DEPARTMENT OF HEALTH

Tshwane Health District Experience – Successes And Challenges On The National Health Insurance (NHI) Pilot

Presented to Nurses Symposium

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1. Opening quote

Former President of India Dr. APJ Abdul Kalam’s four lines sounding like a poem

“CREATIVITY

Learning gives creativity;

Creativity leads to thinking;

Thinking provides knowledge;

Knowledge makes you great.”
## District Health Plan (DHP) Overview

The five inter-related components for the PHC platform:
- Community-based,
- Clinic-based &
- District Hospital Services

### NHI 5 Years Improvements Needed (2012-2016)

1. Management of health facilities and health districts (B)
2. Quality improvement (B)
3. Infrastructure development (A)
4. Medical devices including equipment (C)
5. Human resource planning, development and management (D)
6. Information management and support systems (C)
7. Planning the management of district health insurance funds (E)
2. Overview of Tshwane Health District... Profile and health facilities

Profile

- Population: 2.9 million (Stats SA, 2011); 2.7 million DHIS mid-year population (75.9% uninsured)
- Municipal wards: 105
- Land space: 6,368 km² of Gauteng’s 19,055 km².
- Number of Sub-districts: 7
- Distance to PHC health facility: 5km.
- Most areas are within the required 30km from a district hospital, except for areas in sub-district 7 which do not have access to a district hospital within 30km.

Health facilities

- DH: District Hospital
- DHs: District Hospitals
- PHC: Primary Health Care
- Health Posts: 9
- Mobiles: 9
- Satellites: 3
- Clinics: 66
- CHCs: 8
- District Hospitals: 4

DH: District Hospital
2. Overview ... NHI grant purpose and expected outcomes

**Purpose of the NHI grant**

- Test **innovations** in health service delivery for implementing NHI
- To undertake health system strengthening
- To assess the **effectiveness** of interventions/activities

**NHI grant outcomes**

- Strengthened district health system
- Improved access to quality health services
- Strengthened efficiencies of the public health sector and improved health systems performance
2. Overview of Tshwane Health District...NHI Leadership

- District Management Team
  - Decision making body

- National Health Insurance District Steering Committee
  - Advice and support NHI activities

- National Health Insurance Project Leaders
  - Daily management of NHI activities
Leadership visit: Dr. Yogan Pillay DDG: National Health Visit to Odi District Hospital
District NHI Steering Committee visit to Dark City CHC
Equitable share

**Financial years**

- **2013-2014**: R1,347,339,000
- **2014-2015**: R1,670,416,201

**Rands**

Equitable share
2. Overview ... NHI funds allocation for MTEF

Roll over of R2 million was approved by National Treasury for 2013/2014 financial year
3. Successes and challenges on NHI implementation

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Infrastructure ...Stream 2

- Three (3) sites for development of sub district offices done; namely
  
  - Sub-District 2
    - 10 offices at Moretele (behind Jubilee hospital) are renovated. Installation of telephones and internet connectivity being finalized.
  
  - Sub districts 3 & 4.
    - Office block in Tshwane District Hospital renovated and ready for occupation.
  
  - Sub districts 5, 6 & 7.
    - Two offices identified at Cullinan Rehabilitation to accommodate Sub-District management team.
Paediatrics Health... Stream 1

• Campaigns:
  
  – Successful Child Health Days were held at:
    • Zama Zama health outreach held at Daspoort (14 Feb 2014).

• Mentoring visits at health care facilities by Tshwane DCST, HAST, MCWH.

