What is the CDU?
What is the CDU

The Chronic Dispensing Unit

WCGH outsourced centralised unit

- Collects prescriptions for STABLE CHRONIC PATIENTS from health facilities
- Dispenses the medicines, and
- Returns the complete Patient Medicine Parcel (PMP) to the facilities which patients attend

![Image of a prescription package]
The CDU Process (a brief overview)

**PATIENT IS STABLE CHRONIC**

- **Patient has clinical appointment with doctor/nurse**
- **NOT STABLE CHRONIC**
  - **Patient NOT referred to the CDU**
  - **Pharmacist/PA explains the CDU process and provides the patient with next collection date**

**Patient is Stable Chronic**

- **Patient receives chronic Rx repeatable for up to 6 months**
- **Patient takes folder to dispensary for first issue of medicine**
- **Prescriptions are captured as per Service Provider Processes**
  - PBPA captures against electronic folder
  - Pharmacist then blind checks Rx

**Prescriptions are captured as per Service Provider Processes**

- Picked (per line) → Labelled (manual & automated) → Sorted (automated) → Verified (manual & automated) → Bagged (automated) → Boxed → Despatched → Delivered

**Medicine is dispensed after pharmacist has verified Rx as per WCGH Circular H112/2013**

**Envobags delivered to the CDU Mailroom:**

- All Rx’s verified as per WCGH Circular H112/2013
- CDU Champion records all new prescriptions to be sent to the CDU. Places daily batches in ENVOBAG.

**CDU Prescriptions delivered to CDU Mailroom**

**Patient reports to facility/CDU collection point on assigned collection date**

**CDU Champion/other pharmacy staff/other persons issuing CDU PMPs checks CDU Manifest for patient name**

**PMPS delivered to sites:**

3 working days before collection date
Brief History of the CDU

Started as part of the implementation of Healthcare 2010
Address the need to provide quality care in the face of increasing patient numbers, lack of qualified personnel

Appointed service provider IPM in 2005.
Service commenced in December 2005: 984 medicine parcels (IPM)

- End of IMP contract: March 2012 – delivering average of 160 000 PMPs per month. (Delivered to all sites in WCGH Cape Metropole, and one subdistrict in Rural District)

- April 2012: New Service provider: UTi

- End of September 2015
  - Average of 300 000 Patient Medicine Parcels delivered per month
  - All Districts in the provinces receiving CDU.
CDU: Number of Patient Medicine Parcels delivered 2005-2015

Number of CDU PMPs delivered
December 2005 to September 2015

Total Number of PMPs delivered
17 219 587

344 581
279 268
350 652

© Western Cape Government 2012
- The CDU has been rolled out to all the districts of the Western Cape.
  - Metro District Health Services
  - Rural District Health Services
  - City of Cape Town
What about Home Deliveries???

Home deliveries may not necessarily mean a delivery of a patient medicine parcels to a patients' home but also delivery to an alternative site such as Old age home, church halls or libraries.

MEC Theunis Botha, April 2012
**Current CDU delivery to alternative collection points**

- **43.57% of PMPs delivered in August 2015 was for alternative collection points.**

<table>
<thead>
<tr>
<th>Type of Alternate delivery site</th>
<th>Number of sites/clubs</th>
<th>Number of PMPs delivered</th>
<th>% of total PMPs delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Based Services/NPO’s/NGO’s</td>
<td>294</td>
<td>38308</td>
<td>12.59%</td>
</tr>
<tr>
<td>Facility Based Clubs</td>
<td>931</td>
<td>74221</td>
<td>24.39%</td>
</tr>
<tr>
<td>Residential</td>
<td>99</td>
<td>4325</td>
<td>1.42%</td>
</tr>
<tr>
<td>Clothing Industry Health care fund</td>
<td>10</td>
<td>4040</td>
<td>1.33%</td>
</tr>
<tr>
<td>Mobile Clinic</td>
<td>216</td>
<td>7533</td>
<td>2.48%</td>
</tr>
<tr>
<td><strong>Total alt site deliveries</strong></td>
<td><strong>1551</strong></td>
<td><strong>132567</strong></td>
<td><strong>43.57%</strong></td>
</tr>
</tbody>
</table>
CDU Process: Handover of Patient Medicine Parcels

