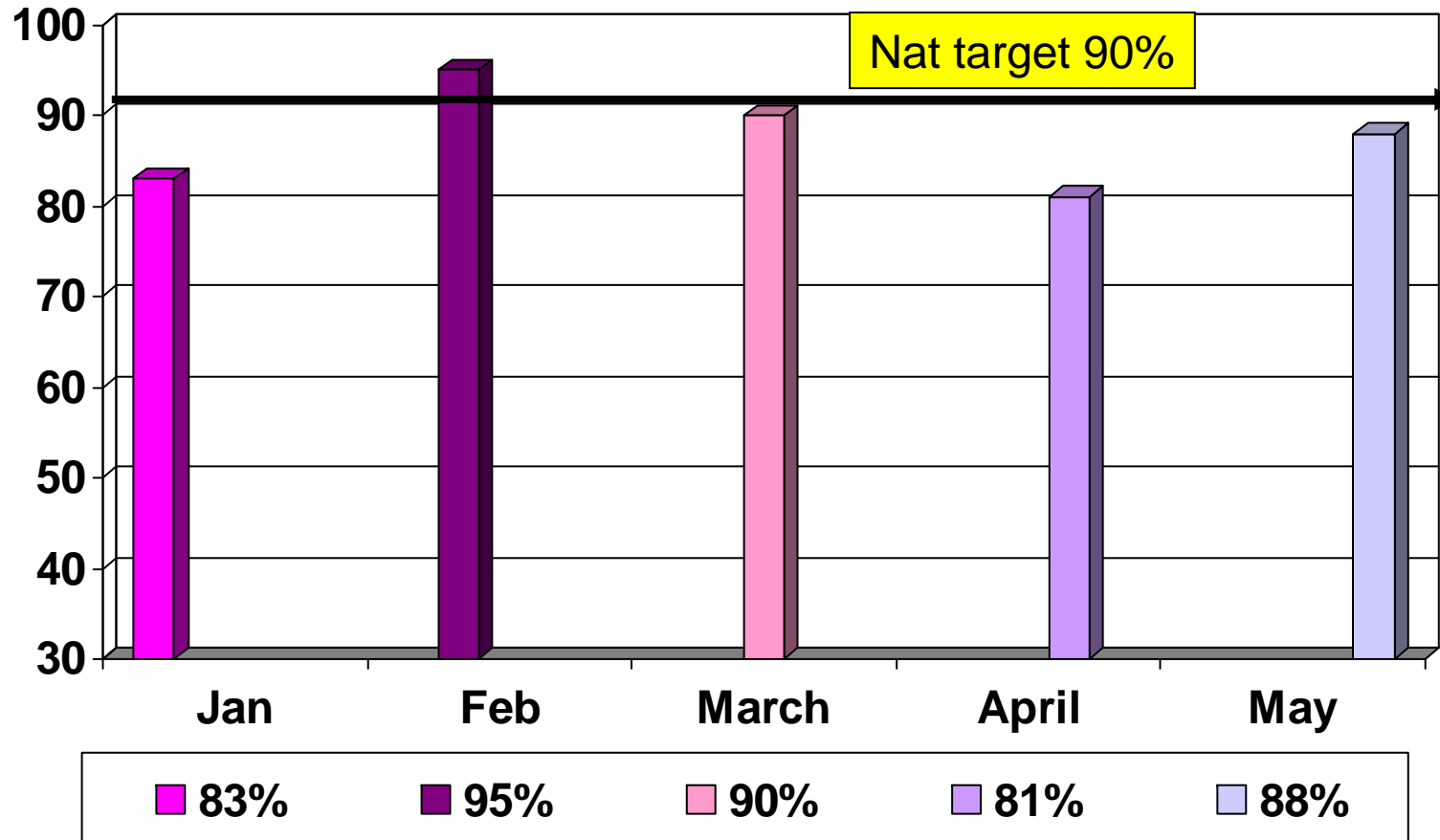


# Immunisation coverage of Bethlehem clinic in Dhlabeng Local Area January-May 2007

ANNEXURE F



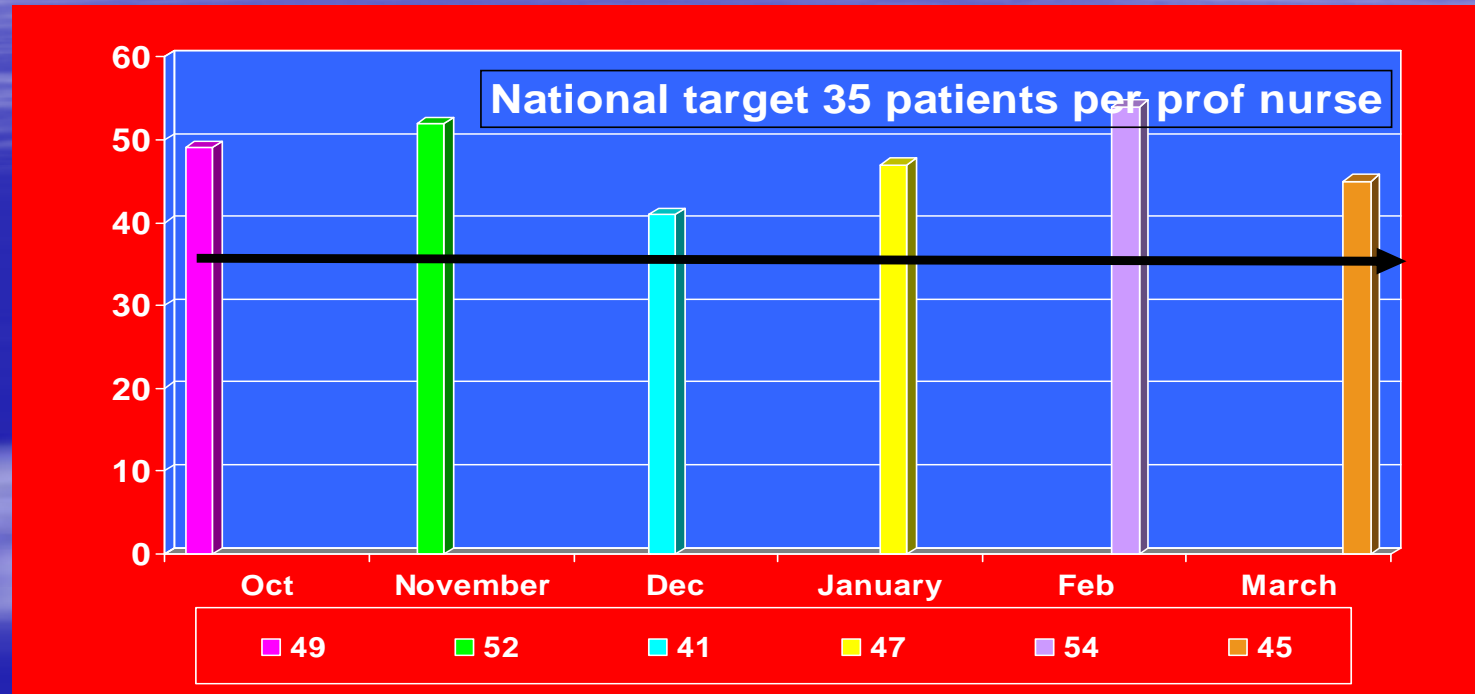
# Dihlabeng Local Area 2007 Immunisation coverage



# Dihlabeng Local Area: professional nurse workload

ANNEXURE H

October 2006-March 2007



**QUESTIONNAIRE**


***The role of a clinic manager in a primary health care setting***

**INTRODUCTION**

Thank you for being willing to complete the attached questionnaire.

Kindly adhere to the following:

- Do not write your name on the questionnaire.
- Indicate your answer with an “X” in the box.
- Use a black pen.
- In case of open-ended questions kindly write your answers on the lines provided.
- After completion of the questionnaire, please send it back in the enclosed envelope before \_\_\_\_\_.

 Thank you for your valuable contribution to this research project.

**SARIETA WENTZEL**

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|   |   |   |
|---|---|---|
|   |   |   |
| 1 | 2 | 3 |

**SECTION A: BIOGRAPHICAL INFORMATION**

**Question 1**

**Indicate your gender**

|     |        |   |
|-----|--------|---|
| 1.1 | Male   | 1 |
| 1.2 | Female | 2 |

|  |   |
|--|---|
|  | 4 |
|--|---|

**Question 2**

**Which of the following categories indicate your current rank?**

|     |                           |   |
|-----|---------------------------|---|
| 2.1 | Professional nurse        | 1 |
| 2.2 | Senior professional nurse | 2 |
| 2.3 | Chief professional nurse  | 3 |

|  |   |
|--|---|
|  | 5 |
|--|---|

**Question 3**

**For how long have you been a clinic manager?**

|     |                    |   |
|-----|--------------------|---|
| 3.1 | 0 -12 months       | 1 |
| 3.2 | 1 - 5 years        | 2 |
| 3.3 | 6 -10 years        | 3 |
| 3.4 | More than 10 years | 4 |

|  |   |
|--|---|
|  | 6 |
|--|---|

**Question 4**

**For how long have you worked as a professional nurse in a primary health care clinic?**

|     |                    |   |
|-----|--------------------|---|
| 4.1 | 0 -12 months       | 1 |
| 4.2 | 1 - 5 years        | 2 |
| 4.3 | 6 -10 years        | 3 |
| 4.4 | More than 10 years | 4 |

|  |   |
|--|---|
|  | 7 |
|--|---|

**Question 5**

**Which of the following categories indicate your current age in years?**

|     |         |   |
|-----|---------|---|
| 5.1 | 20 – 29 | 1 |
| 5.2 | 30 – 39 | 2 |
| 5.3 | 40 – 49 | 3 |
| 5.4 | 50 – 59 | 4 |
| 5.5 | 60 – 65 | 5 |

8

**Question 6**

**Which of the following academic qualifications do you hold?**

|     |                    |   |
|-----|--------------------|---|
| 6.1 | Diploma in Nursing | 1 |
| 6.2 | B. Nursing         | 2 |
| 6.3 | Honours Nursing    | 3 |
| 6.4 | Masters Nursing    | 4 |
| 6.5 | Doctorate          | 5 |


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**Question 7**

**Which of the following professional qualifications do you hold?**

|     |                                                        |   |
|-----|--------------------------------------------------------|---|
| 7.1 | Registered nurse                                       | 1 |
| 7.2 | Registered midwife                                     | 2 |
| 7.3 | Registered psychiatric nurse                           | 3 |
| 7.4 | Registered community health nurse                      | 4 |
| 7.5 | Registered nurse administrator                         | 5 |
| 7.6 | Registered nurse educator                              | 6 |
| 7.7 | Registered primary health care nurse                   | 7 |
| 7.8 | Other, please specify _____<br>_____<br>_____<br>_____ | 8 |


14

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21

**Question 8**

The average number of patients consulted by you, the clinic manager, per day is:

|     |         |   |
|-----|---------|---|
| 8.1 | 0 – 20  | 1 |
| 8.2 | 21 – 40 | 2 |
| 8.3 | 41 – 60 | 3 |
| 8.4 | 61 – 70 | 4 |
| 8.5 | 71 – 80 | 5 |
| 8.6 | 80 +    | 6 |

22

**SECTION B: PLANNING FUNCTION**

**Question 9**

Evaluate the following statements and indicate with a cross (x) in which degree you agree or differ from it.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

