Award of the SERVICOM Index

*The People’s Right to Be Served Right*

Report of
SERVICOM Compliance Evaluation of
Irrua, Specialist Teaching Hospital (ISTH)

November 23, 2007
1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of Irrua Specialist Teaching Hospital, Irrua, Edo General Out Patients Department (GOPD). Compliance has been measured against the SERVICOM Index, a yardstick for measuring the quality of service as delivered by Government through its various Ministries, Departments 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 is committed 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 by several drivers, listed further below. The selected service window of the ISTH (GOPD) Irrua, Edo has been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations. The overall Index score for ISTH (GOPD) Irrua, Edo has been calculated as a weighted average of the 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 Acknowledgements

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

1. Prof. G. Akpede - Chief Medical Director, ISTH, Irrua
2. Dr. M. Momoh - CMAC, ISTH, Irrua
3. Dr. S. Okogbeni - DCMAC/Service Improvement Desk Officer
4. Dr. Peter Imomoh - Head, GOPD
5. Mr. S. A. Arebun - Director of Administration ISTH, Irrua
6. Miss A. Ojo - Asst. Director, Internal Audit
7. Dr. Okokhere, P.O. - Nodal Officer
8. Mr. Momoh, S.A. - customer Care/Complaints Desk Officer
9. Barr. (Mrs.) Inegbedion, E. - Charter Desk Officer
10. Mr. Eromonsele, F. - Chief Public Relation Officer STH Irrua

3.0 Terms of Reference

The ISTH (GOPD) Irrua, Edo State was selected for SERVICOM compliance evaluation following a presidential directive that all government departments and agencies be evaluated for SERVICOM Index 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

The Irrua Specialist Teaching Hospital (ISTH) is located in Irrua, Edo state.
The Irrua Specialist Hospital, Irrua provides the following services:

- Urology
- General Surgery
- Pathology/Diagnostic Laboratory Services
- Dietetics
- Ophthalmology
- Radiology
- Orthopaedic and Trauma Surgery
- Physiotherapy
- Cardiology
- Neurology
- Respiratory Medicine
- Mental Health
- Dermatology
- Nephrology
- Paediatrics and Child Health including Neonatal Intensive Care and Paediatrics Emergencies
- Family Medicine and General Medical Practice
- Clinical Infectious Diseases (HIV/AIDS, Tuberculosis, Malaria and Lassa Fever)
- Obstetrics and Gynaecology
- Community Medicine/Public Health
- Intensive Care
- Adult Accident and Emergency

The service windows of the STH Irrua vary significantly. To get a representation, we considered that we should inspect service windows that vary in:
• Volume of customers (High/Low)
• Range of services provided (Full or limited range of services)

Therefore, the GOPD was selected for evaluation.

The SERVICOM team for this evaluation consisted of two (2) SERVICOM Officers; one (1) MSU staff of Federal Ministry of Health and the Nodal Officer, ISTH, Irrua as an observer.

Evidence was gathered at the service window through customer interviews, discussions with staff, discussions with partners, review of key documents and general observations.

Given the particular nature of the services provided by ISTH Irrua, Edo (GOPD), it is also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners.

The Key Documents reviewed included:
• Annual Reports
• Minutes of Management meetings
• Service Improvement Plans (SIPs),
• SERVICOM Customer Relations Activity Register (SCRAR)
• Customer Care Policy
• Staff Hand Book
• Strategic plan of activities for the Hospital
• Service charter
• SERVICOM Website: www.servnigeria.com

5.0 Findings

The findings presented in this section comprise both an Index score, observations on the Service Charter and on the quality of service delivery
found at the service window. Based on the evaluation of the service window, we have calculated a score for ISTH (GOPD) Irrua, Edo.

5.1 Charter Evaluation

The evaluated score for the service charter of ISH is (1.5) out of (3)

Description: Fair

5.1.1 Findings:

The following observations have been made on the Service Charter of the Irrua Specialist Teaching Hospital.

- Vision statement does not have timeframe within which to achieve the hospital’s vision
- The charter did not indicate provision for those with special needs (physically challenged)
- The charter does not state all the Hospital’s stake holders and partners
- The charter does not clearly explain redress mechanism procedures for customers’ information
- The charter does not state the obligation of customers and partners
- There is no clear statement of existing limitations of the hospital for the knowledge of customers

5.1.2 Recommendations for improving Service Charter

- Vision statement should have a timeframe within which to achieve the hospital’s vision
- There should be indication of provision for those with special needs (handicapped) for the benefit of such customers
- The charter should contain list of stake-holders and partners
- The charter should indicate clear description of performance monitoring and publishing of results
- There should be clear explanation of redress mechanism of who to
complain to, contact details of the Complaints Desk Officer, and time limit for response, etc.