- *Patients receiving PMPs at alternative collection point (community hall)*
CDU service structure

• **Why an outsourced service?**
  
  • Management of an essentially factory-type environment too far removed from core business of WCGH
  
  • Best to leave the challenges of recruiting and retaining pharmacy staff to another body.
  
  • Efficiencies already available in the private sector permits a more cost effective deliver of service.

• **Fee for service contract – 5 year**

• **Fee per Patient Medicine Parcel (PMP) Delivered: R21.51 excl VAT**
Benefits of the CDU
Benefits of the CDU

Reduced waiting times dramatically
Verification of parcels
Increased access to healthcare
SMS to patients
Working patients collect their medicines and return to work
FTP site: access to reports
Patient satisfaction, improved adherence to treatment
Alternative site delivery closer to patient homes
Reporting to PPTC, changing in policies because of CDU data
PhD : Why patients do not collect PMPs
Benefit of the CDU: reduces workload of staff

Before CDU:
- Staff spent hours prepacking medicines

After CDU
- Medicines prepacked at CDU, delivered 3 days before collection date, decreased workload and waiting times
Benefit of CDU: best practice

Helderberg Hospital
Benefit of CDU: best practice

Reed Street CHC
Benefit of CDU: Best Practice

Lotus River CDC
Benefits of the CDU: Goodwood CGC

Improving patient compliance with CDU appointment dates

As part of a leadership development program, one of the CDU users, Goodwood CHC, testing patient compliance by encouraging patients to adhere to CDU appointment dates.
Benefits of the CDU: Goodwood CGC

Status quo at the start of project

The Chronic Dispensing Unit caters for 2 500 to 3 000 patients per month

Not all patients collect their PMPs on the specified dates and times - this is likely to result in:

- Patients not complying with medicine regimens which affects their health outcomes
- Bottle necks in the pharmacy workflow and increased workload
- Longer waiting times for patients

Challenge Statement

How can we implement a new system whereby patients will collect PMP’s on the specified date and time?
Benefits of the CDU: Goodwood CGC

Actions taken

*Implemented a new appointment system*
- Divided appointment times into 5 slots using surnames
- Assigned collection date and time on appointment cards
- Used white CDU cards
- Increased issuing of appointment cards

*Information to patients*
- Printed information leaflets explaining CDU system and appointment system
- Talks given to patients on regular basis
- Support from Nursing personnel and Reception
- Put up information posters

*Information provided to prescribers*
- Reduce no. of rejected prescriptions

*Recording of PMPs collected on specified dates and times*
- Modified stats collection form
- Determined baseline – 60%
Benefits of the CDU: Goodwood CGC

Outcomes

By end of March -

• 80% of patients were collecting their medicine during the month;
• 69% of patients collected on the correct date as per their card;
• Not yet on target but improving steadily
Benefits of the CDU: Goodwood CGC

Impact of the work environment

• Relieved burden on the pharmacist (only one!!)
• Increased communication between the staff at Goodwood CDC
• Decreased waiting times – need to quantify
• Parcels move faster
• Improved work flow – less time spent retrieving parcels
• More space in tiny pharmacy
• Happy patients (most)
• Encouraging patient compliance
Benefits of the CDU: Goodwood CGC

Lessons Learnt

• Patient education and information needs to be improved at our facilities
• Patient co-operation and responsibility should be emphasised
• Staff should support and encourage patients to collect on time
• Need to accommodate patients as far as possible
• Staff excited and enthusiastic to start a new project to improve service delivery
Benefits of the CDU

Information Management

The Chronic Dispensing Unit (CDU) provides standard reports to managers monthly in order to provide them with financial information and patient statistics.