I include my staff in developing goals and objectives for the clinic with regard to the following programmes:

|      |                                                     | 1 | 2 | 3 | 4 |    |
|------|-----------------------------------------------------|---|---|---|---|----|
| 9. 1 | Family planning                                     |   |   |   |   | 23 |
| 9. 2 | Antenatal services                                  |   |   |   |   | 24 |
| 9. 3 | IMCI (integrated management of childhood illnesses) |   |   |   |   | 25 |
| 9. 4 | EPI (expanded programme on immunisation)            |   |   |   |   | 26 |
| 9. 5 | Minor ailments                                      |   |   |   |   | 27 |
| 9. 6 | Chronic diseases                                    |   |   |   |   | 28 |
| 9. 7 | Mental health                                       |   |   |   |   | 29 |
| 9. 8 | Sexually transmitted infections/diseases            |   |   |   |   | 30 |
| 9. 9 | School health services                              |   |   |   |   | 31 |
| 9.10 | Tuberculosis                                        |   |   |   |   | 32 |
| 9.11 | HIV/AIDS                                            |   |   |   |   | 33 |

**Question 10**

Evaluate the following statements and indicate with a cross (x) to which degree you agree or differ from each statement.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

The clinic manager should be involved in the following functions:

|       |                                                                                                            | 1 | 2 | 3 | 4 |  |    |
|-------|------------------------------------------------------------------------------------------------------------|---|---|---|---|--|----|
| 10. 1 | The budget of the clinic                                                                                   |   |   |   |   |  | 34 |
| 10. 2 | The staff establishment of the clinic                                                                      |   |   |   |   |  | 35 |
| 10. 3 | The critical post list (a post not filled nor funded previously, but a need is identified for such a post) |   |   |   |   |  | 36 |
| 10. 4 | List for purchasing medical equipment                                                                      |   |   |   |   |  | 37 |
| 10. 5 | The inventory list of the clinic                                                                           |   |   |   |   |  | 38 |
| 10. 6 | A yearly leave plan for the clinic                                                                         |   |   |   |   |  | 39 |
| 10. 7 | A formal training programme for the staff                                                                  |   |   |   |   |  | 40 |
| 10. 8 | An in-service-training programme for the staff                                                             |   |   |   |   |  | 41 |
| 10. 9 | Dates for clinic committee meeting                                                                         |   |   |   |   |  | 42 |
| 10.10 | Dates for community meetings                                                                               |   |   |   |   |  | 43 |
| 10.11 | The District Health Plan for my district                                                                   |   |   |   |   |  | 44 |
| 10.12 | The Local Area Plan for my local area                                                                      |   |   |   |   |  | 45 |

**Question 11**

Evaluate the following statements and indicate with a cross (x) to which degree you agree or differ from each statement.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

I am conversant with the budget allocation of my clinic pertaining to the following:

|      |                     | 1 | 2 | 3 | 4 |  |    |
|------|---------------------|---|---|---|---|--|----|
| 11.1 | Human resources     |   |   |   |   |  | 46 |
| 11.2 | Medicine            |   |   |   |   |  | 47 |
| 11.3 | Medical consumables |   |   |   |   |  | 48 |
| 11.4 | Cleaning Material   |   |   |   |   |  | 49 |
| 11.5 | Stationery          |   |   |   |   |  | 50 |
| 11.6 | Maintenance         |   |   |   |   |  | 51 |

**Question 12**

If a professional nurse in the clinic is absent due to illness, attendance of meetings or training sessions, kindly indicate the average number of hours per day you have to consult patients to address the staff shortage caused by his/ her absence.

|      |             |   |  |  |
|------|-------------|---|--|--|
| 12.1 | 0 - 2 hours | 1 |  |  |
| 12.2 | 3 - 5 hours | 2 |  |  |
| 12.3 | 6 - 8 hours | 3 |  |  |

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**Question 13**

Do you receive written feedback reports on the expenditure regarding your clinic budget pertaining to the following aspects?

|      |                         | Never | Some-times | Most of the time | Always |  |    |
|------|-------------------------|-------|------------|------------------|--------|--|----|
| 13.1 | Medicine                | 1     | 2          | 3                | 4      |  | 53 |
| 13.2 | Medicine consumables    | 1     | 2          | 3                | 4      |  | 54 |
| 13.3 | Printing and stationary | 1     | 2          | 3                | 4      |  | 55 |
| 13.4 | Cleaning material       | 1     | 2          | 3                | 4      |  | 56 |
| 13.5 | Staff expenditure       | 1     | 2          | 3                | 4      |  | 57 |
| 13.6 | Official transport      | 1     | 2          | 3                | 4      |  | 58 |

**Question 14**

**Do you inform your subordinates about:**

|      |                                                       | <b>Never</b> | <b>Some-<br/>times</b> | <b>Most of<br/>the time</b> | <b>Alway<br/>s</b> |  |    |
|------|-------------------------------------------------------|--------------|------------------------|-----------------------------|--------------------|--|----|
| 14.1 | Financial matters pertaining to the clinic            | 1            | 2                      | 3                           | 4                  |  | 59 |
| 14.2 | Human resource matters pertaining to the clinic staff | 1            | 2                      | 3                           | 4                  |  | 60 |
| 14.3 | Matters discussed at management meetings              | 1            | 2                      | 3                           | 4                  |  | 61 |

**Question 15**

**To what extent do you agree with the following statements?**

- 1 = Strongly disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly agree**

|      |                                                                                                                      | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |    |
|------|----------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|--|----|
| 15.1 | Clinic staff are of the opinion that they are also involved in the planning process                                  |          |          |          |          |  | 62 |
| 15.2 | Information sessions on issues pertaining to clinic management are regarded as a waste of time by the clinic manager |          |          |          |          |  | 63 |
| 15.3 | Clinic managers feel at ease because they have sufficient information available about their clinics                  |          |          |          |          |  | 64 |

**Question 16**

Evaluate the following statements and indicate with a cross (x) to which degree you agree or differ from each statement.

It is important for the clinic manager to obtain data from the Minimum Data Sheet to help him/her as follows:

- 1 = Totally unimportant**
- 2 = Unimportant**
- 3 = Important**
- 4 = Utmost important**

|      |                                                                                | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |    |
|------|--------------------------------------------------------------------------------|----------|----------|----------|----------|--|----|
| 16.1 | To identify needs pertaining to service delivery in the clinic                 |          |          |          |          |  | 65 |
| 16.2 | To address imperfections pertaining to service delivery in the clinic          |          |          |          |          |  | 66 |
| 16.3 | To plan clinic activities to render services                                   |          |          |          |          |  | 67 |
| 16.4 | To use it as a tool to indicate to management how conditions in the clinic are |          |          |          |          |  | 68 |
| 16.5 | To assess indicators to determine whether goals of programmes are reached      |          |          |          |          |  | 69 |

**Question 17**

To what extent do you agree with the following aspects resulting in the negative rendering of primary health care service in your clinic?

- 1 = Strongly disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly agree**

|      |                                                                                   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |    |
|------|-----------------------------------------------------------------------------------|----------|----------|----------|----------|--|----|
| 17.1 | An inadequate number of posts available on the staff establishment of your clinic |          |          |          |          |  | 70 |
| 17.2 | The number of vacant posts in your clinic                                         |          |          |          |          |  | 71 |
| 17.3 | Absenteeism in your clinic                                                        |          |          |          |          |  | 72 |
| 17.4 | A fixed programme to render specific services on specific days                    |          |          |          |          |  | 73 |
| 17.5 | The "supermarket" approach where all the services are available every day         |          |          |          |          |  | 74 |
| 17.6 | Illnesses related to seasonal conditions of your patients                         |          |          |          |          |  | 75 |



**SECTION C: ORGANISING FUNCTIONS**

**Question 18**

**Organising is the second component of the management process. To which extent do you agree that the following are functions of the clinic manager?**

- 1 = Strongly disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly agree**

|      |                                                                                                    | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |    |
|------|----------------------------------------------------------------------------------------------------|----------|----------|----------|----------|--|----|
| 18.1 | Organising the celebration of health events in the clinic and community, e.g. World AIDS day       |          |          |          |          |  | 76 |
| 18.2 | Organising clinic committee meetings                                                               |          |          |          |          |  | 77 |
| 18.3 | Presenting in-service training sessions to clinic staff                                            |          |          |          |          |  | 78 |
| 18.4 | Checking the quantity of medicine in the store room                                                |          |          |          |          |  | 79 |
| 18.5 | Implementing the Performance and Development System for personnel according to policy stipulations |          |          |          |          |  | 80 |

**Question 19**

**To which extent do the following factors hinder your organising function?**

- 1 = Strongly disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly agree**

|      |                                                                                                                                                                                                               | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |    |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|--|----|
| 19.1 | Too many patients for consultation by the clinic manager                                                                                                                                                      |          |          |          |          |  | 81 |
| 19.2 | Too many meetings to be attended by the clinic manager                                                                                                                                                        |          |          |          |          |  | 82 |
| 19.3 | Staff shortage                                                                                                                                                                                                |          |          |          |          |  | 83 |
| 19.4 | Too many tasks to be performed by the clinic manager                                                                                                                                                          |          |          |          |          |  | 84 |
| 19.5 | Too many issues other than consultation of patients and managing the clinic that need the attention of the clinic manager. If so, please indicate what they are.<br>_____<br>_____<br>_____<br>_____<br>_____ |          |          |          |          |  | 85 |

**Question 20**

**Did you undergo training on the following aspects?**

|      |                                         | <b>Yes</b> | <b>No</b> |  |    |
|------|-----------------------------------------|------------|-----------|--|----|
| 20.1 | Personnel Development Management System | 1          | 2         |  | 86 |
| 20.2 | Disciplinary code                       | 1          | 2         |  | 87 |
| 20.3 | Disciplinary procedure                  | 1          | 2         |  | 88 |
| 20.4 | Grievance procedure                     | 1          | 2         |  | 89 |

**Question 21**

**Medicine and medical consumables for the clinic are normally ordered by:**

|      |                                                    | Yes | No |                          |    |
|------|----------------------------------------------------|-----|----|--------------------------|----|
| 21.1 | The clinic manager                                 | 1   | 2  | <input type="checkbox"/> | 90 |
| 21.2 | A professional nurse other than the clinic manager | 1   | 2  | <input type="checkbox"/> | 91 |
| 21.3 | A clerk                                            | 1   | 2  | <input type="checkbox"/> | 92 |
| 21.4 | A pharmacist assistant                             | 1   | 2  | <input type="checkbox"/> | 93 |
| 21.5 | Auxiliary nurse                                    | 1   | 2  | <input type="checkbox"/> | 94 |
| 21.6 | An enrolled nurse                                  | 1   | 2  | <input type="checkbox"/> | 95 |

**Question 22**

**Kindly indicate which primary health care services are rendered in your clinic:**

|       |                                                                        | Yes | No |                          |     |
|-------|------------------------------------------------------------------------|-----|----|--------------------------|-----|
| 22. 1 | Mother, child and women's health                                       | 1   | 2  | <input type="checkbox"/> | 96  |
| 22. 2 | Expanded programme on immunization                                     | 1   | 2  | <input type="checkbox"/> | 97  |
| 22. 3 | Communicable diseases                                                  | 1   | 2  | <input type="checkbox"/> | 98  |
| 22. 4 | Sexually transmitted diseases                                          | 1   | 2  | <input type="checkbox"/> | 99  |
| 22. 5 | Mental health                                                          | 1   | 2  | <input type="checkbox"/> | 100 |
| 22. 6 | HIV/AIDS                                                               | 1   | 2  | <input type="checkbox"/> | 101 |
| 22. 7 | Chronic diseases                                                       | 1   | 2  | <input type="checkbox"/> | 102 |
| 22. 8 | Geriatric services                                                     | 1   | 2  | <input type="checkbox"/> | 103 |
| 22. 9 | Adolescent services                                                    | 1   | 2  | <input type="checkbox"/> | 104 |
| 22.10 | Others not mentioned, if so please specify.<br>_____<br>_____<br>_____ | 1   | 2  | <input type="checkbox"/> | 105 |