- Customer, partners, staff obligations should be contained in the charter
- Existing limitations and constraints should be stated in the service charter to enable the customer know the constraints of the hospital

5.2 Index score

The overall Index score for the ISTH (GOPD) Irrua is: **2.0 out of 4 (50%)**

Two Star Service (**): *Description: Fair*

<table>
<thead>
<tr>
<th>Score for ISTH (GOPD)</th>
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<tbody>
<tr>
<td><strong>Overall Index score</strong></td>
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<tr>
<td><strong>Service Delivery</strong></td>
</tr>
<tr>
<td>1 - Standards &amp; practices / performance</td>
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<tr>
<td>2 – Reception experience</td>
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<tr>
<td>3 – Complaints &amp; grievance redress</td>
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<tr>
<td><strong>Timeliness</strong></td>
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<tr>
<td>1 – Standards &amp; practice/performance</td>
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<td>2 – Customer friendliness</td>
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<td><strong>Information</strong></td>
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<tr>
<td>1 – Information</td>
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<td>2 - Customer feedback</td>
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<td><strong>Professionalism</strong></td>
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<td>1 – Transparency</td>
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<td>2 – Efficiency</td>
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<td><strong>Staff Attitude</strong></td>
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5.3 Key findings

The following observations have been made on the quality of services provided by ISTH, Irrua, Edo State which we feel need to be addressed as a matter of urgency

5.3.1 Service Delivery

- The Hospital does not achieve some of its standards and targets which hinders the provision of efficient services to the customers
- The Hospital does not carry out sufficient analysis for delays and neither is remedial action taken to avoid future occurrence for effectiveness and improvement of service
- The waiting area is not adequate and not kept clean for customers’ convenience e.g. the present waiting area for the hospital is not adequate for the number of customers
- Complaints procedure does not indicate details of the Complaints Desk Officer to help customers locate and lodge complaints when services fail
- Management does not carry out regular analysis of complaints received from customers to improve services delivered by the hospital

5.3.2 Timeliness

- Some staff do not explain delays beyond standard waiting times, as result, customers wait for long hours without being attend to

5.3.3 Information
• There is no nominated officer to collect, collate and analyse comments and feedback on services provided from customers and partners, as a result, the organisation and the customers may not know the performance of the organisation
• There is no systematic publishing of results of comments from customers to let the customers know that their comments are acted upon
• Performance against standards is not available on regular basis at all service outlets e.g. performance against standards as indicated in the service charter of the organisation to enable the customer know how the hospital is performing.

5.3.4 Professionalism

• Appointment procedures are not clearly detailed at some service outlets for customers’ information and benefit
• Frontline Staff do not wear names and appointment badges and as a result, customers can not easily identify frontline staff. This could encourage touting
• The name of the customer service and Complaints Officer is not conspicuously displayed for customers’ attention. This will make it difficult for customers to identify the Officer
• Details of action taken as a result of complaints are not published. This could discourage the customer from complaining
• The overall target for the achievement of the business of the organisation is not substantially met as this could reduce the customer confidence in the hospital

5.3.5 Staff Attitude

• Most staff have not received adequate training on customer care to enhance their efficiency in handling customers
• The Customer Relations Officer is not clearly identifiable for customer to direct relevant issues to him or her
• Suitable facilities for privacy are not provided for customer convenience
5.4 Additional Findings

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

5.4.1 Professionalism

- Offices and desks do not clearly indicate functions and names of Officials for easy identification by customers
- The organogram of the hospital is not displayed at strategic service outlets for customers to know the hierarchy of the organisation

6.0 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 impinge on effective delivery of services to the members of the public.

6.1 Key recommendations

6.1.1 Service Delivery

- The Hospital should try as much as possible to achieve its standards and targets in order to improve its services for the benefit of the customers
- The Hospital should carry out sufficient analysis for delays and ensure remedial action to avoid future occurrence
- Adequate waiting area should be provided and kept clean for customers’ convenience
- Complaints procedure should clearly indicate details of the Complaints Desk Officer for easy contact by the customers
- Management should carry out regular analysis of complaints received from customers to enable it improve on its customer service
6.1.2 Timeliness

- Staff should give reasons for delays beyond standard waiting times to enable the customers appreciate the hospital's constraints

6.1.3 Information

- An officer should be appointed to collect, collate and analyse comments and feedback on services provided from customers and partners in order to improve on customers’ satisfaction
- Responses on customers’ comments should be published to encourage future comments on the improvement of the hospital services
- Performance against standards should be available at all service outlets on regular basis to inform the customer on the performance of the organisation

6.1.4 Professionalism

- Appointment procedures should be clearly stated at all service outlets for customers’ information and benefit
- Name tags should be worn by all frontline staff for easy identification by customers
- Name of the customer service and complaints desk officer should be displayed conspicuously for customers’ information
- Details of remedial actions taken as a result of customer complaints should be published to encourage future comments from customers
- The hospital should strive towards achieving its overall target for the attainment of its goals for improvement in the delivery of its services

6.1.5 Staff Attitude

- Frontline staff should be trained on customer care to enhance their performance and improve services
• All frontline Desks should have a clearly written name plate for easy identification by the customers
• Adequate consulting rooms should be provided to ensure the privacy of the patients

6.2 Additional Recommendations

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

6.2.1 Professionalism

• Offices should clearly indicate functions and names of Officials for easy identification and location by customers
• The organisational chart of the hospital should be displayed at all service outlets for customers information

6.3 Service Improvement Planning

Although the question of how these recommendations might best be implemented is a management issue for the Irrua Specialist Hospital, Irrua. The SERVICOM Office through the SERVICOM Institute will work with the management of the Hospital and the SERVICOM Unit of the Hospital to develop and guide the implementation of appropriate service improvement plans.

6.4 Conclusion

The SERVICOM index awarded to the Irrua Specialist Teaching Hospital is 2.0 which represent Two star (** ‘Fair’ Services. Although this is still far from praise-worthy. It is our belief that the Irrua Specialist Teaching Hospital, Irrua would aim at continuous improvement on the quality of services delivered to the citizens.