A variety of other reports of interest to clinicians are provided in a data dump to Health Impact Assessment monthly, and to Family Physicians and other managers as requested.

The standard reports described are:

- CDU Monthly Stats Summary
- Script Deviations (Report 11)
- Non Collected PMPs
- Helpdesk Queries reported.
## Benefit of CDU: Information Management

### CDU Monthly Stats Summary

<table>
<thead>
<tr>
<th>DISTRICT</th>
<th>SUBSTRUCTURE</th>
<th>NUMBER OF RX DISPENSED</th>
<th>COST OF MEDICINE DISPENSED</th>
<th>NUMBER OF ITEMS DISPENSED</th>
<th>NUMBER OF UTILIZING MEMBERS</th>
<th>AVERAGE COST PER RX</th>
<th>AVERAGE ITEMS PER RX</th>
<th>AVERAGE COST PER MEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>CITY HEALTH</td>
<td>CITY HEALTH</td>
<td>25 998</td>
<td>R 1 972 014.26</td>
<td>89 330</td>
<td>15 694</td>
<td>R 75.85</td>
<td>3.44</td>
<td>R 125.65</td>
</tr>
<tr>
<td>CITY HEALTH Total</td>
<td></td>
<td>25 998</td>
<td>R 1 972 014.26</td>
<td>89 330</td>
<td>15 694</td>
<td>R 75.85</td>
<td>3.44</td>
<td>R 125.65</td>
</tr>
<tr>
<td>METRO DISTRICT HEALTH SERVICES</td>
<td>EASTERN/KHAYELITSHA</td>
<td>34 921</td>
<td>R 1 956 798.78</td>
<td>131 905</td>
<td>28 080</td>
<td>R 56.04</td>
<td>3.78</td>
<td>R 69.69</td>
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<tr>
<td></td>
<td>KLIPFONTEIN/MITCHELLS PLAIN</td>
<td>56 871</td>
<td>R 3 191 468.53</td>
<td>266 761</td>
<td>44 179</td>
<td>R 56.12</td>
<td>4.69</td>
<td>R 72.24</td>
</tr>
<tr>
<td></td>
<td>NORTHERN/TYGERBERG</td>
<td>53 775</td>
<td>R 2 609 334.86</td>
<td>260 295</td>
<td>48 108</td>
<td>R 48.52</td>
<td>4.84</td>
<td>R 54.24</td>
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<tr>
<td></td>
<td>SOUTHERN/WESTERN</td>
<td>52 919</td>
<td>R 2 969 400.96</td>
<td>258 376</td>
<td>44 857</td>
<td>R 56.11</td>
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<td>METRO DISTRICT HEALTH SERVICES</td>
<td>Total</td>
<td>198 486</td>
<td>R 10 727 003.13</td>
<td>917 338</td>
<td>165 224</td>
<td>R 54.04</td>
<td>4.62</td>
<td>R 64.92</td>
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<tr>
<td>RURAL DISTRICT HEALTH SERVICES</td>
<td>CAPE WINELANDS</td>
<td>35 074</td>
<td>R 1 579 084.86</td>
<td>134 452</td>
<td>17 654</td>
<td>R 45.02</td>
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<td></td>
<td>CENTRAL KAROO</td>
<td>204</td>
<td>R 15 115.32</td>
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<td>EDEN DISTRICT</td>
<td>16 870</td>
<td>R 785 193.35</td>
<td>72 849</td>
<td>8 960</td>
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<td>OVERBERG DISTRICT</td>
<td>18 665</td>
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<td>69 176</td>
<td>9 702</td>
<td>R 40.75</td>
<td>3.71</td>
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<td></td>
<td>WEST COAST</td>
<td>13 229</td>
<td>R 510 635.88</td>
<td>54 369</td>
<td>6 878</td>
<td>R 38.60</td>
<td>4.11</td>
<td>R 74.24</td>
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<td>RURAL DISTRICT HEALTH SERVICES</td>
<td>Total</td>
<td>84 042</td>
<td>R 3 650 705.42</td>
<td>331 368</td>
<td>43 298</td>
<td>R 43.44</td>
<td>3.94</td>
<td>R 84.32</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>308 526</td>
<td>R 16 349 722.81</td>
<td>1 338 036</td>
<td>224 216</td>
<td>R 52.99</td>
<td>4.34</td>
<td>R 72.92</td>
</tr>
</tbody>
</table>
# Benefit of CDU: Information Management

