



THE SWRHA'S RESPONSE
TO THE

Third Report

of the

Joint Select Committee on Local Authorities, Service
Commissions and Statutory Authorities (including the THA)

on an

Inquiry into the Administration and Operations of the South-
West Regional Health Authority (SWRHA) in relation to the
Adequacy of Medical Staff and Equipment at the San
Fernando General Hospital.

SECOND SESSION (2016/2017) ELEVENTH PARLIAMENT

Third Report of the Joint Select Committee on Local Authorities, Service Commissions and Statutory Authorities (including the THA) on an Inquiry into the Administration and Operations of the South-West Regional Health Authority (SWRHA) in relation to the Adequacy of Medical Staff and Equipment at the San Fernando General Hospital.

SWRHA's Response to the Findings and Recommendations outlined on pages 24-59 of the Report.

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Third Report of the Joint Select Committee on Local Authorities, Service Commissions and Statutory Authorities (including the THA) on an Inquiry into the Administration and Operations of the South-West Regional Health Authority (SWRHA) in relation to the Adequacy of Medical Staff and Equipment at the San Fernando General Hospital.

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Executive Summary

SWRHA 3rd Report JSC

May 4, 2017

The Third Report of the Joint Select Committee on Local Authorities, Services Commissions and Statutory Authorities (including the THA) on an Inquiry into the Administration and Operations of the South-West Regional Health Authority (SWRHA) in relation to the Adequacy of Medical Staff and Equipment at the San Fernando General Hospital, was presented in the Senate on March 14, 2017 and in the House of Representatives on March 15, 2017.

Standing Orders 100(6) and 110(6) of the Senate and House of Representatives respectively, require the Minister with responsibility for the Ministry body reported on by a Joint Standing Committee to present to each House, a paper responding to the recommendations contained in the Report.

This report forms part of the Ministerial response to the findings and recommendations as presented, to be presented to Parliament by the Minister of Health. The inquiry was guided by the following three objectives:

- 1) To evaluate the effectiveness of the SWRHA in executing its mandate, in relation to the San Fernando General Hospital;
- 2) To determine whether the human resources and equipment at the San Fernando General Hospital are sufficient to allow it to operate efficiently;
- 3) To determine what are the shortcomings in the services offered to patients in the hospital, the root cause of these operational shortcomings and potential solutions to alleviate these shortcomings.

The Committee proposed a list of fifteen recommendations. These focused on the maximisation of current resources, prioritisation, decreased wastage, long term human resource planning and immediate filling of vacancies, foreign assistance in technical and personnel requirements, training on proper use of equipment and computer programmes, the development and adoption of strategies on standards of conduct, the prominent display of the Patient's Charter of Rights and Obligations, proper handling of medical records, drug inventory planning and monitoring, and the prevention Hospital Acquired Infections.

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While we are in agreement with the general findings and recommendations of the Committee, actual implementation for some would require additional resources - financial, personnel, and technological. Other strategies which were mentioned have been already incorporated, to various extents, to deal with the issues at hand and to ensure our effectiveness and efficiency in providing quality health care throughout the region.

Objective 1:

To evaluate the effectiveness of the SWRHA in executing its mandate, in relation to the San Fernando General Hospital

The SWRHA has submitted its Strategic Plan 2017-2021 to the Board for approval under the theme, "Delivering Quality Care". This plan focuses on four major strategic directions: Clinical Excellence and Quality of Care Improvement – Primary Health Care, Clinical Excellence and Quality of Care Improvement – Secondary Care, Strengthen Our Foundation in Building Capacity & Quality, and Patient Ambience and Infrastructure Improvement.

From a strategic perspective, we have redirected our priorities based on evidence from data from our Public Health Observatory and Research Units. We are more focused on accountability, customer service, developing a stronger workforce, and efficiency. Ours is a more proactive approach to health care. However, in order for this to be achieved, we face the surmountable task of implementing change without the sufficient financial resources being made available to us, due to the national economic situation.

