

**GHANA HEALTH SERVICE**  
**HUMAN RESOURCE DIVISION**



**INTERNSHIP PROGRAMME FOR  
HEALTH SERVICES ADMINISTRATORS**

**GUIDELINES & TRAINING MANUAL**

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# **GUIDELINES FOR THE INTERNSHIP PROGRAMME FOR HEALTH SERVICES ADMINISTRATORS**

## **1. Introduction**

As a requirement, qualified persons interested to be engaged as Health Services Administrators (HSAs) have to undergo a mandatory one-year internship programme to develop their competence to ably take charge of the administration of health institutions. Regrettably not all HSAs receive adequate on-the-job training necessary to equip them with the skills and knowledge to meet the challenges of the job. The work-based training received by the intern HSAs usually varies in quality from good to indifference depending on the trainer and the health facility within which one undergoes the internship programme. One major reason accounting for this is absence of clear guidelines and standardized training manual to ensure uniformity in the effective training of the intern HSAs.

These guidelines and training manual have thus been developed primarily to address the deficiencies in the internship programme for HSAs and to also satisfy the growing demand for well-trained and competent HSAs in the health sector. The content of the manual has been designed to ensure that the training programme reflects the current trends in the administration and management of health institutions. The training topics and lessons have also been standardized and it is envisaged that all intern HSAs across the country regardless of their location or the health institution within which they undergo their internship programme will receive the required level of knowledge and skills for their competent professional practice.

It is envisaged that all stakeholders- Health Administration & Support Services (HASS) Directorate, the Regional Health Administration, Facility Managers and the Trainers will ensure the compliance of these guidelines and the use of the training manual for the training of intern HSAs. The guidelines and the training manual will be revised periodically to reflect new challenges of the day as a way of improving the effectiveness of the internship programme.

## **2. Enrollment into the Internship Programme**

### ***2.1 Intern HSA- Prerequisite***

- Prior to enrolling into the internship Programme, the applicant must have successfully completed a First or Masters Degree in Health Service Management or related field from an accredited college or university.

### ***2.2 Duration of Internship***

- The duration for the internship is one year and the formal appointment by the Service will be done depending on availability of vacancy and only after financial clearance for payment of the salary has been granted by Ministry of Finance.

### ***2.3 Posting of Intern HSAs***

- HRD, in consultation with HASS, will post applicants to the designated regions to undergo the one year internship.
- At the Regional Health Directorate, the Regional Director of Health Services in consultation with the Deputy Director (Admin) will in turn post the applicants to the designated health facilities for the applicants to start their internship programme under the supervision of competent HSAs (Trainers).

### ***2.4 Limitation of the Intern HSAs***

- The intern HSAs shall not be employed in any other capacity in the facility where the internship is being executed during the period of the training.

## **3. Selection of Trainer for Internship Training Programme**

### ***3.1 Trainer Requirements***

The requirements for selecting a Trainer for the internship programme are as follows:

- The Trainer must be employed as a HSA of record in a recognized health facility
- He/she must have worked as a qualified HSA for the previous five years
- He/she must have worked in a facility where the intern HSA is posted to for two years out of the previous five years

### ***3.2 Orientation for the Trainers***

- Orientation should be organized by the Deputy Director (Admin) at the Regional Health Directorate for all the Trainers and trainees in the region prior to the commencement of the internship programme in the health facilities.

### ***3.3 Trainers Limitation***

- Trainers must be given a limited number of intern HSAs that they can effectively supervised

## **4. Conduct of the Training Programme**

### ***4.1 Programme Content***

- The internship programme is structured in modular format with related modules grouped into units as indicated in appendix 1.
- The units are up to 25 and cover a wide range of administrative, financial and other managerial issues that Health Services Administrators are required to be abreast with.
- Suggested teaching methodologies in each unit are indicated in the programme.

### ***4.2 Progress Reports***

- The intern HSAs will be expected to do rotation at the various departments/units at the facility where they will do their training.
- There should be continual tracking of the progress of the intern HSAs in the internship programme.
- At the end of the internship programme, a *Trainer Report* shall be submitted to the Deputy Director Admin at the respective Regional Health Directorates.

- The report should evaluate both the overall programme and the related experiences of the intern HSA.

## **5. General Issues**

### ***5.1 Absence of Intern HSA***

- Any absences of 5 or more consecutive working days must be reported to the Deputy Director (Admin) at the Regional Health Directorate and a decision will be made as to whether to continue or discontinue the programme.