## CDU Reports: ftp site

<table>
<thead>
<tr>
<th>Name</th>
<th>Size</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARV Billing Detail September 2015</td>
<td>6.2MB</td>
<td>Sep 28 2015 07:57:10</td>
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<tr>
<td>ARV Billing Summary September 2015</td>
<td>177.0KB</td>
<td>Sep 28 2015 07:48:35</td>
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<td>CDU REPORT 2B CREDIT RETURNS - 2 MONTHS PRIOR (July 2015) - Sept 2015</td>
<td>158.2KB</td>
<td>Oct 05 2015 19:45:22</td>
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<tr>
<td>CDU REPORT 1 - Analysis of Prescriptions dispensed by Originating Facility and Prescriber - Sept 2015</td>
<td>1.1MB</td>
<td>Oct 02 2015 12:07:27</td>
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<tr>
<td>CDU REPORT 10 - PATIENTS AT MORE THAN 1 SITE - Sept 2015</td>
<td>24.9KB</td>
<td>Oct 02 2015 16:42:47</td>
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<tr>
<td>CDU REPORT 11 - Script Deviations - Sept 2015</td>
<td>636.5KB</td>
<td>Oct 02 2015 16:56:05</td>
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<tr>
<td>CDU REPORT 13 - MORE THAN 1 MONTH DISPENSED - Sept 2015</td>
<td>11.0MB</td>
<td>Oct 02 2015 17:00:06</td>
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<tr>
<td>CDU REPORT 15 - CURRENT SCRIPTS WITH NO ID - Sept 2015</td>
<td>2.6MB</td>
<td>Oct 02 2015 17:09:48</td>
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<tr>
<td>CDU REPORT 16 - PMP's not collected - Sept 2015</td>
<td>37.0KB</td>
<td>Oct 02 2015 17:17:08</td>
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<td>1.6MB</td>
<td>Oct 02 2015 17:29:51</td>
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<tr>
<td>CDU REPORT 18 - Analysis of Prescriptions dispensed by CDU - Sept 2015</td>
<td>15.9KB</td>
<td>Oct 05 2015 19:16:09</td>
</tr>
<tr>
<td>CDU REPORT 19 - Analysis of Prescriptions dispensed by CDU Dispensed vs Captured Sept 2015</td>
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<td>Oct 02 2015 06:34:18</td>
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<td>CDU REPORT 2 - Analysis of Prescriptions dispensed by Product ID ranked from highest value - Sept 2015</td>
<td>207.3KB</td>
<td>Oct 02 2015 13:00:51</td>
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<tr>
<td>CDU REPORT 20 - Analysis of Prescriptions dispensed by Provider - Sept 2015</td>
<td>244.7KB</td>
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<td>CDU REPORT 21 - Analysis of Prescriptions dispensed by Provider ranked from highest value - Sept 2015</td>
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<td>Oct 05 2015 19:23:07</td>
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<td>CDU REPORT 22 - Analysis of Prescriptions dispensed by Prescriber ranked from highest value - Sept 2015</td>
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<td>Oct 05 2015 19:27:44</td>
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<tr>
<td>CDU Report 29A - CREDIT RETURNS - 1 Month Prior (August 2015) - Sept 2015</td>
<td>147.5KB</td>
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<td>CDU Report 31 - BOX RETURNS - Sept 2015</td>
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</tbody>
</table>

http://ftp.utipharma.co.za/action/download3rd_party/cd/cm/cmcdoh/reports/monthly/Sept_2015/CDU%20REPORT%202015%20...
Benefits of the CDU: Information Management