As such, we welcome the recommendations from the Committee as they pertain to prioritising the elimination of wastage and duplication. With approximately 85% of our expenditure being utilised for the payment of Personnel Emoluments, we find ourselves limited in the procurement of necessary goods and services. We have sought to encourage in-house training and personal development of our staff while monitoring employee performance. On a monthly and/or quarterly basis, through the Policy Planning and Research Department, we have implemented Business Planning for all Executive Management, Technical Heads and Clinical Heads of Departments. Annual Business Plans are developed by these units' heads, which in turn are linked to the SWRHA's Annual Business Plan and Strategic Plan for that particular period. Monthly/quarterly business plan updates are provided to the SWRHA's Board.

We have also implemented a Score Card, which was approved the Board, for all aspects of operations at the SWRHA – Corporate, Office of the CEO, Nursing Services, Clinical Services, and Support and Administrative Services. Department Heads are expected to provide monthly reports as to Key Performance Indicators and their predetermined targets in comparison to the Baseline Data as at the end of the last fiscal year. With a greater emphasis on quality and quality improvement, we anticipate a more efficient running of the facilities under the SWRHA with particular emphasis on the San Fernando General Hospital.

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Objective 2:

To determine whether the human resources and equipment at the San Fernando General Hospital are sufficient to allow it to operate efficiently.

As an extensive service arm of the Government of the Republic of Trinidad and Tobago, the SWRHA, under the umbrella of the Ministry of Health, has recognised the need for the finalisation of the Ten-Year Human Resource Plan as we forge onward to provide quality health care. Our staffing needs to be competent, structured, and specialised as we care for the wellbeing of the South-West population. Simultaneously, we must consider the limitations of funding, the realities of the labour market and the need to professionally and personally build our existing workforce.

We welcome the recommendations for recruitment of foreign specialists and qualified/eligible returning scholars and the prioritising of the nursing team.

At the SWRHA, performance monitoring is treated with importance as we have adopted the approach that poor performance diminishes quality care and our progression as provider of health and hope for all who seek our services.

Equipment maintenance, repair, procurement and usage are being addressed throughout our facilities due to their impact on wait times, service access, surgeries, and other challenges. We will be carrying out training programmes as to equipment handling, monitoring and evaluation of existing service contracts and building the capacity of our internal engineering staff, in keeping with maintenance and the adherence to current Standard Operating Policies and Procedures.

Objective 3:

To determine what are the shortcomings in the services offered to patients in the hospital, the root cause of these operational shortcomings and potential solutions to alleviate these shortcomings.

While we “Deliver Quality Care” to the South-West population, we are cognisant of the need to promote adherence to existing standards, protocols, and customer service excellence.

We take complaints very seriously and are working towards behavioural change management in our workforce as it pertains to dealings with our patients, their families and other stakeholders. We have embarked and continued our public outreach programmes including awareness of our Triage System, and the Patients Charter of Rights and Obligations.

We have continuously endorsed the need for proper medical records' handling and any discrepancies are reflected in the employees' performance appraisals.

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While we understand the recommendation for particular attention being paid to the estimation of quantity and type of drugs required for the SWRHA, the dynamics of the system must be considered. Our Pharmacy Services Department has adopted a KPI to reduce expired drugs to zero over the next few years. With proper monitoring and evaluation, there exists the high likelihood that excess drugs can be successfully transferred to other RHAs where needed so as to accomplish a comprehensive level of efficiency.

We continue to monitor closely the Infant Mortality Rate at the SFGH and procedures have been implemented and encouraged to ensure improved maternal and child care at all facilities with special attention placed on our Neonatal Intensive Care Unit.

Hospital Acquired Infections are being monitored and there have been increased sensitisation programmes as to Infection, Prevention and Control, proper hygiene, adherence to relevant SOPs and proper equipment usage.