• Various trainings and workshops conducted, viz. HIV & IMCI; "Nurses, Kidz & HIV" and EPI and Paediatric HIV consent workshop
Municipal Ward Based PHC Outreach Teams...Stream 1

- **Expanded** from 9 to 25 teams.
- The **ward coverage** has increased from 13 to 38 wards.
- **Aligned** to PHC Facilities.
- **Integrated** with Home Based Care (HBC) and Integrated School Health Programme (ISHP).
- A Project Plan for the **integration of CHWs** has been compiled.
- Tshwane District is engaging with the City of Tshwane to **facilitate alignment WBOT implementation**, with that initiated by the City of Tshwane.
- **Trained 23 Prof Nurses** and **3 Enrolled Nurses** as team Leaders.
WBOTs visits
WBOTs visits at households
Integrated School Health Programme...Stream 1

- **Three** school health mobiles
- **Expecting three** more in 2014/2015
- **Running costs too high**
Mobile services in action
Patient Referral System...Stream 1

- Drafted a **policy document** available
- Drafted **guidelines** on patient referrals.
- Drafted **referral routes** for the various hospital Clusters.
- Conducted an **assessment** of health facilities in sub-Districts 1 and 2 and now at analysis phase.
- Conducted **meetings with the neighbouring districts** – Bojanala District (North West Province) and Nkangala District (Mpumalanga Province).
The team was able to ensure improvement **risk management** activities, set up **morbidity and mortality meetings** and started the following **quality improvement audits** and cycles as part of the teams’ clinical governance plan:

- **Antenatal care** and identification of **risk** in the pregnancy, strengthening **PMTCT** and ensuring **referral** to the correct level of care. On site auditing of the ANC cards in the maternity record with feedback to Advanced Midwife to follow up the identified problems and adherence to the protocols.

- **Clinical care in labour wards** with effective monitoring of labour and correct use of the partogram biweekly in all District Hospitals and monthly in the MOUs. A new audit tool to evaluate the partogram is in testing phase. All audits of the partogram is followed by mentoring and training of the staff on site, feedback to the unit manager and hospital management.

- **Post natal wards are audited** for infection control, and monitoring of high risk patients after Post Partum Haemorrhage and Caesarian Section. Documentation and the monitoring in the first 2 hours after delivery are evaluated during each on site visit.
District Clinical Specialist Team/...Stream 1

- **Clinical governance plan/...:**
  - **Reducing maternal deaths:** Auditing of pre-anaesthesia visit documentation, also auditing of the documentation during and after the C/S at District Hospital levels. Ongoing review of the availability of blood and blood products on site at District Hospitals is done monthly.
  
  - **Improve morbidity and mortality of the neonate** by auditing all asphyxiated born babies’ delivery files with feedback and bi-weekly on site mentoring in all District hospitals, as well as following the referred asphyxiated cases to Kalafong, SBAH and DGM. The monthly feedback and constant monitoring of the mortality indicators inform the focus and activities on the calendar for the next month.
  
  - **Upgrade of emergency units and labour wards** with emergency trolley tick lists, regular equipment needs identification on site, and auditing of the effectiveness of triage in units to prevent avoidable deaths.
  
  - **PCR results are followed monthly** and each positive PCR is reviewed to ensure that treatment was started at the responsible facility.
• **Clinical governance plan/...:**

  – **Paediatric ward rounds and file audits:** for clinical management plans and treatment.

  – **IMCI and Baby wellness clinics are audited:** IMCI, catch up EPI, Vitamin A given to 12-59 month old babies, de-worming and if measurements were done.

  – **Audits of all registers:** Maternity, HIV and TB.

  – **Business plans** were developed during 2013 and supported: Tshwane DCST plan, Blue print for action: Keeping Children alive and healthy in South Africa. Support was given to curriculum development and training program of the Community Health Worker.
District Clinical Specialist Team/...Stream 1

• Trainings

  – The following trainings were conducted in Quarter 4 of 2013/2014:
    • 3 ESMOE trainings on all modules with 67 participants,
    • ANC card and partogram trainings on site during visits,
    • Neonatal resuscitation trainings as well as training on Neopuff at District Hospitals and MOUs,
    • Spinal anaesthesia during C/S,
    • Family Planning

  – Trained 54 staff members on Neonatal Resuscitation and basic CPR in Sub District 2 in Quarter 4 of 2013/2014.