### ***5.2 Absence of Trainer***

- The Trainer must spend an adequate and reasonable amount of time on the facility premises.
- Weekly meetings between intern HSA and Trainer are expected.
- In the event that a Trainer is away from the facility more than 10 consecutive working days, the Deputy Director (Admin) must be notified immediately.
- If the absence is planned, prior notification is required and the Deputy Director (Admin) will resolve the issue.
- Cumulative Trainer absences in excess of 25 working days during internship programme, regardless of reason(s), must be reported to the Deputy Director (Admin) and may result in the change of the Trainer.

### ***5.3 Orientation for Intern HSA***

- It is expected that the facility in which the intern HSA is training will provide an orientation, the scope of which will be determined by the facility.
- The intern HSA is obligated to comply with MOH/GHS and facility policies in the same manner as other employees.
- Any action that would result in termination of an employee, according to MOH/GHS and facility policies, must also apply to the intern HSA.
- The code of conduct and staff disciplinary procedures should be discussed with the intern HSA during orientation.
- Any discipline action taken against the intern HSA at the facility must be reported in writing to the Deputy Director Admin at the Regional Health Directorate.

### ***5.4 Discipline and Conduct of Intern HSAs***

- The intern HSAs are expected to conduct themselves both in public and in private so as to promote the interest, good name and well being of the Service..
- Any conduct, which is prejudiced to the interest of the Service whether within or outside the workplace shall be treated as misconduct and shall constitute grounds for disciplinary action.
- Any indiscipline shall be dealt with in accordance with the code of conduct and disciplinary procedures of GHS.

### ***5.5 Termination***

- The Deputy Director Admin in consultation with Director HRD may terminate the intern HSA from the internship programme for just cause.

- Causes for termination include charges of any criminal activity related to work and any attempt to intentionally misrepresent information.

### ***5.6 Schedule***

- The internship programme will be conducted during the official working days and hours.
- This does not preclude the intern HSA from working on weekends or holidays or unique situations that may arise.
- The Trainer may suggest/request the H/HAS to attend after-hours activities while offering the intern HSA the option of refusing.
- It is strongly recommended that intern HSAs attend facility events and activities whenever possible.

### ***5.7 Compliance***

- Intern HSAs are expected to comply fully with all work-related requests and assignments from the Trainer or other officer in the facility responsible for training the intern HSA.
- Failure to complete assigned tasks should be noted and discussed during the weekly intern HSA and Trainer meeting.
- In the event that an assignment conflicts with the personal or religious beliefs of the intern HSA, he/she should advise the Trainer of such and the Trainer and intern HSA are to seek a mutually agreeable resolution.
- If an agreement cannot be reached, the incident should be immediately reported in writing to the Deputy Director (Admin) and a decision will be made.

### ***5.8 Site Visits***

- The Deputy Director (Admin) should conduct a minimum of two site visits during regular working hours with prior notice, to monitor the progress of the training programme.
- Likewise the Director HASS and his team at the headquarters should conduct at least one site visit during regular working hours with prior notice, to monitor the progress of the training programme.
- The report(s) generated by these visits will form part of the final assessment of the intern HSAs for selection and appointment as HSAs.

### ***5.9 Compensation of Intern HSA***

- It is expected that the H/HSA will register with the National Service Secretariat during the one year internship and that he or she will receive monthly allowance from the Secretariat just like any other National Service Personnel.

## **6. Completion of Internship Programme**

- No internship programme will be considered complete until all reports are received by Deputy Director Admin of the respective Regional Health Directorates.

- After all reports have been received and all requirements met, the Deputy Directors Admin will notify HRDD and copy Director HASS about those H/HSA interns who have successfully completed the training programme
- The HRD will in turn send a written notification of successful completion of the programme to the H/HSA through Deputy Director (Admin) at the respective Regional Health Directorates.
- Completion of the internship programme does **not** guarantee approval for the intern HSAs to become HSAs.
- Fulfillment of the internship programme permits the intern HSA to apply for final assessment interview to be appointed as HSA depending on availability of vacancy and approval of financial clearance for the appointment of HSAs.
- Information regarding the application process for final assessment will be provided by HRDD along with the written notification of successful completion of the internship programme.
- Intern HSAs are expected to apply for final assessment interview to be appointed as HSAs.