As the SWRHA embarks on a new chapter in its strategic operations, we continue to seek innovative ways of improving our services more efficiently, in a manner which is cost effective. We will utilise evidence-based information in policy decision-making that will foster an environment of productivity, accountability and service. In spite of our current constraints, we continue to work with our workforce, the Ministry of Health, international bodies and other stakeholders to provide quality health care in an efficient and effective manner.

We welcome the urgency of this report by this Committee and consider the recommendations as indicators of support in improving in the delivery of health services throughout the South-West Region.

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Objective No.	Recommendations	Comments
1. Evaluate the effectiveness of the SWRHA in executing its mandate in relation to the San Fernando General Hospital	a. The Committee recommends that the data gathered from the Public Health Observatory be used to assist the management of the hospital to determine which departments or clinical areas should be prioritized and properly streamlined so as to meet the demands of the public.	The Public Health Observatory in collaboration with the Office of the Director of Health will continue to improve its focus in improving health through chronic disease surveillance and communicable disease surveillance, research, and knowledge transfer to inform policy, decision-making and service delivery. The timely dissemination of these evidence-based findings will influence practice efforts to improve health and address health disparities within the South-West Region. From a strategic perspective, we have directed our priorities based on the available evidence from data from the Public Health Observatory. This resulted in four major strategic directions identified and incorporated in the SWRHA's Strategic Plan 2017-2021, the theme of which is "Delivering Quality Care". The plan has been submitted to the SWRHA Board of Directors for approval. An evaluation of the Policy Planning and Research Unit's establishment revealed that a restructure of the unit is required to meet the current needs of the SWRHA and implementation of the Committee's recommendations. This includes the re-titling of most of the existing job descriptions, the creation of a Medical Epidemiologist post and a Manager for administration of the Policy Planning and Research Unit. The business case for the revised model is currently being developed. The success of the Public Health Observatory is highly dependent on real time submission of information from the various surveillance conducted. Presently, many of our facilities do not have adequate IT infrastructure and equipment to support this process.

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1. Evaluate the effectiveness of the SWRHA in executing its mandate in relation to the San Fernando General Hospital	<u>Financial Resources for the SWRHA:</u> b. Given the financial constraints of the state, the elimination of wastage and duplication must be a priority for the SWRHA and other RHAs. This would involve: - rationalizing goods and services - capitalizing on in-house expertise for conducting training and development interventions - fostering a “value for money” culture in all aspects of operations of health facilities under its purview - effectively addressing , poor performance by employees	The Authority is continuously reviewing its spending especially with regards to goods and services expenditure. However because this is part of the service industry, the major expenditure is in relation to personnel costs, which represent approximately 85% of the total cost. Hence the Authority is also reviewing its manpower requirements to still meet industry standards and yet contain this cost. Given the financial constraints within the SWRHA with respect to the Training and Development programmes, the Unit has been utilizing internal qualified persons, where possible, to conduct training sessions for Clinical and Non-Clinical areas of expertise in keeping with the organization's training needs. Also, we have been accessing external training providers where the training sessions are of no cost to the Authority as they are being funded by an NGO/WHO/PAHO. The Authority is currently reviewing its accountability matrix to imbibe this tenet in all its operations. Every staff member needs to account for the resources of the Authority and to ensure that there is added value for every dollar spent. The Industrial Relations Unit would be made aware of staff's poor performance by way of a formal complaint/report, email or unsatisfactory Performance Appraisal Report from the respective Supervisors/Heads of Department.