  – Mentoring and training followed all visits on site.
CHILD HEALTH DAY: MEETSE A BOPHELO
30 August 2013

From DCST and Meetse A Bophelo: Thank you to all our partners
Private General Practitioners Contracting...Stream 1

- The number of GP’s contracted in the PHC facilities has increased progressively from the initial number of eight (8) that were contracted in April 2013 up to thirty one (31) at the end of March 2014.

- Trend for full time Doctors to lean towards GP contracting

- To monitor referral patterns and utilization rate since appointment
Discussions on private GP contracting and referral policy
Consulting SAMA on Private Medical General Practitioners’ contracting
Pharmaceutical Services...Stream 1

- **Computerized stock control systems** were implemented at the Regional Pharmacy. Ga-Rankuwa View clinic and KT Motubatse clinic will be installed by June 2014.

- **Centralised Chronic Medicine Distribution and Dispensing** is implemented in 25 health facilities and 4970 patients are enrolled.
Infection Prevention and Control...Stream 1

- 75 cleaners trained usage of new cleaning chemicals.

- 183 cleaners trained on decontamination processes/procedures of medical equipment

- 14 facilities audited for hand hygiene practices and over 82% were compliant.

- Infection prevention and control policy manual distributed to all healthcare facilities.

- Infrastructure assessment conducted to identify rooms that can be used as Sterilization Processing Area in Temba CHC, Refentse Clinic, Kgabo CHC, Boukenhout Clinic, Phedisong 4, Dark City and Stanza Bopape CHC.
Cleaning tools bought
Quality Assurance...Stream 1

- The **validation/confirmation audit** was completed in all facilities, reports compiled and distributed.

- **Clinical record audits** were conducted in all Provincial Clinics; CHC’s and District Hospitals.

- **Tshwanelo service excellence awards** successfully conducted.
Supply Chain Management...Stream 3

- **Rotation** of SCM staff implemented.

- The Standard Operating Procedures (**SOPs**) completed.

- **Assessment of SCM processes** completed and intervention plan developed.
  - Doc Track developed
Assessment of SCM
Administration and Logistics...Stream 3

- **Dormant files** from six Community Health Centers and eight clinics identified for disposal, thereby creating new filing space.

- Meeting **demands for transport** remains a challenge
Infrastructure Management...Stream 2

• District
  – Completed buildings condition assessments and these included as follows:
    • Four district hospitals
    • Seven community health centres
    • Twenty six clinics.
  – Implement (remedial work) repairs and maintenance work including painting as identified in the condition assessment reports (26 clinics and four CHCs completed and three CHCs in progress).
  – Installed and commissioned standby generators in KT Motubatse, Boekenhout, Holani (Pretoria DID Region), Refentse (Ga-Rankuwa DID Region), GaRankuwa View and Temba CHC (NDoH).
  – NDoH installed 12 backup water tanks (10 already commissioned and two awaiting water connection).
  – Tshwane District installed and commissioned 20 back-up water tanks.
Infrastructure Management/...Stream 2

District

• Two park-homes constructed at Temba CHC and Dilopye Clinic (NDoH).
• NDoH installing six prefabricated structures (six consulting rooms at Phedisong 4, Boekenhout, Kgabo, New Eersterus, Dark City and Holani - 95% complete).
• GDoH installed three eight roomed park homes in Stanza Bopape CHC, Phedisong 6 and Rayton Clinic.
• CHAPPS has donated MMC park homes at Soshanguve CHC and K. T. Motubatse Clinic – 95% complete.
• Compilation of user immovable asset management plan (UIAMP) by Bigen Africa as appointed by GDID and this include sorting out land ownership challenges such as Adelaide Tambo Clinic and Block TT Clinic.
• DBSA has completed repairs and renovations to Phedisong 4 CHC, Boikhutsong Clinic, Kameeldrift Clinic and Kekanastad Clinic; and work commenced in April at Kanana Clinic.
Dilopye clinic...Parkhomes
Infrastructure Management/...Stream 2