## Appendix 2: TRAINING PROGRAMME FOR INTERN HEALTH SERVICES ADMINISTRATORS

Units	Modules	Suggested Teaching Methodologies
<p><i>Unit 1:</i></p> <p>Policy environment and stakeholders of the MOH</p>	<ul style="list-style-type: none"> <li>◆ Policy Framework of MOH               <ul style="list-style-type: none"> <li>○ National Vision</li> <li>○ Vision for health sector</li> <li>○ Mission statement of the health sector</li> <li>○ Policy objectives of the health sector</li> <li>○ Health sector five year programme of work</li> <li>○ Health sector annual programme of work</li> </ul> </li> <li>◆ Structure of MOH at the headquarters</li> <li>◆ Role of MOH and its agencies               <ul style="list-style-type: none"> <li>○ GHS</li> <li>○ Teaching Hospitals,</li> <li>○ Psychiatric Hospitals</li> <li>○ CHAG,</li> <li>○ National Ambulance Service</li> <li>○ Regulation Bodies-                   <ul style="list-style-type: none"> <li>▪ Food &amp; Drug Boards,</li> <li>▪ Nurses &amp; Midwives Council,</li> <li>▪ Medical &amp; Dental Council,</li> <li>▪ Pharmacy Council,</li> <li>▪ Traditional Medicine Practice Council,</li> <li>▪ Private Hospitals &amp; Maternity Home Board;</li> </ul> </li> <li>○ Research &amp; Training Institutions-                   <ul style="list-style-type: none"> <li>▪ Centre for Scientific Research into Plant Medicine</li> <li>▪ Training Institutions</li> </ul> </li> </ul> </li> <li>◆ Collaborators of MOH: (MDAs, Development Partners, Private Sector, NGOs/Civil</li> </ul>	<p>Discussion and reading assignments</p>



Units	Modules	Suggested Teaching Methodologies
	Society, Media, Public, Ghana Aids Commission, Population Council, Ghana Statistical Services, National Development Planning Commission and NHIA)	
<i>Unit 2:</i>  Policy framework of GHS	<ul style="list-style-type: none"> <li>◆ GHS Vision</li> <li>◆ Mission statement of GHS</li> <li>◆ Policy Objectives of GHS</li> <li>◆ Core Values of GHS</li> <li>◆ GHS strategic plan</li> <li>◆ Management structure of GHS at the headquarters and roles and responsibilities of various Divisions and Departments within the structures</li> <li>◆ GHS &amp; Teaching Hospital Act, 1996 (Act 525)</li> </ul>	Discussion and reading assignments
<i>Unit 3:</i>  Policy framework of Teaching Hospitals	<ul style="list-style-type: none"> <li>◆ Vision of THs</li> <li>◆ Mission statement of THs</li> <li>◆ Policy Objectives of THs</li> <li>◆ Core Values of THs</li> <li>◆ Management structure of THs and roles and responsibilities of various actors within the structure</li> </ul>	Discussion and reading assignments
<i>Unit 4:</i>  Functions of Hospitals within Regional and District Health Management Framework	<ul style="list-style-type: none"> <li>◆ Management structure at the Regional and District Health Directorates and the roles and responsibilities of the various actors within the framework</li> <li>◆ Management structure at the Hospital level and the roles and responsibilities of the various actors within the framework</li> <li>◆ Link between the hospitals and the Regional &amp; District Health Directorates</li> <li>◆ Reporting mechanisms and feedback process.</li> <li>◆ Various operational committees in the hospital and their functions</li> </ul>	Discussion and reading assignments
<i>Unit 5:</i>  Administrative practices and procedures	<ul style="list-style-type: none"> <li>◆ Secretariat &amp; Registry <ul style="list-style-type: none"> <li>○ Functions of secretariat and registry</li> <li>○ Registry practices &amp; procedures</li> <li>○ Filing:-</li> </ul> </li> </ul>	Discussion, demonstration, hands-on experience and reading assignment

Units	Modules	Suggested Teaching Methodologies
	<ul style="list-style-type: none"> <li>▪ The file &amp; its functions</li> <li>▪ Filing systems</li> <li>▪ Creating new files</li> <li>▪ Closing and retiring files</li> <li>▪ File tags,</li> <li>▪ Cross referencing</li> <li>▪ Classification of files</li> <li>○ Indexing:- functions &amp; types of index</li> <li>○ Storage of records</li> <li>○ Vital records programme</li> <li>◆ Management of personal office:- File trays, diary, file cabinets, office equipment (computer, photocopy, fax, telephone etc) and their effective use</li> <li>◆ Office supplies (letter opener, paper clips, stapler &amp; staple removers etc)</li> <li>◆ Conducting meetings <ul style="list-style-type: none"> <li>○ How to call a meeting</li> <li>○ Agenda</li> <li>○ How to conduct a meeting</li> <li>○ Levels of meetings</li> <li>○ Emergency meetings</li> <li>○ Dangers of meetings</li> </ul> </li> <li>◆ Minutes of meetings <ul style="list-style-type: none"> <li>○ Qualities of good meetings</li> <li>○ Format for writing minutes</li> <li>○ Production of minutes</li> </ul> </li> <li>◆ Communication channels in the health sector</li> <li>◆ Writing of official correspondences <ul style="list-style-type: none"> <li>○ Letters</li> <li>○ Memos</li> </ul> </li> </ul>	