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1. Evaluate the effectiveness of the SWRHA in executing its mandate in relation to the San Fernando General Hospital	effectively addressing , poor performance by employees (continued)	The unit would follow through with the approved procedures as outlined within the approved policy and the Regional Health Authority's Conduct Regulations. Based on the findings of the Industrial Relations Unit, the Human Resources Department may recommend the following: ✓ Recommend training for those areas identified as weaknesses in the Performance Appraisal Report. ✓ Encourage mentoring of staff and counselling by Supervisors to address work-related problems. ✓ Employee Assistance Programme (EAP) - Recommend referral to EAP for assistance with personal and job-related problems. ✓ Medical Assessment-- Referral to the Occupational Health and Safety Unit for Medical Assessment/Medical Boarding for poor performance and or high absenteeism. ✓ Performance Management- Work with Supervisor/HOD to ensure that the Performance Management Process is ongoing. ✓ Schedule meetings with the employee and supervisor to address poor performance and explore solutions, to address and resolve the issues and also meet with the employee, Supervisor/HOD and Union representative to address and resolve performance issues. We also encourage high work morale by rewarding employee efforts/positive reinforcement, soliciting new ideas and fostering team building. We administer progressive discipline when other approaches have failed.

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1. Evaluate the effectiveness of the SWRHA in executing its mandate in relation to the San Fernando General Hospital	c. Strategically streamlining the resources of the SFGH and the SFTH to optimize the efficiency of both facilities d. Establishing a fee for structure for non-nationals to pay for certain specialized services	We continue to monitor the effectiveness of the resources of both facilities to ensure efficiency at all times A policy directive is required to initiate the billing of health services for non-nationals. The Authority is in the process of gathering the data, which will be used to advance a proposal to the Ministry of Health for Cabinet's approval to institute a fee structure for non-nationals. Until then, the current policy directive, which is universal access, will hold.
2. To determine whether the Human Resources and Equipment at the San Fernando General Hospital are sufficient to allow it to operate efficiently	<u>Human Resources at the SFGH:</u> a. The Committee recommends that the MoH work with alacrity to complete its ten year human resource plan. This planning exercise must take into consideration existing financial constraints and current realities of the labor market. The development and effective management of existing staff to achieve optimum output and value for money should be included in the objective of this plan.	The SWRHA has been working with the MoH since October 2016, Health Sector Planning Unit to complete its Ten Year Manpower Plan. The team is led by Ms. Jennifer Andall.
	b. The Committee recommends that the MoH collaborate with the Ministry of Foreign and CARICOM Affairs with a view of negotiating further Technical Assistance Agreements with the People's Republic of China and with other countries who may be amenable to such an agreement. We suggest that negotiation include a request for technical assistance for equipment repair and maintenance.	The Ministry of Health is in the advance stages of negotiation with the Government of China regarding the Technical Cooperation Agreement. A counter proposal has been made by the Chinese Government for the provision of security for the delegation whilst in Trinidad and Tobago and the executive at the South West Regional Health Authority has made a commitment to the provision of this service. Additionally, the MOH is in the advance stages of negotiations with the Government of Cuba in the area of cooperation. The Ministry has other agreements with St. Vincent and the Grenadines and Grenada in the areas of human resource.

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3. To determine whether the Human Resources and Equipment at the San Fernando General Hospital are sufficient to allow it to operate efficiently	c. The Committee recommends that immediate attention is required to filling existing vacancies for medical and nursing personnel at the SFGH. Accordingly, the MoH and SWRHA should : i. Arrange for the timely recruitment of qualified/eligible returning scholars to fill vacant positions at the SFGH and other health facilities falling under the SWRHA ii. Proceed urgently with the review of the nursing establishment	The SWRHA partners with the MoH with respect to the returning scholars filling the relevant vacancies where applicable. The SWRHA will seek to prioritize such recruitment activities. It must be noted that currently there are no posts for House Officers on the Authority's approved establishment. As such, there are candidates who have been interviewed and are still awaiting offers of employment since 2016. The SWRHA also has a wide cadre of candidates who are waiting to be interviewed for the post of House Officer. The Human Resource Department is currently working with the General Manager, Nursing to review the Nursing establishment for the SWRHA. The department has met on three (3) occasions this year to discuss same. Currently the General Manager, Nursing is reviewing the job descriptions for the Nursing fraternity and also the approved establishment for the San Fernando General Hospital and the Community establishment to confirm/verify the need for such posts.
2. To determine whether the Human Resources and Equipment at the San Fernando General Hospital are sufficient to allow it to operate efficiently	d. A Performance Appraisal System should be applied by the SWRHA (and by extension the other RHAs) and modified to address the low level of productivity by implementing a reward system. Negotiations for increased salary should be linked to productivity bargaining.	Since the creation of the RHAs in August 1994, no Trade Union in Trinidad and Tobago has been granted recognition status to represent the monthly salaried workers of the RHAs. The PSA, which is the recognized majority Union for salaried workers of the Public Service, was able to maintain its representation status for those Civil Servants, who were desirous of transferring their service to the RHA's. In this regard, the PSA maintained its bargaining rights for those workers only. The current number of persons employed with the SWRHA is twenty-one (21).

