SERVICOM Index Report

The People’s Right to Be Served Right

COMPLIANCE EVALUATION OF THE OUT – PATIENT DEPARTMENT OF ASOKORO GENERAL HOSPITAL

FEDERAL CAPITAL TERRITORY ADMINISTRATION

July 3, 2006

SERVICOM
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1.0 **Introduction**

This is a report on the findings of a SERVICOM Compliance Evaluation of ASOKORO GENERAL HOSPITAL (OUT – PATIENT DEPARTMENT); ABUJA has been measured against the SERVICOM Index, a yardstick for measuring the quality of service as delivered by Government through its various Ministries, Departments, Parastatals and Agencies.

The SERVICOM Index is predicated on the facts that:

- The ultimate purpose of governance is to serve citizens;
- Citizens have the right to be served right;
- Service is well delivered only when citizens are satisfied; and
- The Federal Government’s commitment to the provisions of SERVICOM (Service Compact with All Nigerians) as a programme to improve service delivery throughout the country.

Customer Satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that customer satisfaction is broadly driven from several drivers listed below. Key service windows, representative of the services provided by Asokoro General Hospital (Out – Patient Department), have been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations made at the Service Window. The overall Index score for Asokoro General Hospital (Out – Patient Department) has been calculated as a weighted average of the composite scores evaluated for each driver. The weight of importance attached to each driver is as follows:

- Service Delivery – 30%
- Timeliness – 24%
- Information – 18%
- Professionalism – 16%
- Staff Attitude – 12%
2.0 **Acknowledgement**

We acknowledge the co-operation of the following for their contributions in the course of the evaluation exercise.

i. Dr. G. B. Tali, Chairman/CEO; Asokoro General Hospital
ii. Dr. F. E. Alu, CMAC Asokoro General Hospital
iii. Dr. M. B. Kawu, HOD Medical Services; Health Management Board, FCTA
iv. Dr. A. K. Salihu, HOD GOPD; Asokoro General Hospital
v. Mrs. Nd-Ezuma U. U. Biddy; Hospital Secretary, Asokoro General Hospital
vi. Mr. A. F. Ojie; MSU, FCTA
vii. Dr. Aliyu Gambo Gumel; Liaison Officer, National Clinical Research and Training Institute, Asokoro General Hospital
viii. Mr. Cletus Wuyep, SERVICOM unit; Asokoro General Hospital
ix. Mrs. M. O. Akande, Head of Pharmacy.

3.0 **Terms of Reference**

The Asokoro General Hospital (Out - Patient Department), Abuja was selected for SERVICOM index compliance evaluation following a presidential directive that all government departments and agencies be evaluated for SERVICOM Compliance.

The mandate of the SERVICOM Compliance Evaluation team is to identify those areas or actions that can bring immediate or urgent improvement in services to citizens.
4.0 **Methodology**

Services are provided to citizens by Asokoro General Hospital, Abuja through various key Service Windows, some of which are:

- General Out Patient
- Paediatrics
- General Surgery and Urology
- Obstetrics and Gynaecology
- Laboratory
- Physiotherapy
- Radiology
- Pharmacy
- Optometry
- Ophthalmology

We consider that the service windows of Asokoro General Hospital vary significantly according to:

1. Volume of transaction
   - i. High
   - ii. Low
2. Range of services offered
   - i. Full range of services offered
   - ii. Limited range of services offered

Thus, a sample of service window representative of services provided by the Asokoro General Hospital will consist of at least-

**General Out Patient Department:** Provides full range of services and has high volume of customers; it is the first point of call for all new (non emergency) patient coming to the Hospital; it serves as referral clinic to the various specialists clinics and admissions for patient whose illness needs further attention; It also runs 24 hours call Services.

This service window was selected for evaluation, where evidence was gathered through customer interviews, discussions with staff, discussions with partners (NCRTC), reviews of key documents and general observations.
Other customers, staff or documents consulted

Given the particular nature of the services provided by Asokoro General Hospital (out patient), we felt it also important to evaluate further evidence by interviewing Officers of National Clinical Research and Training Centre as partner of the Asokoro General Hospital; we also felt it necessary to interview members of the management staff and other staff of the Hospital. The team also reviewed all necessary documents and operational guidelines.

Findings

The findings presented in this section comprise of Index scores that have been awarded for the window evaluated and for the Hospital as a whole. In addition, we also present major findings on the quality of service delivery found at the service window visited, which we would like to bring to your attention.

The table below summarises the Index result of the service window. Based on the evaluations of the service window, we have calculated the score for Asokoro general hospital.

<table>
<thead>
<tr>
<th>Name and location of service windows evaluated</th>
<th>Date evaluated</th>
<th>With co-operation of</th>
</tr>
</thead>
</table>
| ASOKORO GENERAL HOSPITAL (OUT - PATIENT DEPARTMENT), ABUJA | 03/07/06 | Dr. G. B. Tali, Chairman/CEO
Mrs. N.U. U. Biddy, Hospital Secretary
Mr Cletus Wuyep
SERVICOM Unit. |
## 5.1 Index Score

Thus, the Index score awarded for the Out Patient Department of Asokoro General Hospital is: **1.9 out of 4 (47.5%)**

