

Southern Regional Health Authority



EXECUTIVE SUMMARY

INTRODUCTION

On the 13th of May 2015, the members of the Internal Audit team were commissioned to undertake a comprehensive Inventory Audit of the major hospitals and clinic facilities within the Southern Regional Health Authority, to ensure the safety and functionality of the systems. This audit was a direct request from the office of Dr. Fenton Ferguson, Minister of Health.

The purpose of the audit was to complete an inventory of equipment and supplies at the facility while identifying shortages and making recommendations. Efforts were made to obtain a standard that outlined the requirements for the various types of facility, however efforts were futile.

The Mandeville Regional Hospital (MRH)

The Mandeville Regional Hospital (MRH) located in the Centre of the island serves a population of approximately 591,513, with a bed capacity of approximately 220. As the Regional Hospital of the Southern Regional Health Authority, the MRH accepts patients from referring hospitals such as: Black River, May Pen, Percy Junor and Lionel Town as well as other health facilities in the region. In keeping with the MONIA concept which emerged from a workshop that was held with the Ministry of Health and the Regional Health Authority, the areas examined at the facility were: The Operating Theatre (OT), High Dependency Unit (HD), Maternity Ward (Mat Ward) the Accident and Emergency Unit (A& E) and Nursery. The areas of concern were: Health and Safety, Sundries, critical drugs and equipment. The audit lasted for a three-day period from the 20th of May to the 22nd of May 2015.

The May Pen Hospital

The May Pen Hospital located at 1 Muirhead Drive in the parish of Clarendon, operates under the direct supervision a Chief Executive Officer, a Senior Medical Officer and Parish Manager. It is the only type B facility in the Parish of Clarendon with a bed count of One Hundred and Seventy (170).

The areas that were examined at the facility included: The Operating Theatre (OT), Maternity Ward (Mat Ward) the Accident and Emergency Unit (A&E) and the Nursery. The facility does not have an Intensive Care Unit or a High Dependency Unit (HDU). The areas of concern were: Health and Safety, Sundries, critical drugs and equipment. The audit lasted for a two (2) day period from the 28th of May to the 29 of May 2015.

The Santa Cruz Centre of Excellence

The recently renovated Santa Cruz Centre of Excellence was officially opened on March 13, 2015. The facility is the one of its kind in the region and serves the parish of St. Elizabeth and its environs. Services offered by the facility includes: Maternal and Child Health, Curative, Postnatal and Antenatal care, Dental, Mental and Environmental Health. It is the home of a Microbiological lab and a Drug Serv Pharmacy. An average of over Three Hundred patients on a weekly basis were seen by the medical team which includes; three doctors, a dental surgeon, a Family Nurse Practitioner, Two Registered Nurses, One Enrolled Assistant Nurse, One Public Health Nurse, a Medical Technologist, One Lab Assistant, Four Public Health Inspectors, Eight Community Health Aides, Two Male Orderlies, Three Female Orderlies (one part-time), One Contact Investigator, One Supervisory

Midwife, One Midwife, One Dental Nurse Coordinator, Two Dental Nurses, Three Dental Assistants and four Medical Records Clerk. Inadequate dental staff was a concern raised by the Dental Coordinator.

The areas of concern were: Health and Safety, Sundries, critical drugs and equipment. The audit was conducted on June 1, 2015

AUDIT SCOPE AND METHODOLOGY

In keeping with the MONIA concept which emerged from a workshop that was held with the Ministry of Health and the Regional Health Authority the areas examined at the facility were: The Operating Theatre (OT), High Dependency Unit (HD), Maternity Ward (Mat Ward) the Accident and Emergency Unit (A&E) and Nursery, this was.

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AUDIT LIMITATIONS

The limitations faced were:

- There was no standard available that outlined the requirements (equipment or sundries) for a facility based on the type of facility (A, B, or C) or the services that was provided at the facility.
- The Letter outlining the request for an Inventory audit was very vague.
- The time frame, in which the audit was requested, was a very short one.
- One member of the audit team was ill and was not able to make it to two locations

KEY FINDINGS

1.1 OPERATING THEATRE (O.T) MRH and MPH

- i. There was shortage of linen (towels, D&C split, leggings, sheets, Mayo stand covers), gowns (both patient and Doctors) and drapes (table drapes, screens)
- ii. There was an adequate supply of colour coded bags, cleaning and sterilizing agents, sharps containers, kick buckets and toiletries; although it was reported that there were instances of shortage however, once supplies were received by the Stores it was delivered to the various wards or departments at the facility.
- iii. An adequate supply of stationery was provided for documentation purposes.
- iv. Due to the nature of the Operating Theatre the supply of caps and overshoes was insufficient to meet the requirements of the facility, thus, persons with theatre shoes were not always privileged to wear overshoes. Goggles and face shields were not provided at the facility.
- v. The Operating Theatres were not equipped with the correct hand washing faucet; the theatres had manual faucets which required direct contact with the individual.

HIGH DEPENDENCY UNIT - MRH

The High Dependency Unit at the Mandeville Regional Hospital was a two bedded unit, with a four bed recovery area.

- a. There was a general shortage of linen and drapes
- b. There was a shortage of drugs, although drugs were being ordered on a weekly basis from Drug Serv.

MATERNITY WARD - MRH and MPH

- a. Items were received from CSSD on Monday and Thursday of each week.
- b. From time to time the ward experienced a shortage in various sundry items.
- c. There was an adequate supply of colour coded bags, cleaning and sterilizing agents, sharps boxes and toiletries; although it was reported that there were instances of shortage, however once supplies were received by the Stores it was delivered to the various wards or departments at the facility
- d. It was reported that there was an inadequate supply of delivery sets.