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Objective No.	Recommendations	Comments
2. To determine whether the Human Resources and Equipment at the San Fernando General Hospital are sufficient to allow it to operate efficiently	d. A Performance Appraisal System should be applied by the SWRHA (and by extension the other RHAs) and modified to address the low level of productivity by implementing a reward system. Negotiations for increased salary should be linked to productivity bargaining.	With the absence of a recognized Trade Union for RHA monthly salaried workers, the RHAs Boards have all agreed to adopt the Civil Service Classification and Compensation Plan, whereby allowing all monthly salaried employees to benefit from increases in salaries and allowances whenever negotiated between the PSA and Chief Personnel Officer (CPO). The salary ranges refer to job positions as outlined in Ranges "4 to 68" of the Classification and Compensation Plan. The South-West Regional Health Authority adopted the Classification and Compensation Plan in the year 2003. Subsequently, the RHAs created their own Human Resources Policies and Guidelines Manual in 2004, which is currently in force at the NCRHA, NWRHA ERHA, and SWRHA only. The TRHA is governed by the Tobago House of Assembly. Notwithstanding the introduction of the Human Resources Policies, the RHAs are still guided by the Civil Service Classification and Compensation Plan and the Manual of Terms and Conditions of the Civil Service. The Regional Health Authorities Performance Appraisal System is quite similar through-out the five (5) RHAs with slight variations in the rating system. i.e. 1. For Contracted Employees, upon completion of the term of engagement (Contract), the worker is paid a "Gratuity" equivalent to 20% of the basic salary for the contracted period, subject to a satisfactory performance. 2. For the Permanent and Temporary Employees, the worker is paid a benefit equivalent to an <u>increment</u> on the completion of twelve (12)

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2. To determine whether the Human Resources and Equipment at the San Fernando General Hospital are sufficient to allow it to operate efficiently	e. The Committee recommends that MoH expand the current partnership with United Nations Volunteers (UNV) Programme on the Health Care Initiative, to allow international and local doctors to fill vacant posts at the SFGH. <u>Equipment Maintenance at the SFGH</u> f. The Committee recommends that training of staff in the proper use of equipment should be mandatory. This will contribute to reducing the rate of damage/depreciation of equipment as well as the repair time. g. The Committee recommends that the SWRHA explore the range of technical assistance offered by International Organizations with a view of determining whether such organizations should provide technical aide in the area of equipment maintenance and repair. Should such assistance be available, the SWRHA should seek to benefit from it.	There are 30 doctors assigned to various health centres and facilities in the Primary Health System and will expire in December, 2017. The new Initiatives between the United Nation's Volunteer Programme and the Ministry of Health, will expand to the area of Midwifery and possibly Bio-Medical Engineering. Training gaps will be identified and a request will be made to the Training Department for sourcing and scheduling. Investigation into this possibility will be initiated and full use made based on the support services available.