<table>
<thead>
<tr>
<th>Service Category</th>
<th>Index Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Index score</td>
<td>1.9</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>1.8</td>
</tr>
<tr>
<td>1 - Standards &amp; practices / performance</td>
<td>1.2</td>
</tr>
<tr>
<td>2 – Reception experience</td>
<td>2.6</td>
</tr>
<tr>
<td>3 - Complaints &amp; grievance redress</td>
<td>1.6</td>
</tr>
<tr>
<td>Timeliness</td>
<td>1.8</td>
</tr>
<tr>
<td>1 – Standards &amp; practice/performance</td>
<td>0.7</td>
</tr>
<tr>
<td>2 – Customer friendliness</td>
<td>3.0</td>
</tr>
<tr>
<td>Information</td>
<td>2.0</td>
</tr>
<tr>
<td>1 – Information</td>
<td>1.7</td>
</tr>
<tr>
<td>2 Customer feedback</td>
<td>2.3</td>
</tr>
<tr>
<td>Professionalism</td>
<td>2.1</td>
</tr>
<tr>
<td>1 – Transparency</td>
<td>1.5</td>
</tr>
<tr>
<td>2 – Efficiency</td>
<td>2.8</td>
</tr>
<tr>
<td>Staff Attitude</td>
<td>2.0</td>
</tr>
</tbody>
</table>
6.0 **Key findings**

The following observations have been made on the quality of service delivery provided by Asokoro General Hospital, and they need to be addressed.

**Driver 1 – Service Delivery**

- There are no set standard for customer care and main services provided by the organisation
- The waiting areas for the customers are inadequate
- Complain/Grievance redress procedure is not in place at the service window visited
- The Complaint/Grievance redress officer is not easily identifiable and this makes it difficult for customers to lay their complaints

**Driver 2 - Timeliness**

- There are no set standards for waiting times to receive initial service and subsequent visits to the Hospital.
- Customers complained that reasons for delays are not made known to them

**Driver 3 – Information**

- Results of consultations with Customers, Staff and Partners are not recorded, analysed, published and there is no evidence that such comments are being acted upon
- Information on standards for major activities and customer care are not made available to customers and potential customers
- The Hospital has not considered the Information requirements of those with physical impairments (e.g. the blind and deaf)

**Driver 4 – Professionalism**

- Appointment procedures are not detailed at all service outlets
- Some front line staff, especially Doctors, Nurses and customer care/grievance redress officer does not use their nametags for easy identification.
• Summary of complaints received and details of action taken as a result of complaints are not published

• The Summary of budget, expenditure and audit reports are not provided in the public domain for the benefit of customers

**Driver 5 – Staff Attitude**

• There is no written guidance for staff on aspect of customer care policy

• There is no nominated customer relations officer

### 6.1 Additional Findings

The following additional observations were also made on the quality of services delivered, which may also need attention.

**Driver 1 – Service Delivery**

• There is no system in place to monitor performance against set

**Driver 4 – Professionalism**

• There is no record to show that business improvement plans are implemented, revised and updated.

### 7.0 Recommendations

The following recommendations are provided in order to suggest actions that can be taken which could directly lead to improvements in service delivery. In this report, we are unable to comment on general constraints relating to physical or human resources, or structural and systemic issues, which may or may not indirectly lead to improvements in services.

The question of how those actions might be best implemented is a management issue for the Asokoro General Hospital.
7.1 **Key Recommendations**

**Driver 1 – Service Delivery**
- Clearly defined standards to monitor performance against all standards should be put in place; this will promote prompt, qualitative and reliable service delivery.
- There should be adequate reception area for customer convenience
- There should be a clear written complaints/grievance redress procedures in place so that the officer and customer alike will know exactly what procedure they need to follow
- The organisation should endeavour to give honest explanation of reasons for poor performance by Staff.

**Driver 2 – Timeliness**
- Detailed standards for waiting times and appointments for initial and subsequent visits to the Hospital should be provided and adequately published for use by both staff and customers. These would promote punctual and reliable service delivery.
- Reason for delays (i.e breakdown of system) should be made known to customers

**Driver 3 – Information**
- The Hospital should consider the information requirements of those with physical impairment (e.g. some information can be provided in Braille for the blind) so as to serve all customers efficiently.
- Result of surveys and consultations with customers, staff and partners should be published. Doing this will make it easier for the organisation to act upon the comments made and also allow the comments be accessible to members of the public.
- Information on standards for major activities and customer care should be made available to customers, this will enable customers knows exactly what procedure they need to follow.
Driver 4 – Professionalism

- Appointment procedures should be detailed at all service outlets, so that customers will know the steps to be taken, in order to receive service.

- The front line staff, especially Doctors, Nurses and complaints/grievance redress officer should be directed to use their name badges; this will distinguish them from customers, thus making it easier to recognise them.

- Complaints received and details of action taken should be published, so as to give the organization and public alike a view of how efficient and effective the grievance redress mechanism of the Hospital is.

- The Summary of budget, expenditure and audit reports should be provided in the public domain for the benefit of customers.

Driver 5 – Staff Attitude

- The Organisation should endeavour to provide written guidance for staff on customer care; this will give uniform approach to staff treatment of customers.

- Customer relation office should be appointed by the Hospital

7.2 Additional Recommendations

The following additional observations were also made on the quality of services delivered, which may also need attention.

Driver 1 – Service Delivery

- There should be a system in place to monitor performance against set

Driver 4 – Professionalism

- There should be a record to show that business improvement plans are implemented, revised and updated