**Question 23**

If some of the primary health care services are not rendered in your clinic, please indicate to what extent you agree that the following aspects could be reason(s) for not rendering these services:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

|      |                                                                         | 1 | 2 | 3 | 4 |  |     |
|------|-------------------------------------------------------------------------|---|---|---|---|--|-----|
| 23.1 | Staff shortage                                                          |   |   |   |   |  | 106 |
| 23.2 | Staff not trained to render the specific service                        |   |   |   |   |  | 107 |
| 23.3 | Insufficient equipment available in the clinic                          |   |   |   |   |  | 108 |
| 23.4 | Infrastructure of clinic is not suitable to render the specific service |   |   |   |   |  | 109 |
| 23.5 | No need was identified to render such a service in the community        |   |   |   |   |  | 110 |
| 23.6 | Other, please specify _____<br>_____<br>_____<br>_____                  |   |   |   |   |  | 111 |

**Question 24**

The responsibility for the implementation of the primary health care package in the clinic lies with the following person; indicate to what extent you agree.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

|      |                         | 1 | 2 | 3 | 4 |  |     |
|------|-------------------------|---|---|---|---|--|-----|
| 24.1 | Local area co-ordinator |   |   |   |   |  | 112 |
| 24.2 | Clinic co-ordinator     |   |   |   |   |  | 113 |
| 24.3 | Clinic manager          |   |   |   |   |  | 114 |
| 24.4 | Clinic supervisor       |   |   |   |   |  | 115 |
| 24.5 | Local area manager      |   |   |   |   |  | 116 |
| 24.6 | District co-ordinator   |   |   |   |   |  | 117 |

**Question 25**

The average time spent per day by the clinic manager to organise the different programmes in her clinic is:

|      |                    | Answer |
|------|--------------------|--------|
| 25.1 | Less than one hour | 1      |
| 25.2 | 1-2 hours          | 2      |
| 25.3 | 3-4 hours          | 3      |
| 25.4 | 5-6 hours          | 4      |
| 25.5 | 7-8 hours          | 5      |

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**Question 26**

Indicate the frequency when the clinic manager is not available in the clinic due to the attendance of meetings, training sessions and workshops:

|      |                                                        | Answer |
|------|--------------------------------------------------------|--------|
| 26.1 | Never                                                  | 1      |
| 26.2 | Once to twice a week                                   | 2      |
| 26.3 | Forth nightly                                          | 3      |
| 26.4 | Once a month                                           | 4      |
| 26.5 | Other, please specify _____<br>_____<br>_____<br>_____ | 5      |

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**Question 27**

How often does the clinic manager consult or coordinate with the following stakeholders, indicate the applicable answer with an "X".

|       |                                | Never | Weekl<br>y | Monthly | Quarter<br>ly |
|-------|--------------------------------|-------|------------|---------|---------------|
| 27. 1 | Non governmental organisations | 1     | 2          | 3       | 4             |
| 27. 2 | District hospital staff        | 1     | 2          | 3       | 4             |
| 27. 3 | Community development officers | 1     | 2          | 3       | 4             |
| 27. 4 | Regional hospital staff        | 1     | 2          | 3       | 4             |
| 27. 5 | Dietician                      | 1     | 2          | 3       | 4             |
| 27. 6 | Social worker                  | 1     | 2          | 3       | 4             |
| 27. 7 | Doctor visiting the clinic     | 1     | 2          | 3       | 4             |
| 27. 8 | Rehabilitation staff           | 1     | 2          | 3       | 4             |
| 27. 9 | DOT supporters                 | 1     | 2          | 3       | 4             |
| 27.10 | Home based carers              | 1     | 2          | 3       | 4             |

120  
 121  
 122  
 123  
 124  
 125  
 126  
 127  
 128  
 129

**Question 28**

|      |                                                    | Answer |    |                          |     |
|------|----------------------------------------------------|--------|----|--------------------------|-----|
|      |                                                    | Yes    | No |                          |     |
| 28.1 | Do you perform non-managerial tasks in the clinic? | 1      | 2  | <input type="checkbox"/> | 130 |

**Question 29**

If your answer to question 28 was “Yes”, then please indicate the applicable non-managerial task/tasks with an “X”, which you feel affect your management performance.

|      |                                                                                                                                    | Answer |                          |     |
|------|------------------------------------------------------------------------------------------------------------------------------------|--------|--------------------------|-----|
| 29.1 | Registering patients at reception                                                                                                  | 1      | <input type="checkbox"/> | 131 |
| 29.2 | Unpacking medicine                                                                                                                 | 2      | <input type="checkbox"/> | 132 |
| 29.3 | Dispensing medicine                                                                                                                | 3      | <input type="checkbox"/> | 133 |
| 29.4 | Booking patients telephonically for appointments at a second level of referral                                                     | 4      | <input type="checkbox"/> | 134 |
| 29.5 | Booking patients telephonically for commuter transport                                                                             | 5      | <input type="checkbox"/> | 135 |
| 29.6 | Booking patients telephonically for rehabilitation services                                                                        | 6      | <input type="checkbox"/> | 136 |
| 29.7 | Ordering medicine                                                                                                                  | 7      | <input type="checkbox"/> | 137 |
| 29.8 | Transporting subordinates to meetings, training sessions and workshops even when there is no need for the clinic manager to attend | 8      | <input type="checkbox"/> | 138 |
| 29.9 | Other, please specify. _____<br>_____<br>_____<br>_____                                                                            | 9      | <input type="checkbox"/> | 139 |

**Question 30**

|      |                                                                                                            | Yes | No |                          |     |
|------|------------------------------------------------------------------------------------------------------------|-----|----|--------------------------|-----|
| 30.1 | Do you have a job description?                                                                             | 1   | 2  | <input type="checkbox"/> | 140 |
| 30.2 | Does your job description clearly indicate your role as clinic manager in the primary health care setting? | 1   | 2  | <input type="checkbox"/> | 141 |

**Question 31**

If your response to question 30 was “Yes”, please answer this question.

|      |                                                 | Yes | No |                          |     |
|------|-------------------------------------------------|-----|----|--------------------------|-----|
| 31.1 | Are you able to adhere to your job description? | 1   | 2  | <input type="checkbox"/> | 142 |

**Question 32**

If your response to question 31 was “No”, then kindly indicate the reasons applicable to your unique situation.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

|      |                                                                                                                                   | 1 | 2 | 3 | 4 |                          |     |
|------|-----------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|--------------------------|-----|
| 32.1 | Staff shortage results in clinic managers having to take over tasks of other colleagues in the clinic                             |   |   |   |   | <input type="checkbox"/> | 143 |
| 32.2 | The clinic manager has too many additional responsibilities other than those stipulated in his/her job description                |   |   |   |   | <input type="checkbox"/> | 144 |
| 32.3 | The demands to manage a clinic changes too often to adhere to the tasks and responsibilities contained in his/her job description |   |   |   |   | <input type="checkbox"/> | 145 |
| 32.4 | Other, please specify _____<br>_____<br>_____<br>_____                                                                            |   |   |   |   | <input type="checkbox"/> | 146 |

**Question 33**

Since the implementation of the expanded/changed health care provisions in 1996, the staff establishment of your clinic has been affected in the following ways:

|      |                                     | Answer |
|------|-------------------------------------|--------|
| 33.1 | The status quo remained unchanged   | 1      |
| 33.2 | Was assessed in terms of efficiency | 2      |
| 33.3 | Was expanded due to the assessment  | 3      |
| 33.4 | Was decreased due to the assessment | 4      |

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**Question 34**

By implementing a one-stop approach, the clinic provides comprehensive integrated primary health care services for:

|      |                                                                          |   |
|------|--------------------------------------------------------------------------|---|
| 34.1 | A minimum of 8 hours per day, five days a week                           | 1 |
| 34.2 | A minimum of 8 hours per day, seven days a week                          | 2 |
| 34.3 | More than 8 hours per day, five days a week                              | 3 |
| 34.4 | Less than 8 hours per day, five day a week                               | 4 |
| 34.5 | Twenty four hours a day, seven days a week                               | 5 |
| 34.6 | Any other hours not mentioned, please specify<br>_____<br>_____<br>_____ | 6 |

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**Question 35**

|      |                                                                                                                                                                 | Yes | No |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 35.1 | Does the staff component of the clinic include at least one professional nurse who has successfully completed a recognised primary health care training course? | 1   | 2  |
| 35.2 | If not, please motivate your response<br>_____<br>_____<br>_____                                                                                                |     |    |

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**Question 36**

Kindly give your opinion on the following statements:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

The function of the clinic manager is to:

|      |                                                                               | 1 | 2 | 3 | 4 |  |     |
|------|-------------------------------------------------------------------------------|---|---|---|---|--|-----|
| 36.1 | Facilitate primary health care programmes in the clinic                       | 1 | 2 | 3 | 4 |  | 151 |
| 36.2 | Manage primary health care clinics without direct involvement in patient care | 1 | 2 | 3 | 4 |  | 152 |
| 36.3 | Render patient care simultaneously with management of the clinic              | 1 | 2 | 3 | 4 |  | 153 |

**Question 37**

What is your view about the following statements:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

|      |                                                                                                    | 1 | 2 | 3 | 4 |  |     |
|------|----------------------------------------------------------------------------------------------------|---|---|---|---|--|-----|
| 37.1 | I participate in the annual evaluation of primary health care services                             | 1 | 2 | 3 | 4 |  | 154 |
| 37.2 | I contribute to reducing the gap between service provision and actual health needs in my community | 1 | 2 | 3 | 4 |  | 155 |
| 37.3 | I do a situational analysis on the health needs of my community                                    | 1 | 2 | 3 | 4 |  | 156 |

**Question 38**

Evaluate the following statements and indicate with a cross (x) to which degree you agree or differ from each statement:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

It is important that the following items are available in my clinic as stipulated by the primary health care standards:

|      |                                                          | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |                          |     |
|------|----------------------------------------------------------|----------|----------|----------|----------|--------------------------|-----|
| 38.1 | Educational material, prints and references              | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 157 |
| 38.2 | An EDL manual in every consulting room                   | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 158 |
| 38.3 | A mini-library                                           | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 159 |
| 38.4 | Appropriate national and provincial health circulars     | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 160 |
| 38.5 | Appropriate policies                                     | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 161 |
| 38.6 | Copies of the Patients' Right Charter                    | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 162 |
| 38.7 | Supplies of health education material in local languages | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 163 |

**Question 39**

**Kindly indicate the availability of the following equipment/facilities in your clinic:**

|       |                                                             | Never | Some-times | Most of the time | Always |                          |     |
|-------|-------------------------------------------------------------|-------|------------|------------------|--------|--------------------------|-----|
| 39.1  | Diagnostic sets                                             | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 164 |
| 39.2  | Blood pressure apparatus                                    | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 165 |
| 39.3  | Adult scales                                                | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 166 |
| 39.4  | Infant scales                                               | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 167 |
| 39.5  | Stethoscopes                                                | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 168 |
| 39.6  | Telephone                                                   | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 169 |
| 39.7  | Refrigeration facilities                                    | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 170 |
| 39. 8 | Internet                                                    | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 171 |
| 39. 9 | Transport facilities                                        | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 172 |
| 39.10 | Condom dispensers                                           | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 173 |
| 39.11 | A sharps disposal system                                    | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 174 |
| 39.12 | Equipment and containers for taking blood and other samples | 1     | 2          | 3                | 4      | <input type="checkbox"/> | 175 |