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3. To determine what are the shortcomings in the services Offered to Patients at the Hospital, the Root Causes of these Operational Shortcomings and Potential Solutions to Alleviate these Shortcomings	<u>Patients Complaints</u> a. We recommend that the SWRHA mandate the management of the SFGH to develop strategies for assisting health care providers at the institution to understand and adhere to expected standards of conduct. We also expect that the administration of the SFGH would continue to sensitise the members of the public about the hospital triage systems and criteria for prioritizing the provision of patient care.	The Ministry of Health Client Feedback System Manual revised in 2013 is being used to improve the SWRHA's communication and the users of our facilities to facilitate the implementation of the continuous Quality Improvement Programme which is geared towards improving the quality and appropriateness of patient care. The Quality Improvement Risk Management Committee (sub-Committee of the Board) continues to advocate compliance with healthcare protocols, and for persons to be held accountable for their actions. Customer Complaints, Adverse Events, Red Flags, IPC, Facility Maintenance, Emergency Department are some of the many reports that are reviewed monthly to determine trends and corrective measures that need to be implemented. The Quality Improvement Unit is required to report on all quality assurance issues throughout the SWRHA. While reports are generated, this area requires strengthening via additional Quality Control Officers, and continuous training. Enclosed is a copy of the Emergency Department Strategy that was implemented in 2013, and subsequently revised in July 2015. We are experiencing hiccups with the smooth execution of this initiative due to management issues that are currently being addressed.

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3. To determine what are the shortcomings in the services Offered to Patients at the Hospital, the Root Causes of these Operational Shortcomings and Potential Solutions to Alleviate these Shortcomings	b. The Patient's Bill of Rights and Patients Charter should be displayed in prominent public spaces at all Health Care Institutions. In addition, the necessary management strategies should be applied to ensure a higher level of adherence to the principles and standards stated in these documents. c. Health providers must be encouraged to exercise more care when handling patient records. A zero tolerance approach should be adopted for this and other forms of unprofessional conduct. In instances where an employee of the SWRHA is identified to be liable for the loss or misplacement of patients' records, this should be reflected in the employee's performance appraisal. d. The management of the SFGH must ensure that all persons who are required to access update or scrutinize hospital/patient records are trained to properly operate computer programmes. Restricting the management of these records to a defined team of individuals would also assist in safeguarding the integrity of the records.	Brochures on the Patient's Bill of Rights and Patients Charter were printed and placed on all Information Desks throughout the Organization. Arrangements are being made to develop/source template or obtain additional copies of the poster for dissemination. Health Care Providers are informed and will be reminded of the significance of the safekeeping of medical records in their possession. The Tracer Card System and Outgoing Records Log Books identify/track the borrowers of records. An electronic tracking system is currently being pursued. If a staff member from the Medical Records Department is found to be liable for loss or misplacement of patients' records, then this will be reflected in his/her performance appraisal. Medical Records staff members are computer literate and ongoing training is being conducted to ensure proper operation of the computer programmes in use. The team of individuals who access, update and scrutinize the medical records includes categories of staff other than the Medical Records Department staff. The ICT Department has provided restricted access of the records to selected Medical Records Staff.