Reduction in average line items per PMP delivered

17% reduction in average line items per prescription

✓ Review prescriptions
✓ Removed acute items on prescriptions (acute sinusitis, constipation)
✓ Items reviewed at PPTC - no longer stocked at CDU (code list)

<table>
<thead>
<tr>
<th>Drug Name</th>
<th>Code</th>
<th>APRIL</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>magnesium trisilicate</td>
<td>A02AA</td>
<td>4.98</td>
<td>5.04</td>
<td>4.91</td>
<td>4.91</td>
<td>5.29</td>
<td>5.21</td>
<td>4.96</td>
<td>4.49</td>
<td>4.86</td>
<td>4.73</td>
<td>4.65</td>
<td>4.44</td>
</tr>
</tbody>
</table>

✓ Assists service provider in production.
✓ Improves stock management.
✓ Saves unnecessary expenditure on medicines.
✓ Currently reviewing the usage of aspirin and aqueous cream.
Benefits of the CDU: Improved Communication

CDU Newsflash

The CDU Newsflash: in 2015, the CDU launched the CDU Newsflash to improve communication. The newsflash serves to bring the CDU users information, updates and reminders to assist in making the CDU work and to improve patient experience.
CDU Benefits: isiXhosa labels

In 2015, the CDU piloted the translation of medicine directions on the labels to isiXhosa.
Critical Success Factors/Challenges
Critical Success Factors/Challenges

1. Full Time Contract Manager: Service User

The Service User, e.g. the department of Health must appoint a full time contract manager to liaise between the client and the service provider

Functions of Contract Manager

- Liaise between the Department Medical Depot and Service Provider (stock planning)
- Link between policy specialists at department and clinic staff at service provider
- Facility visits
- Continuous training
- Policies
- Query management and feedback
- Updating various levels of management within the department
- Change management
2. Standard Processes

- SOP and training
  - Roll out
  - Continuous updates

- CDU Champion

- Prescription management

- Ownership of CDU Process by all stakeholders

- Selection of correct patients

- Feedback from facilities
## Critical Success Factors/Challenges


<table>
<thead>
<tr>
<th>10.1</th>
<th>10.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.3</td>
<td>10.4</td>
</tr>
</tbody>
</table>

**Image:**
- **Facility Name:**
- **Original:**
- **Weight:** kg
- **Name:**
- **Surname:**
- **Gender:**
- **Date of Birth:**
- **Patient Address:**
- **Folder Number:**
- **Patient Details:**
- **DOB:**
- **Address:**
- **Contact Details:**
- **Diagnosis:**
- **ICD 10:**
- **Laboratory Test/Investigations:**
- **Club Number:**
- **Allergies:**
- **Name of Medicine and Dosage:**
- **Repeat:**
- **Prescriber Details:**
- **Prescription:**
- **Dispenser Details:**

© Western Cape Government 2012 | Go to Insert > Header & Footer > Enter presentation name into footer field
Critical Success Factors/Challenges


1. Facility Details
2. Alternative site name
3. Patient details
4. Diagnosis
5. Repeats
6. Dispenser details
7. Prescriber details
8. Number of issues
9. Medicine prescribed
10. Medicine dispensed
11. Special instructions
Critical Success Factors/Challenges: Prescription Management