**Question 40**

**Does your clinic have a suitable infrastructure pertaining to:**

|      |                                                       | Yes | No |                          |     |
|------|-------------------------------------------------------|-----|----|--------------------------|-----|
| 40.1 | A functional sluice room                              | 1   | 2  | <input type="checkbox"/> | 176 |
| 40.2 | An adequate number of consulting rooms without basins | 1   | 2  | <input type="checkbox"/> | 177 |
| 40.3 | An adequate number of consulting rooms with basins    | 1   | 2  | <input type="checkbox"/> | 178 |
| 40.4 | Availability of a reliable electricity supply         | 1   | 2  | <input type="checkbox"/> | 179 |
| 40.5 | Running cold water                                    | 1   | 2  | <input type="checkbox"/> | 180 |
| 40.6 | Running warm water                                    | 1   | 2  | <input type="checkbox"/> | 181 |
| 40.7 | Sufficient availability of consulting rooms           | 1   | 2  | <input type="checkbox"/> | 182 |
| 40.8 | A pharmacy                                            | 1   | 2  | <input type="checkbox"/> | 183 |
| 40.9 | Store room space                                      | 1   | 2  | <input type="checkbox"/> | 184 |

**Question 41**

**Pertaining to the EDL, medicine and supplies, the following are available in the clinic:**

|      |                                          | <b>YES</b> | <b>NO</b> |                          |     |
|------|------------------------------------------|------------|-----------|--------------------------|-----|
| 41.1 | A mechanism for the ordering of supplies | 1          | 2         | <input type="checkbox"/> | 185 |
| 41.2 | A mechanism for maintaining supplies     | 1          | 2         | <input type="checkbox"/> | 186 |
| 41.3 | A mechanism for control of supplies      |            | 2         | <input type="checkbox"/> | 187 |

**Question 42**

**What is your view about the following statements:**

- 1 = Strongly disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly agree**

|      |                                                                                   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |                          |     |
|------|-----------------------------------------------------------------------------------|----------|----------|----------|----------|--------------------------|-----|
| 42.1 | Health care workers provide care to patients by adhering to prescribed standards. | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 188 |
| 42.2 | Health care workers use treatment guidelines and protocols when treating patients | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 189 |

**Question 43**

**Patient education is provided in the clinic under the supervision of the clinic manager by:**

|      |                                                                                       | <b>Yes</b> | <b>No</b> |                          |     |
|------|---------------------------------------------------------------------------------------|------------|-----------|--------------------------|-----|
| 43.1 | Recognised service providers on identified health problems occurring in the community | 1          | 2         | <input type="checkbox"/> | 190 |
| 43.2 | Displaying and availing health information material in the clinic                     | 1          | 2         | <input type="checkbox"/> | 191 |
| 43.3 | Clinic staff providing health education sessions                                      | 1          | 2         | <input type="checkbox"/> | 192 |
| 43.4 | Showing programmes on health matters on TV                                            | 1          | 2         | <input type="checkbox"/> | 193 |

**Question 44**

**If you answered “no” to any of the above-mentioned statements pertaining to patient education, indicate to which extent do you agree with the following statements.**

- 1 = Strongly disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly agree**

**The following are barriers to my supervisory function pertaining to patient education:**

|      |                                                                                     | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |                          |     |
|------|-------------------------------------------------------------------------------------|----------|----------|----------|----------|--------------------------|-----|
| 44.1 | Lack of time to give patient education because of high workload                     | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 194 |
| 44.2 | Health information material is not available in the clinic                          | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 195 |
| 44.3 | Health information material is not available at the Provincial Department of Health | 1        | 2        | 3        | 4        | <input type="checkbox"/> | 196 |

**Question 45**

To what extent do you agree with the following statements:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

Your orientation by your direct supervisor equipped you as clinic manager with sufficient knowledge about the following:

|      |                                        | 1 | 2 | 3 | 4 |                          |     |
|------|----------------------------------------|---|---|---|---|--------------------------|-----|
| 45.1 | Your job description                   | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 197 |
| 45.2 | Policies relevant to the clinic        | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 198 |
| 45.3 | Acts relevant to the clinic            | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 199 |
| 45.4 | The organogram of the district         | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 200 |
| 45.5 | The organogram of the local area       | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 201 |
| 45.6 | The organogram of your clinic          | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 202 |
| 45.7 | Work procedures in the clinic          | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 203 |
| 45.8 | Lines of communication and authority   | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 204 |
| 45.9 | Support systems for the clinic manager | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 205 |

**Question 46**

To what extent do you agree with the following statements:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

Your orientation programme equipped you as clinic manager with sufficient knowledge to the following:

|      |                                                                                        | 1 | 2 | 3 | 4 |                          |     |
|------|----------------------------------------------------------------------------------------|---|---|---|---|--------------------------|-----|
| 46.1 | Preparing you for managing the clinic                                                  | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 206 |
| 46.2 | Clarifying what will be expected of you during the execution of your managerial tasks. | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 207 |

**Question 47**

Kindly indicate your view(s) on the following statements with an “X”.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

The following are important means that a clinic manager can use to address under-achievement in primary health care programmes:

|      |                                                                                                     | 1 | 2 | 3 | 4 |  |     |
|------|-----------------------------------------------------------------------------------------------------|---|---|---|---|--|-----|
| 47.1 | The nursing team draws action plans to address under-achievements                                   | 1 | 2 | 3 | 4 |  | 208 |
| 47.2 | The nursing team evaluates the outcomes of action plans on a monthly basis                          | 1 | 2 | 3 | 4 |  | 209 |
| 47.3 | I have meetings with the nursing team to find reasons for the poor performance as well as solutions | 1 | 2 | 3 | 4 |  | 210 |
| 47.4 | Others, please specify _____<br>_____<br>_____<br>_____                                             |   |   |   |   |  | 211 |

**SECTION D: LEADING FUNCTION**

**Question 48**

To what extent do you agree with the following statements:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

It is important to me to involve my staff in the development of:

|      |                     | 1 | 2 | 3 | 4 |  |     |
|------|---------------------|---|---|---|---|--|-----|
| 48.1 | A mission statement | 1 | 2 | 3 | 4 |  | 212 |
| 48.2 | A vision statement  | 1 | 2 | 3 | 4 |  | 213 |
| 48.3 | A code of conduct   | 1 | 2 | 3 | 4 |  | 214 |
| 48.4 | Internal policies   | 1 | 2 | 3 | 4 |  | 215 |
| 48.5 | A procedure manual  | 1 | 2 | 3 | 4 |  | 216 |

**Question 49**

To what extent do you agree with the following statements pertaining to your involvement with your staff:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

My communication with my staff is characterised by the following:

|      |                                 |   |   |   |   |  |     |
|------|---------------------------------|---|---|---|---|--|-----|
| 49.1 | I truly listen to them          | 1 | 2 | 3 | 4 |  | 217 |
| 49.2 | I interpret their body language | 1 | 2 | 3 | 4 |  | 218 |
| 49.3 | I am sympathetic                | 1 | 2 | 3 | 4 |  | 219 |
| 49.4 | I am empathetic                 | 1 | 2 | 3 | 4 |  | 220 |
| 49.5 | I attend to their problems      | 1 | 2 | 3 | 4 |  | 221 |



**Question 50**

Indicate how important you regard the following for clinic managers to engender trust in their subordinates:

- 1 = Totally unimportant**
- 2 = Unimportant**
- 3 = Important**
- 4 = Of utmost importance**

|      |                                                               | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |     |
|------|---------------------------------------------------------------|----------|----------|----------|----------|--|-----|
| 50.1 | Being honest and open about organisational problems           | 1        | 2        | 3        | 4        |  | 222 |
| 50.2 | Sharing information which is in the interest of the employees | 1        | 2        | 3        | 4        |  | 223 |
| 50.3 | Not divulging personal secrets and harmful information        | 1        | 2        | 3        | 4        |  | 224 |

**Question 51**

To what extent do you agree with the following statements:

- 1 = Strongly disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly agree**

In order to build credibility with my staff, I

|      |                                                     | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |     |
|------|-----------------------------------------------------|----------|----------|----------|----------|--|-----|
| 51.1 | exhibit knowledge pertaining to primary health care |          |          |          |          |  | 225 |
| 51.2 | encourage open discussions with staff on challenges |          |          |          |          |  | 226 |
| 51.3 | admit mistakes made by me                           |          |          |          |          |  | 227 |
| 51.4 | ensure that goals are achievable                    |          |          |          |          |  | 228 |
| 51.5 | carefully plan actions to achieve goals             |          |          |          |          |  | 229 |

**Question 52**

Kindly indicate which strategy/strategies you apply to accomplish effective change in the clinic:

|      |                                                                                                                  | Yes | No |  |     |
|------|------------------------------------------------------------------------------------------------------------------|-----|----|--|-----|
| 52.1 | I create an environment in which people feel at ease to talk freely, challenge one another and explore issues    | 1   | 2  |  | 230 |
| 52.2 | I share information widely among employees to ensure awareness of challenges facing us                           | 1   | 2  |  | 231 |
| 52.3 | I discuss the future with employees in order to create excitement, increase motivation and to stimulate teamwork | 1   | 2  |  | 232 |

**Question 53**

If your answer was "no" to any part of question 52, to what extent do you agree with the following statements

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

|      |                                                                                     | 1 | 2 | 3 | 4 |  |     |
|------|-------------------------------------------------------------------------------------|---|---|---|---|--|-----|
| 53.1 | I have limited knowledge of information pertaining to the future of health services | 1 | 2 | 3 | 4 |  | 233 |
| 53.2 | My subordinates view change as negative and dubious                                 | 1 | 2 | 3 | 4 |  | 234 |
| 53.3 | I find it difficult to manage change                                                | 1 | 2 | 3 | 4 |  | 235 |

**Question 54**

How important is it for you to ensure that all the staff in the clinic is conversant with:

- 1 = Totally unimportant
- 2 = Unimportant
- 3 = Important
- 4 = Utmost important

|      |                         | 1 | 2 | 3 | 4 |  |     |
|------|-------------------------|---|---|---|---|--|-----|
| 54.1 | The disciplinary code   | 1 | 2 | 3 | 4 |  | 236 |
| 54.2 | The grievance procedure | 1 | 2 | 3 | 4 |  | 237 |
| 54.3 | Relevant acts           | 1 | 2 | 3 | 4 |  | 238 |

**Question 55**

If your answer was “*totally unimportant*” or “*unimportant*” on any section of question 54, kindly indicate which of the following reasons could apply:

|      |                                                                                                       | Yes | No |  |     |
|------|-------------------------------------------------------------------------------------------------------|-----|----|--|-----|
| 55.1 | Lack of time due to the heavy work load of the clinic manager                                         | 1   | 2  |  | 239 |
| 55.2 | Lack of time due to heavy workload of staff                                                           | 1   | 2  |  | 240 |
| 55.3 | The clinic manager has a lack of knowledge pertaining to the above-mentioned documents and procedures | 1   | 2  |  | 241 |
| 55.4 | The clinic manager does not consider it important for all the staff members to know                   | 1   | 2  |  | 242 |

**Question 56**

Kindly indicate the leadership style mainly followed by you:

|      |                                              |   |  |     |
|------|----------------------------------------------|---|--|-----|
| 56.1 | Autocratic or authoritarian leadership style | 1 |  |     |
| 56.2 | Democratic or participative leadership style | 2 |  |     |
| 56.3 | Laissez-faire leadership style               | 3 |  |     |
| 56.4 | Bureaucratic leadership style                | 4 |  |     |
| 56.5 | Situational leadership style                 | 5 |  |     |
| 56.6 | Transformational leadership style            | 6 |  | 243 |