- Pretoria West District Hospital
  - Completed porcelain **tiling** of ground floor foyer.
  - **Renovations** to Ward 11 and Nurses Home first floor in progress.
  - **Waterproofing** of ward building on eastern side is in progress.
  - **Repainting** of steel palisade fence on the whole perimeter is complete.
  - **Replacement of main water valves** in the reservoir is complete.
  - **Chiller plant** 95% completed
  - **Lifts** still to be installed
Infrastructure Management...Stream 3

• Tshwane District Hospital

  – Upgrading and renovations to Ward 5 & 55 including electrical work is complete.
  – Upgrading of additional parking areas is complete.
  – Renovations to the whole OPD Building is complete.
  – Installation of air conditioners in various areas including pharmacy is complete.
  – Installation of CCTV and upgrading of control room is complete.
  – Waterproofing of roofs (Theatre and Casualty) is complete.
  – TB ward renovations to be completed
Infrastructure Management... Stream 2

- Jubilee District Hospital
  - Upgrading of ART Pharmacy dispensary and counseling cubicles is complete.
  - Renovation to neo-natal ward is complete.
  - Renovations to nurses’ residence in progress.
  - Hospital on Revitalization programme
Infrastructure Management...Stream 2

- Odi District Hospital
  - Upgrading and tiling of main entrance area is complete.
  - Renovations of theatre building including installation of new doors complete.
  - Installation of new air conditioners in X-Ray and waiting areas is complete.
  - Construction of access ramp linking ground floor and level one on ward building is complete.
  - Construction of back up water tank is complete and awaiting commissioning
  - Replacement of main ward building lifts (one lift is complete).
  - Extension of accident and emergency unit still in planning.
Information and Communication technology...Stream 2

- **New computers** procured for patient administration.
- **Activation of internet services** at Ga-Rankuwa view and KT Motubatse, other facilities to follow
- **Hardware** roll out at
  - Fixed PHC facilities with Headcount < 4,000 patients / month (2 computers) then 1 additional for every additional 2,000 patients up to a maximum of 6 per facility.
EU Funded purchases in support of NHI...Stream 2

• A total of five (5) heavy duty motorized mowers (riding mowers) have been delivered at the following facilities:
  • Phedisong 4 CHC; Mandisa Shiceka Clinic; Laudium CHC; Eersterust CHC and Dark City CHC

• 43 facilities received lawnmowers and 45m extension cords.

• During the 2013/2014 a total of 100 five (5) seater stainless steel office waiting chairs procured

• Jo-Jo type heavy duty plastic water tanks (5,000 litre) procured and installed
Water Tanks
Communication…Stream 2

- **Information boards** were installed in two Ideal clinics.
- Relationship with Soshanguve **Radio** and TUT fm.
  - Still working on establishing relationship with Mamelodi and Ekangala Community radio’s
  - Relationship with Sosh Times as well as Rekord newspapers.
- The **communication draft strategy** developed: being refined.
- **19 NHI awareness campaigns** were conducted targeting district and Provincial events.
Information Boards

GA-RANKUWA VIEW CLINIC

Preventative, Promotive, Curative and Rehabilitative Services

Opening Times
Monday – Friday: 07H30 – 17H00
Saturday and Public Holiday: 07H30 – 13H00

Klinik e Bulwa
Mosupolego – Lebotlhako: 07H30 – 17H00
Lamathso le malatsi a boikutsho e bulwa: 07H30 – 13H00

Ambulance/Fire: Call 112 or 10177

GA-RANKUWA VIEW CLINIC

Healthcare Services
1. Cardiac Services
2. Chronic Care Services
3. Reproductive Services
4. ANC & PMTCT
5. Child health
6. Maternal child health
7. Maternal and child health
8. Reproductive health
9. HIV/AIDS
10. Maternal and child health

Contact: 072 234 6797

GAUTENG PROVINCE
REPUBLIC OF SOUTH AFRICA

Kuyasheshwa - “Gauteng working better”
Conclusion

- On NHI, Tshwane Health District has been learning and steadily becoming creative and growing in our thinking along the way. This is testified by the successes and challenges indicated. However we acknowledge that: “We are not great as yet”
End

Thank you