CDU Rejections

No Facility Name

No Patient Details
Critical Success Factors/Challenges: Prescription Management

CDU Rejections

No Diagnosis

No prescriber signature
### Critical Success Factors/Challenges

2. **Standard Processes: Prescription Management - Rejections**

<table>
<thead>
<tr>
<th>Table 5: Percentage of submitted prescriptions rejected in Quarter 2 (July to September 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JULY 2014</strong></td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>FACILITY DETAILS QRY</td>
</tr>
<tr>
<td>PATIENT DETAIL QRY</td>
</tr>
<tr>
<td>PRESCRIBR DETAIL QRY</td>
</tr>
<tr>
<td>DOSAGE/DIRECT QRY</td>
</tr>
<tr>
<td>REPEATS REJECTION</td>
</tr>
<tr>
<td>RX WITHOUT CHRONIC M</td>
</tr>
<tr>
<td>EXP RX/NO MORE REPS</td>
</tr>
<tr>
<td>WCGH CODE POLICY REJ</td>
</tr>
<tr>
<td>ABBREVIATIONS USED</td>
</tr>
<tr>
<td>POST DATED/FDD/NCD</td>
</tr>
<tr>
<td>ITEM ERROR/ILL/UNCLR</td>
</tr>
<tr>
<td>COPY RX SUBM TO CDU</td>
</tr>
<tr>
<td>CONTRA IND/DRUG INTEN</td>
</tr>
<tr>
<td>RX RECVD LATE F PROD</td>
</tr>
<tr>
<td>DUPLICATE/2 RX RECVD</td>
</tr>
<tr>
<td>CLINIC HOPPING</td>
</tr>
<tr>
<td>DIAGNOSIS REJECTION</td>
</tr>
<tr>
<td>ITEM NOT STK AT CDU</td>
</tr>
<tr>
<td>RX PAGES OUTSTANDING</td>
</tr>
<tr>
<td><strong>TOTAL DEVIATIONS</strong></td>
</tr>
</tbody>
</table>
2. Standard Processes: Selection of stable chronic patients

CDU Non-collections

<table>
<thead>
<tr>
<th>District</th>
<th>Percentage non-collections (monthly average)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Cape town</td>
<td>6.17%</td>
</tr>
<tr>
<td>MDHS</td>
<td>9.26%</td>
</tr>
<tr>
<td>RDHS</td>
<td>4.18%</td>
</tr>
<tr>
<td>CDU</td>
<td>7.98%</td>
</tr>
</tbody>
</table>

- **UWC PhD Student: Study of non-collection of CDU PMPs.**
- **Method:** conducted small group discussions with key informants at various levels of management and the service provider.
Critical Success Factors/Challenges

2. Standard Processes: Selection of stable chronic patients

Some preliminary results...

- Patient selection criteria is central to the CDU process
  - Why do patients who have been classified as stable miss their medicine collection appointments?

- Appointment dates

- Patient mistrust system

- Structural challenges at facilities

- Out of stocks

- Rejections
Critical Success Factors/Challenges

2. Standard Processes: Feedback from facilities

- Queries submitted by CDU users is the most important monitoring tool for CDU contract Management.
- At the moment there is still a large quantum of under-reporting.

<table>
<thead>
<tr>
<th></th>
<th>% of errors</th>
<th>% of sites reporting</th>
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</thead>
<tbody>
<tr>
<td>2013/2014</td>
<td>0.08%</td>
<td>15%</td>
</tr>
<tr>
<td>2014/2015</td>
<td>0.09%</td>
<td>26%</td>
</tr>
</tbody>
</table>
CDU Achievements:
isiXhosa translations on medicine labels

- In 2015, the CDU piloted the translation of medicine directions on the labels to isiXhosa.
CDU Achievements

In 2014, UTi CDU, current CDU service provider, won Platinum at the Logistics Achiever Awards

In 2008, the CDU won Bronze in the Department of the Premier Service Excellence Awards

The objective of the “Logistics Achiever Awards” is to recognise professionalism and excellence in the effective application of strategic, tactical, and operational logistics and supply chain management principles, concepts, and practices in Southern Africa.
Thank you
Contact Us

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