**Question 57**

**How often do you as a clinic manager use the following mechanisms to influence your staff to do what is desired:**

- 1 = Never**
- 2 = Sometimes**
- 3 = Almost all of the times**
- 4 = Always**

|      |                                                                                                             | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |     |
|------|-------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|--|-----|
| 57.1 | Assertiveness: is expressed by the clinic manager                                                           | 1        | 2        | 3        | 4        |  | 244 |
| 57.2 | Sanctions: threats are utilised to achieve goals                                                            | 1        | 2        | 3        | 4        |  | 245 |
| 57.3 | Upward appeal: a higher authority should make a decision                                                    | 1        | 2        | 3        | 4        |  | 246 |
| 57.4 | Exchange: exchange of opinions in order to persuade subordinates                                            | 1        | 2        | 3        | 4        |  | 247 |
| 57.5 | Coalitions: people form a group to negotiate as one voice                                                   | 1        | 2        | 3        | 4        |  | 248 |
| 57.6 | Rationality: logical arguments are used to try to persuade followers                                        | 1        | 2        | 3        | 4        |  | 249 |
| 57.7 | Integration: the other person is made to feel important by either praise or acknowledgement of achievements | 1        | 2        | 3        | 4        |  | 250 |

**Question 58**

**Kindly indicate the training sessions you have attended on clinic management to improve your skills as clinic manager.**

|      |                                                                        |   |  |     |
|------|------------------------------------------------------------------------|---|--|-----|
| 58.1 | Formal management training (post basic course)                         | 1 |  | 251 |
| 58.2 | Training on clinic management guidelines                               | 2 |  | 252 |
| 58.3 | Training on assessment tools of various primary health care programmes | 3 |  | 253 |
| 58.4 | None                                                                   | 4 |  | 254 |
| 58.5 | Other, please specify _____<br>_____<br>_____<br>_____                 | 5 |  | 255 |

**Question 59**

To what extent do you experience a need for development in terms of:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

|       |                                                            | 1 | 2 | 3 | 4 |                          |     |
|-------|------------------------------------------------------------|---|---|---|---|--------------------------|-----|
| 59. 1 | How to plan clinic activities                              | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 256 |
| 59. 2 | How to acquire sufficient staff                            | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 257 |
| 59. 3 | How to handle disciplinary procedures                      | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 258 |
| 59. 4 | How to handle conflict                                     | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 259 |
| 59. 5 | How to be assertive                                        | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 260 |
| 59. 6 | How to manage the clinic budget                            | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 261 |
| 59. 7 | How to write reports                                       | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 262 |
| 59. 8 | How to manage primary health care programmes in the clinic | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 263 |
| 59. 9 | How to interpret data obtained from the Minimum Data Sheet | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 264 |
| 59.10 | How to handle grievances                                   | 1 | 2 | 3 | 4 | <input type="checkbox"/> | 265 |

**Question 60**

You consider the management of clinic data important therefore:

|      |                                                                                  | Yes | No |                          |     |
|------|----------------------------------------------------------------------------------|-----|----|--------------------------|-----|
| 60.1 | You discuss the information obtained from the Minimum Data Sheet with your staff | 1   | 2  | <input type="checkbox"/> | 266 |
| 60.2 | You develop action plans to address deficiencies                                 | 1   | 2  | <input type="checkbox"/> | 267 |

**Question 61**

If your answer to any part of question 60 was “no” what are the reasons?

|      |                                                                                                   |   |                          |     |
|------|---------------------------------------------------------------------------------------------------|---|--------------------------|-----|
| 61.1 | The staff is not interested in the results                                                        | 1 | <input type="checkbox"/> | 268 |
| 61.2 | Data is not collected on time                                                                     | 2 | <input type="checkbox"/> | 269 |
| 61.3 | You have no time available to give feedback because of your workload                              | 3 | <input type="checkbox"/> | 270 |
| 61.4 | The clinic staff has no time available to attend a feedback session because of the heavy workload | 4 | <input type="checkbox"/> | 271 |

**Question 62**

On a scale 1- 5, indicate which of the following factors influence your role as a clinic manager negatively. (A score of 5 is a strong contributor and 1 does not contribute at all).

|      |                                                                                            |   |   |   |   |   |  |     |
|------|--------------------------------------------------------------------------------------------|---|---|---|---|---|--|-----|
| 62.1 | When I have to screen patients                                                             | 1 | 2 | 3 | 4 | 5 |  | 272 |
| 62.2 | Staff shortages experienced in the clinic                                                  | 1 | 2 | 3 | 4 | 5 |  | 273 |
| 62.3 | When I have to attend numerous meetings                                                    | 1 | 2 | 3 | 4 | 5 |  | 274 |
| 62.4 | An increase in expectations and objectives of programmes by higher level/senior management | 1 | 2 | 3 | 4 | 5 |  | 275 |
| 62.5 | When I have to perform non-managerial tasks                                                | 1 | 2 | 3 | 4 | 5 |  | 276 |

**Question 63**

As clinic manager you are responsible for human resource management in your clinic. Kindly indicate whether you are involved in:

|      |                                                                     | Yes | No |  |     |
|------|---------------------------------------------------------------------|-----|----|--|-----|
| 63.1 | Selection interviews for the filling of vacant posts in your clinic | 1   | 2  |  | 277 |
| 63.2 | Disciplinary hearings                                               | 1   | 2  |  | 278 |
| 63.3 | Handling of grievances                                              | 1   | 2  |  | 279 |

**Question 64**

If the answer was “no” to one of the statements in question 63, kindly indicate the reasons:

|       |                                                                 |    |  |     |
|-------|-----------------------------------------------------------------|----|--|-----|
| 64.1  | No training on the topic was offered to you                     | 1  |  | 280 |
| 64.2  | No vacant posts are available in the clinic                     | 2  |  | 281 |
| 64.3  | Interviews are done by senior management                        | 3  |  | 282 |
| 64.4  | Lack of transport to attend hearings                            | 4  |  | 283 |
| 64.5  | Lack of transport to attend selection interviews                | 5  |  | 284 |
| 64.6  | No disciplinary hearings are held in the clinic                 | 6  |  | 285 |
| 64.7  | Clinic manager is not requested to do interviews                | 7  |  | 286 |
| 64.8  | Clinic manager is not requested to handle disciplinary hearings | 8  |  | 287 |
| 64.9  | Clinic manager is not expected to handle grievances             | 9  |  | 288 |
| 64.10 | Other, please specify _____<br>_____<br>_____<br>_____          | 10 |  | 289 |

**SECTION E: CONTROL FUNCTION**

**Question 65**

Indicate the extent to which you are satisfied with the amount of support which you receive from your supervisor:

- 1 = Very dissatisfied**
- 2 = Dissatisfied**
- 3 = Satisfied**
- 4 = Very satisfied**

|      |                                                  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |     |
|------|--------------------------------------------------|----------|----------|----------|----------|--|-----|
| 65.1 | Human resources related issues                   | 1        | 2        | 3        | 4        |  | 290 |
| 65.2 | The provision and procurement of equipment       | 1        | 2        | 3        | 4        |  | 291 |
| 65.3 | The provision and procurement of supplies        |          |          |          |          |  | 292 |
| 65.4 | Labour relations issues                          | 1        | 2        | 3        | 4        |  | 293 |
| 65.5 | Implementation of primary health care programmes | 1        | 2        | 3        | 4        |  | 294 |
| 65.6 | General management issues                        | 1        | 2        | 3        | 4        |  | 295 |

**Question 66**

**Indicate the frequency of visits to your clinic by your clinic supervisor to support you with your management role and functions:**

|      |                              |   |
|------|------------------------------|---|
| 66.1 | Weekly                       | 1 |
| 66.2 | Bi-weekly                    | 2 |
| 66.3 | Monthly                      | 3 |
| 66.4 | Quarterly                    | 4 |
| 66.5 | Intervals exceeding 3 months | 5 |
| 66.6 | Never                        | 6 |

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**Question 67**

**Control is part of the management process. To enable you as the clinic manager to execute your control function effectively, training on various management issues is required. Kindly indicate the training provided to you in the past year by the Department of Health to strengthen your management skills:**

|      |                                                                                                                                                                |   |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 67.1 | Training on the "Handbook for Clinic Managers"                                                                                                                 | 1 |
| 67.2 | Short courses on management, e.g. a 2 day course                                                                                                               | 2 |
| 67.3 | Training on the utilisation of assessment tools for various primary health care programmes to assess the standard of service rendered for a specific programme | 3 |
| 67.4 | Training on the implementation of the Performance Developmental System                                                                                         | 4 |

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**Question 68**

**Kindly indicate your view on the following statements pertaining to audits:**

- 1 = Strongly disagree**
- 2 = Disagree**
- 3 = Agree**
- 4 = Strongly agree**

|      |                                                                                                     | 1 | 2 | 3 | 4 |
|------|-----------------------------------------------------------------------------------------------------|---|---|---|---|
| 68.1 | Clinic managers have to audit patient records on a regular basis                                    |   |   |   |   |
| 68.2 | Due to time constraints clinic managers do not give feedback to the staff on the outcome of audits. |   |   |   |   |
| 68.3 | Clinic managers do not have time available to audit patient records                                 |   |   |   |   |

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**Question 69**

**How important is the following to you when managing leave arrangements in your clinic:**

- 1 = Totally unimportant**
- 2 = Unimportant**
- 3 = Important**
- 4 = Utmost important**

|      |                                                                                                                                     | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |                          |     |
|------|-------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|--------------------------|-----|
| 69.1 | Ensuring the availability of an annual leave plan in your clinic                                                                    |          |          |          |          | <input type="checkbox"/> | 304 |
| 69.2 | Implementing the annual leave plan of your clinic                                                                                   |          |          |          |          | <input type="checkbox"/> | 305 |
| 69.3 | Approving and signing leave applications of subordinates before they are submitted to your clinic supervisor and local area manager |          |          |          |          | <input type="checkbox"/> | 306 |
| 69.4 | Implementing the leave regulations of the Department of Health                                                                      |          |          |          |          | <input type="checkbox"/> | 307 |

**Question 70**

**Do you agree with the following statement?**

|      |                                                                                  | <b>Yes</b> | <b>No</b> |                          |     |
|------|----------------------------------------------------------------------------------|------------|-----------|--------------------------|-----|
| 70.1 | Written tools for the monitoring of quality services are available in the clinic | 1          | 2         | <input type="checkbox"/> | 308 |

**Question 71**

**How important is the following tools to you when monitoring the quality of service in your clinic:**

- 1 = Totally unimportant**
- 2 = Unimportant**
- 3 = Important**
- 4 = Utmost important**

|       |                                                                      | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |  |     |
|-------|----------------------------------------------------------------------|----------|----------|----------|----------|--|-----|
| 71. 1 | Red flag                                                             | 1        | 2        | 3        | 4        |  | 309 |
| 71. 2 | Regular review                                                       | 1        | 2        | 3        | 4        |  | 310 |
| 71. 3 | TB tool                                                              | 1        | 2        | 3        | 4        |  | 311 |
| 71. 4 | EPI tool                                                             | 1        | 2        | 3        | 4        |  | 312 |
| 71. 5 | DISCA tool                                                           | 1        | 2        | 3        | 4        |  | 313 |
| 71. 6 | DHIS tool                                                            | 1        | 2        | 3        | 4        |  | 314 |
| 71. 7 | Antenatal tool                                                       | 1        | 2        | 3        | 4        |  | 315 |
| 71. 8 | Handbook for clinic/CHC Managers                                     | 1        | 2        | 3        | 4        |  | 316 |
| 71. 9 | Philani assessment tool                                              | 1        | 2        | 3        | 4        |  | 317 |
| 71.10 | Mental Health tool                                                   | 1        | 2        | 3        | 4        |  | 318 |
| 71.11 | The Primary Health Care Package – A set of norms and standards       | 1        | 2        | 3        | 4        |  | 319 |
| 71.12 | A Comprehensive Primary Health Care Service Package for South Africa | 1        | 2        | 3        | 4        |  | 320 |