NURSERY - MRH and MPH

- a. The Nursery at the May Pen Hospital housed Thirteen (13) cots. The storage area at the facility served both the nursery and the Pediatric ward.
- b. There was an adequate supply of colour coded bags, cleaning and sterilizing agents, sharps boxes and toiletries; although it was reported that there were instances of shortage, however, once supplies were received by the Stores it was delivered to the various wards or department at the facility.
- c. There was an adequate supply of sundries and fluids at the nursery.
- d. The nursery was experiencing a shortage in the supply of the following:

Fortum, Augmentin, Gentamicin, Amoxil, Atrovent, Hydrocortisone ,
Epinephrine .

- e. There was the need for additional incubators and cots (MPH)
- f. The Nursery and Paediatric wards were in need of additional equipment such as: Cardiac Monitors, five (5) suction machines, at least 12 infusion pumps (MRH)

ACCIDENT & EMERGENCY MRH and MPH

- a. The Accident and Emergency (A&E) was experiencing a shortage of linen, gowns, screens and drapes.
- b. Stretchers and wheel chairs supplied for the A&E was insufficient to meet the demands of the facilities
- c. Generally the areas were safe.

Santa Cruz Centre of Excellence

- a. It was reported that for the most part the supply of drugs and sundries were adequate
- b. There was an adequate supply of toiletries and cleaning supplies.

RECOMMENDATIONS

- A standard needs to be developed to outline the quantity of equipment and instruments needed for the various facilities (e.g. a type A facility would require more equipment than a type B).
- The development of an inventory management system to regulate the movement of supplies within the region.
- An Individual should be assigned or an individual from CSSD should be assigned to audit the storage areas of the various wards, before items were supplied, to minimize or eliminate the hoarding of supplies on the wards.

- The NHF should seek to improve the supply of drugs to the facilities.

MANAGEMENT RESPONSE

1. An inventory management system has been piloted at the MPH and will be rolled out to all hospitals, Parish Health Departments and Santa Cruz Centre of Excellence by the end of the calendar year. This system developed internally will be able to track the use of stocks including sundries and food items from warehouse to the end user.
2. With the improved budget for financial year 2015/16 steps have been taken to procure and manufacture some drapes and linen. Gowns have also been procured. This has started and will continue until adequate supplies are available to each facility.
3. Service contracts have been renewed for major equipment and repairs. Also, minor repairs on buildings and equipment have commenced according to schedule.
4. Personnel changes have been made in some areas to improve distribution and monitoring of stocks.
5. Lines of credit with suppliers have improved resulting in improved procurement of most of the basic tools of trade.
6. The challenge with supply of some drugs from the NHF persists with marginal improvement.



Michael Stewart
SRHA Board
Chairman
28-07 2015

**MINISTRY OF HEALTH
REGIONAL HEALTH AUTHORITY AUDIT CONFORMANCE RESPONSE
REGION: SOUTHERN REGIONAL HEALTH AUTHORITY**

HEALTH FACILITY & SERVICE DELIVERY AREA	NON-CONFORMANCE	RECOMMENDED / PROPOSED CORRECTIVE ACTIONS	TIMELINES	STATUS
Mandeville Regional Hospital (OT and HDU) and May Pen Hospital	Shortage of Linen/ Surgical Drapes	Purchased Material for construction of surgical drapes and linen	Ongoing	Achieved
	Limited surgical mesh caps, overshoes and sutures	Procure from NHF and private suppliers	Ongoing	Achieved / Expanded storage capacity and inventory. Improvements in supply
	Unavailability of Goggles and face shields,	Provide from existing stock as requested	Ongoing	Stock in hand. Procurement ongoing
	Incorrect Hand washing Faucets and sinks	Procure pedal operated hand wash sinks	December 2015	Procurement in progress
	Inadequate drugs from Drug Serv- (HDU)	Procure as is available/ Procure privately as necessary.	Ongoing	Improved supply/Provision made for increased storage of stock (Buffer)
Maternity	Periodic shortages of instruments from CSSD. Inadequate Delivery sets	Procure replacements for damaged instruments	Ongoing	Instruments procured. Procurement ongoing to replace damaged Instruments
Nursery	Need for additional equipment-Cardiac Monitors, suction machines, Infusion pumps	1. Broken equipment repaired and maintained on a scheduled basis. 2. Provision of additional equipment under PROMAC.		1. Achieved. 2. Tender done and contract award for provision of equipment under PROMAC
	Cots	Procure new cots	November 2015	Procurement in progress
	Incubators	Procurement new incubators	December 2015	1. Repairs to broken equipment completed and Maintenance Schedule implemented 2. Procurement in process
Accident and Emergency Department	Shortage of Linen and drapes, portable screens	Procure material for provision of same. Improved system for management of linen.	Achieved Dec 2015/ Jan 2016	1. Linen provision improved. 2. Procurement of portable screens in progress.

	Shortage of stretchers and wheelchairs	Increase inpatient bed complement to reduce high usage of stretchers on wards. Seek additional hospital beds and mattresses.		Achieved -Reopening of Blocks H and J (Medical ward extension has improved stretcher availability. Adequate wheelchairs in store. Additional beds obtained from FFTP.
General concern	Cleaning and sterilizing agents	Increased Procurement and Inventory levels		Achieved

