Best practices in Hospital care in South Africa

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Public Sector Health
Private Health Sector
Addressing the Challenge of Patient-centered Care and Safety links directly to Best Practices in (State) Hospital Care in South Africa the theme of this session
The competency of management to meet the people’s needs with limited resources is fundamental to the credibility of government.

Common management problems
- Lack of clear organizational aims and objectives
- Failure to accept and work effectively with all factors in the environment
- An obsession with creating structures for their own sake
- Preoccupation with matters of secondary importance
- Inability to decentralize responsibility and accountability
- Inability to budget and monitor delivery in relation to expenditure and outcome
Reflections on recent evaluation of various State hospitals in South Africa impacting negatively on the quality of care

• Challenged management capacity with instability of management teams
• Limited or no delegation of authority for procurement and staff appointments
• Procurement in many instances is removed from the hospitals and occurs at a provincial head office level, which results in ineffective supply chain with resultant low stock levels of key items and equipment
• Hospital budgets are dominated by the cost of employment of staff with in many cases exceeds 65 or 70% of the total hospital budget
• Slow filling of posts and lack of funding results in high levels of key vacant posts
Key factors which are present in State hospitals that provide quality health care

- Stable and competent management teams
- Good clinical leadership and capacity within the hospital
- Appropriate delegated authority for financial, human resource and support functions
- Adequate and appropriate budget allocations
- Appropriate staff establishment with key posts filled
- Key maintenance and replacement of equipment and infrastructure
- Information systems that support the measurement of outcomes