**Question 72**

If some of the tools mentioned in question 71 are used by you, kindly indicate the frequency of use:

- 1 = Weekly**
- 2 = Monthly**
- 3 = Bi-monthly**
- 4 = Quarterly**
- 5 = Yearly**
- 6 = Not at all**

|       |                                                                      | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> |  |     |
|-------|----------------------------------------------------------------------|----------|----------|----------|----------|----------|----------|--|-----|
| 72. 1 | Red flag                                                             | 1        | 2        | 3        | 4        | 5        | 6        |  | 321 |
| 72. 2 | Regular review                                                       | 1        | 2        | 3        | 4        | 5        | 6        |  | 322 |
| 72. 3 | TB tool                                                              | 1        | 2        | 3        | 4        | 5        | 6        |  | 323 |
| 72. 4 | EPI tool                                                             | 1        | 2        | 3        | 4        | 5        | 6        |  | 324 |
| 72. 5 | DISCA tool                                                           | 1        | 2        | 3        | 4        | 5        | 6        |  | 325 |
| 72. 6 | DHIS tool                                                            | 1        | 2        | 3        | 4        | 5        | 6        |  | 326 |
| 72. 7 | Antenatal tool                                                       | 1        | 2        | 3        | 4        | 5        | 6        |  | 327 |
| 72. 8 | Handbook for clinic/CHC Managers                                     | 1        | 2        | 3        | 4        | 5        | 6        |  | 328 |
| 72. 9 | Philani assessment tool                                              | 1        | 2        | 3        | 4        | 5        | 6        |  | 329 |
| 72.10 | Mental Health tool                                                   | 1        | 2        | 3        | 4        | 5        | 6        |  | 330 |
| 72.11 | The Primary Health Care Package – A set of norms and standards       | 1        | 2        | 3        | 4        | 5        | 6        |  | 331 |
| 72.12 | A Comprehensive Primary Health Care Service Package for South Africa | 1        | 2        | 3        | 4        | 5        | 6        |  | 332 |

**Question 73**

To what extent do you agree with the following:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

I fully adhere to the implementation of:

|      |                                           | 1 | 2 | 3 | 4 |  |     |
|------|-------------------------------------------|---|---|---|---|--|-----|
| 73.1 | Performance Development Management System | 1 | 2 | 3 | 4 |  | 333 |
| 73.2 | The Disciplinary Code                     | 1 | 2 | 3 | 4 |  | 334 |
| 73.3 | The Grievance Procedure                   | 1 | 2 | 3 | 4 |  | 335 |
| 73.4 | Batho Pele principles                     | 1 | 2 | 3 | 4 |  | 336 |
| 73.5 | Patients Right Charter                    | 1 | 2 | 3 | 4 |  | 337 |

**Question 74**

To what extent do you agree with the following statements:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly agree

I tend to apply the following intervention(s) when deficiencies are identified in the performance of my subordinates:

|      |                                                                | 1 | 2 | 3 | 4 |  |     |
|------|----------------------------------------------------------------|---|---|---|---|--|-----|
| 74.1 | Discuss action plans verbally with subordinate                 | 1 | 2 | 3 | 4 |  | 338 |
| 74.2 | Avail written action plans in agreement with the subordinate   | 1 | 2 | 3 | 4 |  | 339 |
| 74.3 | Assess the outcome of the intervention to address deficiencies | 1 | 2 | 3 | 4 |  | 340 |

**Question 75**

**Control of resources is one of the responsibilities of the clinic manager. How important do you consider the following functions of the clinic manager?**

- 1 = Totally unimportant**
- 2 = Unimportant**
- 3 = Important**
- 4 = Utmost important**

|      |                                                                                                                         | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |                          |     |
|------|-------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|--------------------------|-----|
| 75.1 | Checking the inventory of the clinic 6 monthly to control losses                                                        |          |          |          |          | <input type="checkbox"/> | 341 |
| 75.2 | Checking the attendance register signed by subordinates when reporting on duty and when going off-duty on a daily basis |          |          |          |          | <input type="checkbox"/> | 342 |
| 75.3 | Adding of newly received equipment/furniture to the inventory                                                           |          |          |          |          | <input type="checkbox"/> | 343 |
| 75.4 | Monitoring the correct utilisation of equipment and supplies                                                            |          |          |          |          | <input type="checkbox"/> | 344 |

**Question 76**

|      |                                                           | <b>Yes</b> | <b>No</b> |                          |     |
|------|-----------------------------------------------------------|------------|-----------|--------------------------|-----|
| 76.1 | Do you monitor and control the expenditure of the clinic? | 1          | 2         | <input type="checkbox"/> | 345 |

**Question 77**

**If your answer to question 76 was “no”, kindly indicate the reason(s) for not monitoring and controlling clinic expenditure:**

|      |                                                                      | <b>Yes</b> | <b>No</b> |  |     |
|------|----------------------------------------------------------------------|------------|-----------|--|-----|
| 77.1 | I have a lack of knowledge about the management of finances          | 1          | 2         |  | 346 |
| 77.2 | I am ignorant about the allocation of the clinic budget              | 1          | 2         |  | 347 |
| 77.3 | I do not view financial management as important                      | 1          | 2         |  | 348 |
| 77.4 | Clinics are not regarded as individual cost centres                  | 1          | 2         |  | 349 |
| 77.5 | Information on the budget lies with management on a local area level | 1          | 2         |  | 350 |
| 77.6 | Information on the budget lies with management on a district level   | 1          | 2         |  | 351 |
| 77.7 | Other, please explain _____<br>_____<br>_____<br>_____               | 1          | 2         |  | 352 |

**THANK YOU FOR YOUR TIME TO COMPLETE  
THE QUESTIONNAIRE!**

**SARIETA WENTZEL**

**ANNEXURE J**

**P.O. Box 2745  
BETHLEHEM  
9700**

**17 July 2007**

Dear Clinic Manager

**PRETEST OF RESEARCH INSTRUMENT FOR D LITT ET PHIL (HEALTH STUDIES): ME SW WENTZEL**

I am registered with UNISA for my D Litt et Phil (Health Studies) degree. The title of my thesis is *"The role of the clinic manager in a primary health care setting"*.

Your clinic was selected to participate in the pretest of the research instrument before I can send it out to the rest of the participating clinics in the Free State. To enable me to pretest this questionnaire your valuable input is requested.

Kindly complete the attached questionnaire and feel free to make any recommendations. The contents of the questionnaire are extensive, but I tried to cover all aspects that might have an influence on the work of the clinic manager. You are knowledgeable of the circumstances of the clinic manager as well as the demands she/he has to deal with. Your valuable input will contribute to empirical evidence of the challenges and problems experienced by clinic managers and to find solutions for it.

Attached kindly find the following:-

- the letter of approval of the Head of Health
- the questionnaire that should be completed by you and send back to me via your Local Area Manager in the provided envelope.
- a page for your utilisation to write your comments down that should be attached to your completed questionnaire.

Thank you so much for your support and cooperation – it is highly appreciated!

Kind regards

**SARIETA WENTZEL  
Cell: 082-5569902**

P.O. Box 2745  
Bethlehem  
9700

17 July 2007

The Clinic Manager

**QUESTIONNAIRE: RESEARCH FOR D LITT ET PHILL DEGREE (HEALTH STUDIES): MS SW WENTZEL**

I am registered at UNISA for my D Litt et Phill (Health Studies) degree. The title of my thesis is *"The role of the clinic manager in a primary health care setting"*.

Your clinic was selected to participate in this research by completion of the attached questionnaire. This will imply that you, as the clinic manager, are humbly requested to support me by completing the questionnaire.

The contents of the questionnaire are extensive as I tried to address all possible factors that might be related to the role of a clinic manager. Because you are knowledgeable of the circumstances of the clinic manager and the demands that he/she has to deal with, your support is of utmost importance to me. Your valuable input will contribute to empirical evidence of the challenges and problems experienced by clinic managers and to find solutions for it.

The questionnaire will be completed anonymously and all information will be regarded as confidential. A letter of approval of the acting Head of Health is also attached for your information.

Included find a stamp and self-addressed envelope for your utilisation. Kindly post the completed questionnaire to me not later than **3 August 2007**.

I totally rely on your support and co-operation for the success of this research.

Thank you.

Kind regards

**SARIETA WENTZEL**  
Cell: 082-5569902



**16 Lughawe Street  
Bethlehem  
9700  
29 March 2007**

**The Acting Head of Health  
Department of Health  
PO Box 227  
Bloemfontein  
9300**

**REQUEST TO DO RESEARCH IN PRIMARY HEALTH CARE  
CLINICS IN THE FREE STATE**

I am registered at UNISA for my D Litt et Phil (Health Studies) degree. The title of my thesis is *“The role of a clinic manager in a primary health care setting”*.

To enable me to collect data for this research project, permission and support from the Head of Health in the Free State is requested, as clinic managers of the primary health care clinics in the Free State will be the target population.

I humbly request your permission and support to do the research involving the clinic managers of selected clinics. All ethical requirements will be complied with during the research.

The following documents are attached for your information:

- My provisional data collection tool for completion by clinic managers
- My research proposal
- A copy of my letter to the General Manager, Free State District Health Services.

You are welcome to contact me at 0825569902 for any enquiries.

Your support will be appreciated.

Yours sincerely

**SARIETA WENTZEL**

# FREE STATE PROVINCE



16 Lughawe Street  
**BETHLEHEM**  
9700


Dear Ms. M.S. Wentzel

## REQUEST TO DO RESEARCH IN PRIMARY HEALTH CARE CLINICS IN THE FREE STATE

The above-mentioned correspondence refers.

Approval is hereby granted to do the above-mentioned research under the following title: ***"The role of a clinic manager in a primary health care setting"***.

Regards



**PROF. PL RAMELA**  
**ACTING HEAD: HEALTH**

DATE: 16/5/2007.....



16 Lughawe Street  
BETHLEHEM  
9701  
15 March 2007

**The General Manager  
Free State District Health Services  
Verdino Building  
BETHLEHEM  
9700**

Attention: Me SR Sibeko

**DISTRICT HEALTH SERVICES MONTHLY MEETING**

I am registered at UNISA for my D Litt et Phil (Health Studies) degree. The title of my thesis is "*The role of a clinic manager in a primary health care setting*".

To enable me to collect data for this research project, support from management at District Health Services is requested, as clinic managers of the primary health care clinics in the Free State will be the target population.

I humbly request to be granted an opportunity to inform your managers about the research at a monthly meeting for managers and to obtain their support for the research that will be done. Permission will also be requested from the acting Head of Health to do this research in the primary health care facilities of the Free State Department of Health.

It will be appreciated if I can be allowed to address the District Managers on the meeting scheduled for **18 April 2007**. Questionnaires and the research proposal will be provided at the meeting. I will require approximately 30 minutes to convey my message.

Your support and cooperation would be highly appreciated.