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3. To determine what are the shortcomings in the services Offered to Patients at the Hospital, the Root Causes of these Operational Shortcomings and Potential Solutions to Alleviate these Shortcomings	e. The Committee recommends that particular attention be paid to estimating the quantity and type of drugs required for the SFGH as accurately as possible so as to eliminate wastage. Drugs which are redundant or under-prescribed by physicians should be removed from the requisition. f. The Committee recommends that the Board of the SWRHA mandate all health facilities under its purview to conduct regular monitoring of their drug inventory. This would assist in predicting potential drug shortages or overstocking. Additionally, excess drugs held by one RHA can be transferred to RHA's with a commensurate shortage of same.	Drugs are transferred to the Pharmacy units in the community on a regular basis due to the expiry dates and stock outs. Similarly in an effort to eliminate wastage, drugs are transferred to other RHAs and also returned to Nipdec C40. One of the Pharmacy Services KPIs is to reduce expired drugs to zero over the next few years and in the short term, the RMPS has reiterated at all meetings, a zero tolerance of having expired drugs. Redundant/Under prescribed Drugs that are redundant or under prescribed are usually procured in small quantities for the use in those few patients. Monitoring of drug Inventory All Pharmacy units are managed by Pharmacists and by extension a Senior Pharmacist and the RMPS. The Pharmacist is responsible for the direct monitoring of the Inventory System. The Internal Audit Department conducts audits on the Inventory process regarding Pharmaceutical stock at all units and recommendations are made. Quarterly updates are provided by the Pharmacy Department. Through the office of the Drug Inspectorate-MOH, information is provided from each Pharmacy unit on a monthly basis. This has been in effect for the last six months. This information includes the name of the drug, the average monthly consumption, the current stock on hand and the expiry date. As a result of this monitoring and evaluating exercise, drugs can be transferred to other RHAs and within the SWRHA as the procurement patterns continue to be analyzed.

Third Report of the Joint Select Committee on Local Authorities, Service Commissions and Statutory Authorities (including the THA) on an Inquiry into the Administration and Operations of the South-West Regional Health Authority (SWRHA) in relation to the Adequacy of Medical Staff and Equipment at the San Fernando General Hospital.

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Objective No.	Recommendations	Comments
3. To determine what are the shortcomings in the services Offered to Patients at the Hospital, the Root Causes of these Operational Shortcomings and Potential Solutions to Alleviate these Shortcomings	g. The Committee recommends that the Board of the SWRHA take into consideration implementing a Drug Inventory Management Model, for example, the open-to-buy (OTB) budget method. This method limits purchases to a specific amount of funds available for purchasing pharmaceuticals during a specified period. The emphasis of the OTB method is financial control of the pharmacy inventory. Although it is useful in monitoring and adjusting the dollar value of the inventory, it should be however combined with other methods for a total inventory control system. <u>Hospital Acquired Infection (HAI)</u> h. Stricter adherence to existing standards and protocols which aim to prevent HAIs must be encouraged. As was noted previously, what appears to be lacking is the implementation of rules and standards which are already well documented. i. Patients also need to be sensitized about the potential dangers of HAIs and as such, posters should be placed in each ward which contain information on: • Sources/causes of such infections; • What health care providers should do to prevent these infections; and • What patients and relatives can do to prevent these types of infections? i. Patients also need to be sensitized about the potential dangers of HAIs and as such, posters should be placed in each ward which contain information on:	The CEO and the Board will meet to discuss the implementation of a Drug Inventory Management Model that meets the needs of SWRHA. The DoH and the Microbiologist will be implementing stricter or more robust systems to monitor compliance at all times. Brochures and posters were developed: Brochures were developed on:- • IPC (Infection, Prevention and Control) tips for hospital visitors • IPC management of blood and body fluid spills; • Hospital Visitor Policy Brochure identifies expectations of persons if they have infections and want to visit others. Posters: • 5 moments of hand hygiene • 6 steps to handwashing posters at all sinks Sensitization sessions are conducted: • Routine IPC sensitization and Orientation sessions address HAIs: mode of infections and prevention.

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3. To determine what are the shortcomings in the services Offered to Patients at the Hospital, the Root Causes of these Operational Shortcomings and Potential Solutions to Alleviate these Shortcomings	• Sources/causes of such infections; • What health care providers should do to prevent these infections; and • What patients and relatives can do to prevent these types of infections?	• Hand Hygiene Sensitizations are conducted by the IPC staff in the clinical settings • World Quality month, Hand Hygiene Day and other special events: Sensitization sessions on Hand Hygiene and Handwashing are conducted. Daily sessions by CROs in Clinics are conducted: -to include Hand Hygiene as an item on the list of areas to address. -to reintroduce frequent sensitization sessions on Hand Hygiene and Cough Etiquette in the ED.