Yours sincerely

**SARIETA WENTZEL**

# FREE STATE PROVINCE



## ANNEXURE O

10 July 2007

**The District Manager  
Local Area Manager**

### **QUESTIONNAIRE: RESEARCH FOR D LITT ET PHIL (HEALTH STUDIES): MS SW WENTZEL**

Ms SW Wentzel is registered at UNISA for her D Litt et Phill (Health Studies) degree. The title of her thesis is *"The role of a clinic manager in a primary health care setting"*.

The Acting Head: Health granted her permission to utilize the primary health care clinics in the Free State for her research.

Kindly support Ms Wentzel with the distribution and collection of her research instrument as she relies on the cooperation and support of all clinic managers selected for the research for the success of her research.

Your support will be highly appreciated.

Thank you

**MS SR SIBEKO  
GENERAL MANAGER  
DHS CHIEF DIRECTORATE**



Department of Health ▼ Departement van Gesondheid ▼ Lefapha La Bophelo Bo Botle



Ms SR Sibeko, General Manager – District Health Services Chief Directorate: Free State • Private Bag X61, Bethlehem 9700 •  
Tel: 058-3074100 - Fax: 058-3074111 - e-mail: sibekor@fshealth.gov.za • 21 President Boshoff Street, Bethlehem 9701

## Policy and Procedures on leave

|                  |                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  |                                                                                                                                                                                                                                                                                                                                                                                 |
| 21 August 2007   | Implementation of Resolution 1 of 2007: Revised determination on leave of absence                                                                                                                                                                                                                                                                                               |
| 28 March 2007    | <p>Annual leave: Planning of annual leave and closure of offices during the festive season</p> <p><b>Note:</b> This circular reference the following documents.</p> <ul style="list-style-type: none"> <li>• 6 December 2001 - Closure of offices during the festive period</li> <li>• 10 November 2005 - Annual leave: Closure of offices during the festive period</li> </ul> |
| 17 May 2006      | Implementation of the Policy and Procedure on incapacity leave and ill-health retirement: Directive for the repeal of the Z1 and Z29 forms and implementation of the new Z1(a) form.                                                                                                                                                                                            |
| 5 December 2005  | Implementation of the policy and procedure on incapacity leave and ill-health retirement (hereafter referred to as PILIR) and amendmend of the determination on leave of absence in the public service<br><b>Determination on leave in the Public Service</b>                                                                                                                   |
| 10 November 2005 | Annual leave: Closure of offices during the festive period<br>Also see circular below dated 6 December 2005                                                                                                                                                                                                                                                                     |
| 23 March 2005    | Management of the intermittant use of normal sick leave: Introduction of the 8-week rule                                                                                                                                                                                                                                                                                        |
| 13 November 2003 | Directive on leave of absence in the public service as amended                                                                                                                                                                                                                                                                                                                  |

|                  |                                                                                                                                         |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 14 March 2002    | leave matters                                                                                                                           |
| 4 November 2002  | Acceptance of medical certificates                                                                                                      |
| 22 October 2001  | Interruption of maternity leave                                                                                                         |
| 6 December 2001  | Closure of offices during the festive period                                                                                            |
| 27 November 2001 | New leave form and 2001 cycle                                                                                                           |
| 22 May 2001      | Amendment to the formula for leave discounting in terms of the long service award system. Part XXVIII of the PSCBC resolution 3 of 1999 |
| 30 November 2000 | A Directive on leave of absence in the public service                                                                                   |

**PROPOSED JOB DESCRIPTION**

**FREE STATE DEPARTMENT OF HEALTH  
JOB DESCRIPTION**

**A JOB INFORMATION SUMMARY**

**JOB TITLE:** Clinic Manager/Operational Manager Nursing (Primary Health Care)

**OCCUPATIONAL SPECIFIC DISPENSATION:** Professional Nurse

**JOB LEVEL:** PN-B3

**DATE:** 1 April 2008

**LOCATION (Clinic Name):**

**COMPONENT:** Nursing

**REPORTS TO:** Assistant Manager Nursing (Primary Health Care)

**FREE STATE DEPARTMENT OF HEALTH  
JOB DESCRIPTION**

**1. IDENTIFYING INFORMATION**

- 1.1 Department:** Department of Health:  
Component: Primary Health Care
- 1.2 Job title:** Clinic Manager/Operational Manager Nursing
- 1.3 Career grade:** PN-B3
- 1.4 Completion date:** April 2008

**2 PURPOSE OF THE JOB**

- To manage a PHC clinic according to the management process which includes the following management functions, namely planning, organising, leading and control.
- To manage and implement PHC services at the clinic according to the PHC package.
- To apply high-standard managerial skills to ensure the rendering of quality health care to the community.

**3 KEY PERFORMANCE AREAS (KPA's)**

**3.1 Time allocation**

| ITEM                                                                                                                                                                                                                 | WEIGHT |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| <b>KPA 1:</b> Management of a PHC clinic to ensure the provisioning of a quality PHC service to the community which contributes towards the achievement of national, district and local area targets and objectives. | 35%    |
| <b>KPA 2:</b> Management and implementation of the PHC package according to the prescriptions of the National Department of Health.                                                                                  | 35%    |



| ITEM                                                                                                                 | WEIGHT |
|----------------------------------------------------------------------------------------------------------------------|--------|
| <b>KPA 3:</b> Management of resources allocated to the facility to ensure rendering of a cost-effective PHC service. | 25%    |
| <b>KPA 4:</b> Participate in research projects.                                                                      | 5%     |
| <b>TOTAL</b>                                                                                                         | 100%   |

### 3.2 Description of main activities

**KPA 1:** Management of a PHC clinic to ensure the provisioning of a quality PHC service to the community which contributes towards the achievement of national, district and local area targets and objectives. Implementation of the generic management process to ensure quality and quantity output to render a quality service to the community.

The following management principles should be applied to all the management functions performed by the clinic manager which are the core of the clinic manager's task:

- Planning
- Organising
- Leading
- Control
  
- **Provision of administrative services**
  - Application of Batho Pele principles and Patient Rights Charter.
  - Plan and organise effective functioning of clinics.
  - Complete data on a monthly basis according to the schedule for the submission of data.
  - Has up to date knowledge of appropriate legislation, regulations and departmental policies.
  - Financial planning and indirect control of expenditure.

- **Provision of clinic services**

- Ensure proper evaluation and follow-up of patients during clinic visits.
- Ensure proper treatment, implementation of programmes and assessment/evaluation of patients' clinical conditions.
- Ensure treatment of minor ailment/conditions.
- Coordinate between hospital and community.
- Ensure maintenance of professional secrecy and preventing prevention of medico-legal risks.
- Ensure doctors' visits at clinic according to planning schedule.
- Effective crisis management in the clinic.

**KPA 2:** Management and implementation of the PHC package according to the prescriptions of the National Department of Health.

- Planning of the implementation of all PHC programmes as indicated in the PHC package.
  - Planning of services rendered at the clinic.
  - Utilisation of monthly clinic data to plan and adjust services should the need arise.
- Organising the effective implementation of the programmes, for example fast queues for patients coming for family planning services and TB treatment to reduce the long waiting times.
- Leading of the staff in the effective rendering of a PHC service by applying effective leadership skills.
- Control the rendering of services to the community by the implementation of control measures as indicated by approved legal documents (Acts), protocols and treatment guidelines.

- **Provision of administrative services**

- Involvement in community meetings and clinic committee meetings.

- **Provision of educational services**

- Support clinical teaching, training and continuous evaluation of students and colleagues.
- Ensure teaching of patients on a one-to-one basis.
- Ensure personnel development for example assessing in-service training needs, planning and implementing of training.
- Ensure health education of patients, public and staff.
- Assist patients and families to develop a sense of self-care.

- **Provision of clinical services**

- Ensure scientific quality nursing care in a PHC clinic.
- Identify community needs.
- Initiate community participation in health matters.
- Continuous evaluation of nursing care and nursing services.
- Assessment of personal service delivery towards patients.

**KPA 3:** Management of resources allocated to the facility to ensure rendering of a cost-effective PHC service. Resources refer to human resources, finances and assets.

- **Human Resources**

- Induction of new employees.
- Drawing of an annual staffing plan for the clinic.
- Drawing of budget according to staffing plan.
- Management of leave.
- Management of absenteeism.

- Performance of staff appraisals.
- Recruitment of staff for filling of vacant posts.
- Implementation of the disciplinary process.

- **Financial Management**

- Adhere to the PFMA (Public Finance Management Act)
  - o Manage every clinic as a cost center.
  - o Monitor expenditure of clinic.
  - o Contribute to compilation of the budget for next financial year.
- Asset management
  - o Adhere to asset management
  - o Control all stock and assets to the prescriptions of asset management

- **Provision of administrative services**

- Ensure the ordering and control of stationery, equipment and cleaning materials.
- Ensure safekeeping of assets and all documents.
- Ensure the ordering and control of medication as necessary.

- **Provision of clinical services**

- Management of medicine
- Medicine to be managed according to legal requirements, policies and protocols.

- **Usage of equipment and machinery**

- Ensure availability of basic equipment in the clinic.
- Ensure correct usage of basic medical equipment.

- Ensure safe-keeping of equipment.
- Ensure proper maintenance of equipment

#### **KPA 4: Research responsibility**

- Assist in regional and departmental research projects.
- Direct and indirect involvement with medical research.
- Involvement with matching research to the needs of the community.

#### **3.3 Job specifications**

1. Requirements: registered with SANC as a professional nurse, midwife, psychiatric and community health nurse. Nursing management and nursing education will be an advantage. A formal qualification in PHC is required.
2. Considerable knowledge of management principles, labour relations.
3. Ability to read and write in English.
4. Ability to be creative and innovative.
5. Ability to function effectively in stress situations.
6. Ability to independently plan and organise clinic activities.
7. Ability to remain calm under difficult circumstances.
8. Ability to function within teams.

#### **• Completed courses**

- TB course
- DHIS course
- Family planning
- STI course
- HIV/AIDS
- PMTCT
- Dispensing
- Computer programmes/literacy and typing skills

- **Physical demands**

- Ability to cope with a huge work load
- Energetic.

- **Competency profile**

| KNOWLEDGE                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SKILLS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | PERSONAL ATTRIBUTES                                                                                                                                                                                                                                                                                           | LEARNING FIELD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Knowledge or nursing care processes and procedures, nursing statutes, and other relevant legal frameworks such as:</p> <ul style="list-style-type: none"> <li>• Nursing Act</li> <li>• Health Act</li> <li>• Occupational Health and Safety Act</li> <li>• Patient Rights Charter</li> <li>• Batho-pele principles</li> <li>• Public Service Regulations</li> <li>• Labour Relations Act</li> <li>• Disciplinary Code and Procedure</li> <li>• Grievance Procedure</li> </ul> | <ul style="list-style-type: none"> <li>• Leadership, organisational, decision making and problem solving abilities within the scope of the public sector and institutional policy framework.</li> <li>• Interpersonal skills including public relations, negotiating, conflict handling and counseling skills.</li> <li>• Financial and budgetary knowledge pertaining to the relevant resources under management.</li> <li>• Insight into procedures and policies pertaining to nursing care.</li> <li>• Computer skills in basic programmes.</li> </ul> | <ul style="list-style-type: none"> <li>• Responsiveness</li> <li>• Pro-activeness</li> <li>• Professionalism</li> <li>• Accuracy</li> <li>• Flexibility</li> <li>• Initiative</li> <li>• Cooperation</li> <li>• Team player</li> <li>• Supportive</li> <li>• Assertive</li> <li>• Positive outlook</li> </ul> | <p>Basic R425 qualification for example diploma/degree in nursing or equivalent qualification that allows registration with the South African Nursing Council as a:</p> <ul style="list-style-type: none"> <li>• Professional Nurse.</li> <li>• Current registration with the South African Council (SANC) as a Professional Nurse.</li> <li>• A post basic qualification in the speciality (PHC).</li> <li>• A minimum of 9 years appropriate/recognizable nursing experience after registration as Professional Nurse with the SANC in General Nursing.</li> <li>• At least 7 years of the period referred to above must be appropriate / recognisable experience after registration in the said speciality.</li> </ul> |

- **Job description agreement**

We, the undersigned, agree that the content of the completed job description provides an accurate outline and picture of the job as expected from the incumbent in the job:

|                                                                                                                     |                |
|---------------------------------------------------------------------------------------------------------------------|----------------|
| Supervisor:                                                                                                         | Job Incumbent: |
| Rank:                                                                                                               | Rank:          |
| Date:                                                                                                               | Date:          |
| Accepted:                                                                                                           | Signature:     |
| Additional comments/proposed time of revision of the job description, only if there are changes in the job content. |                |
| Date of revision:                                                                                                   |                |

**PROPOSED SUBMISSION FOR EXTENSION OF STAFF ESTABLISHMENT**

**INTRODUCTION**

This proposed submission refers to PHC clinics which render an eight hour service.

- These clinics do not conduct deliveries as routine care.
- No numbers are attached to the various job titles of professional nurses as this will be determined by the number of patients attending the clinic. The attendance of patients will determine the nurse-patient workload.
- The implementation of the OSD will affect the job titles as chief professional nurse, senior professional nurse and professional nurse will be phased out. This will be changed to Clinical Nursing Practitioner Grade 1 (PHC) and Clinical Nursing Practitioner Grade 2 (PHC).

For the purpose of this submission job titles of chief professional nurse, senior professional nurse and professional nurse are used, but it will be adjusted in future to the new job titles.

This submission can serve as a guideline for a clinic manager to request extension of the staff establishment of the clinic.



## **1. PURPOSE**

The purpose of the submission is to obtain permission to adjust the staff establishment of a clinic to address the human resources deficiencies and needs.

## **2. BACKGROUND**

Clinic A is known as a very busy clinic as the average number of patients consulted monthly at this clinic adds up to an average of 6 000. Presently the clinic's staff establishment has the following posts:

- 1 Chief professional nurse (who manages the clinic)

### **Patient care**

- 1 Chief professional nurse
- 2 Senior professional nurses (1 filled, 1 vacant)
- 2 Professional nurses (1 filled, 1 vacant)
- 1 Nursing assistant (filled)
- 1 Senior Administration clerk (filled)

### **Cleaning services**

- 1 General worker (filled)
- 1 Groundsman (filled)

### **Pharmacy services**

- 1 Pharmacist assistant

## **Health promotion services**

- Health promotion officer (vacant – not funded)

### **3. REASONING**

#### **3.1 Patient care component**

- Chief Professional Nurse
- Senior Professional Nurse
- Professional Nurse
- Programme Coordinator
- Nurse Assistant
- Senior Admin Clerk
- Data Clerk
- Security Guard
  
- **Clinic manager**

The chief professional nurse who is managing the clinic is very often on the same or even a lower salary level as the chief professional nurse who is rendering patient care. The reason being the fact that the service rendering chief professional nurses were in the past automatically rank promoted according to their years of service. Some of the chief professional nurses in charge of the clinics were appointed at a later stage when this process was already phased out and they could not benefit financially from it.

It is proposed that the Chief professional nurse in charge of the clinic be changed to “Clinic manager”.

It seems as if the salary discrepancy will be addressed in the OSD document where it is indicated that the person in charge of a fixed clinic will hold the job title of “operational manager”.

- **Chief professional nurse (patient care)**

It is proposed that a clinic should have at least one chief professional nurse on its staff establishment. This chief professional nurse can take charge of the clinic as acting clinic manager when the clinic manager is not available.

- **Senior professional nurses**

Senior professional nurses are needed in the clinic to support the clinic manager and chief professional nurse with implementation of the PHC package and supervision of professional nurses.

- **Professional nurses**

The main function of the professional nurses will be the implementation of the PHC programmes as stipulated in the PHC package.

### **Programme coordinator**

Due to the broad role of the clinic manager it is proposed that provision be made on the staff establishment for a programme coordinator at clinic level. This coordinator should be a professional nurse. The programme coordinator will support the clinic manager with the implementation of all PHC programmes in the clinic. This includes planning, organisation, guidance on implementation (leading) and monitoring and control of programmes.

- **Nursing assistant**

One nursing assistant allocated to a clinic seeing six thousand patients per month is insufficient. The nursing assistant's function will be to support the professional nurses with the taking of vital signs, performance of wound care under indirect supervision of a professional nurse and providing health education to individuals or groups. It is recommended that one assistant nurse be available to support two professional nurses.

- **Senior Administration Clerk (SAC)**

One post of SAC per clinic is not sufficient as the problem arises when this person is not on duty due to annual leave, sick leave and attendance of training or meetings.

The recommendation is that an additional general worker be allocated to the staff establishment. It will thus be expected from the general worker to relief the clerk when the clerk is absent. When the SAC is on duty, the general worker can support the other general worker with cleaning of the clinic and maintenance of the clinic yard.

- **Data clerk**

The data clerk will be responsible for the gathering of all data from the professional nurses and the compilation of all data as required. All the data should be checked by the clinic manager before it is submitted to the district office. The availability of a data capturer will support the clinic manager with the efficient implementation of the district health information system. Consequently more time will be available for the clinic manager to implement the management process.

- **Security guards**

The Department of Health should ensure the safety of employees and patients utilising the health services. Therefore it is essential to make provision of security guards on the staff establishment. At the moment a number of clinics operates without security guards.

### **3.2 Cleaning services component**

Two general workers on the staff establishment will be feasible taking the motivation referring to the SAC into consideration.

### 3.3 Pharmacy services component

Although posts are available on the staff establishment for pharmacist assistants, not all posts are funded. Consequently unfunded posts can not be filled. Funds should be availed by the Provincial Department of Health to fast track the filling of these vacant posts which are critical for the rendering of an effective PHC service.

### 3.4 Health promotion services component

These posts are unfunded and can not be filled. As in the case of Pharmacy services, funds should be availed to fill these posts.

## 4. FINANCIAL IMPLICATIONS

- Remuneration of all categories of employees will be according to the salary scales of the Free State Department of Health.
- Expenditure will depend on the rank, years of service and number of posts attached to the staff establishment of the PHC clinic.

## 5. RECOMMENDATION

It is recommended that the staff establishment of Clinic A be adjusted as proposed in the submission.

### 6. REQUESTED BY:

---

**Clinic Manager**

### APPROVED BY:

---

**General Manager**

### 7. RECOMMENDED BY:

---

**Local Area Manager**

### APPROVED BY:

---

**Executive Manager**

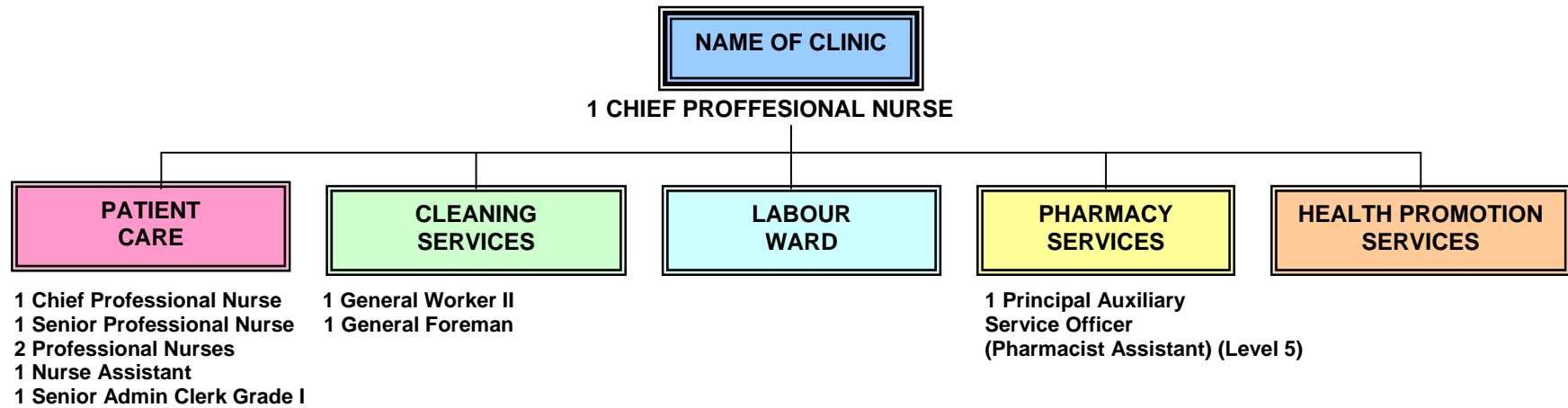
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**District Manager**

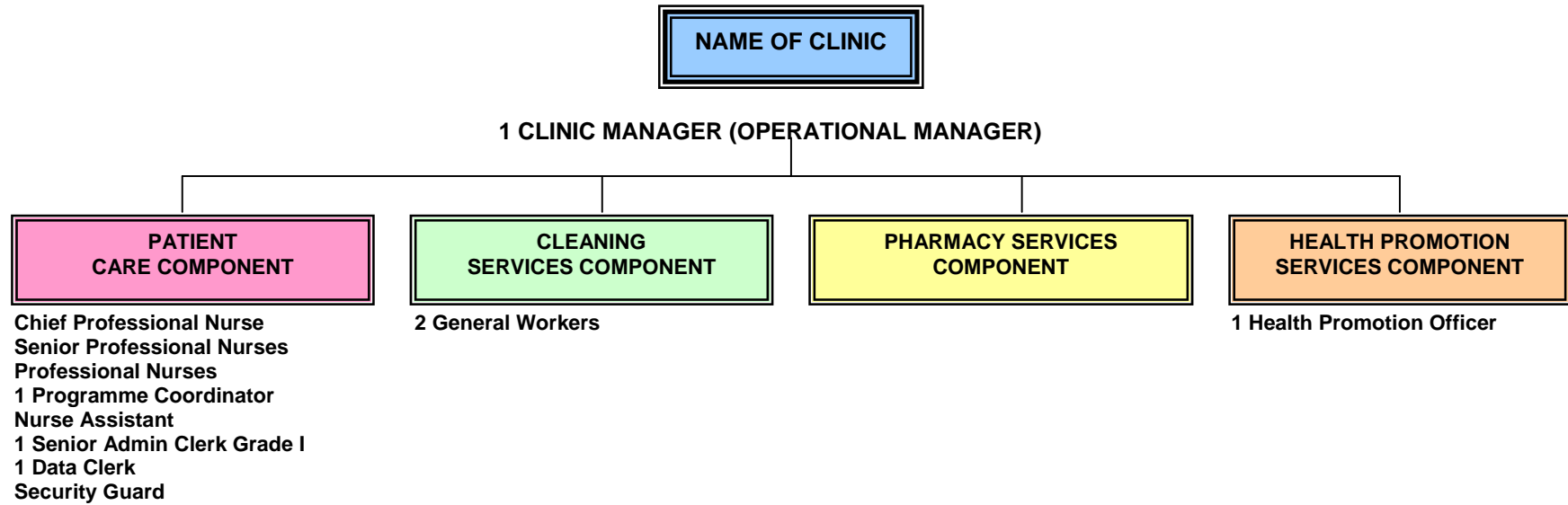
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**Head of Health**

**PRESENT ORGANOGRAM**



**PROPOSED ORGANOGRAM**



The labour ward component is deleted due to the fact that presently most of the clinics do not have functional labour wards.