Units	Modules	Suggested Teaching Methodologies
	<ul style="list-style-type: none"> <li>○ Circulars</li> <li>○ Reports</li> <li>○ Queries</li> <li>○ Petitions</li> <li>◆ Minuting a letter</li> <li>◆ Official abbreviations (f.y.c; f.n.a; f.y.i; b.u.f etc)</li> <li>◆ Flagging of letters</li> <li>◆ Protocols of handing over notes</li> <li>◆ Orientation of new staff</li> </ul>	
<p><i>Unit 6:</i></p> <p>Planning &amp; budgeting process</p>	<ul style="list-style-type: none"> <li>◆ Health sector planning and budgeting process</li> <li>◆ Planning &amp; budgeting at the facility level</li> <li>◆ Preparation of operating (recurrent) &amp; capital budgets</li> <li>◆ Plans &amp; budget implementation</li> <li>◆ Performance monitoring / review &amp; reporting</li> <li>◆ Proposal writing</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 7:</i></p> <p>NHIS issues</p>	<ul style="list-style-type: none"> <li>◆ NHIS Act, 2003 (Act 650) and LI 1809</li> <li>◆ Operation of NHIS at the facility</li> <li>◆ NHIS tariff system</li> <li>◆ Submission of claims</li> <li>◆ Payment of claims</li> <li>◆ NHIS accreditation process</li> <li>◆ Challenges with the operation of the NHIS</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 8:</i></p> <p>HR &amp; Personnel issues</p>	<ul style="list-style-type: none"> <li>◆ Functions of HR/Personnel Unit</li> <li>◆ HR policy for the health sector</li> <li>◆ Job descriptions of various categories of staff</li> <li>◆ Staff performance appraisal system</li> <li>◆ Personnel audit</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>

Units	Modules	Suggested Teaching Methodologies
	<ul style="list-style-type: none"> <li>◆ Personnel development and training</li> <li>◆ Health sector salary structure</li> <li>◆ Code of conduct and disciplinary procedures for staff</li> <li>◆ Patient charter</li> <li>◆ Customer care and quality of care in healthcare delivery</li> <li>◆ Health Professional Associations and their activities</li> <li>◆ Conflict resolution and promotion of industrial harmony</li> <li>◆ Labour law and its application</li> </ul>	
<p><i>Unit 9:</i></p> <p>Health Information</p>	<ul style="list-style-type: none"> <li>◆ Duties, responsibilities and structure of the medical records unit</li> <li>◆ Types of reports/returns and how they are generated at the unit.</li> <li>◆ Relevance of the reports/returns in managing the hospital</li> <li>◆ Challenges at the unit</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 10:</i></p> <p>Procurement, Stores and Supplies</p>	<ul style="list-style-type: none"> <li>◆ The duties, responsibilities and structure of the procurement, supplies and stores unit</li> <li>◆ The various sections in the store</li> <li>◆ Public Procurement Act, 2003 (Act 663)</li> <li>◆ Health sector procurement system <ul style="list-style-type: none"> <li>○ Procurement structure</li> <li>○ Method of procurement</li> <li>○ Procurement ethics</li> </ul> </li> <li>◆ Store management practices <ul style="list-style-type: none"> <li>○ Storekeeping practices</li> <li>○ Stock control system</li> <li>○ Costing of items in the stores</li> </ul> </li> <li>◆ Types of documents/books used</li> <li>◆ Types of returns/reports prepared at the unit and their relevance in managing the facility</li> <li>◆ Procedure for disposal of unserviceable items</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>

Units	Modules	Suggested Teaching Methodologies
	<ul style="list-style-type: none"> <li>◆ Safety &amp; security of the stores</li> <li>◆ Internal control procedures at the stores</li> </ul>	
<p><i>Unit 11:</i></p> <p>Catering Services</p>	<ul style="list-style-type: none"> <li>◆ The set-up at the catering unit</li> <li>◆ Management standards and guidelines for catering services</li> <li>◆ Purchasing procedures and the costing of catering services</li> <li>◆ Dietary requisition</li> <li>◆ Safety and security at the unit</li> <li>◆ Types of returns/reports generated at the unit and their relevance in managing the hospital</li> <li>◆ Internal control procedures at the unit</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 12:</i></p> <p>Transport management</p>	<ul style="list-style-type: none"> <li>◆ The role of the transport office</li> <li>◆ Transport policy and operation guidelines</li> <li>◆ Preparation of duty roster for Drivers</li> <li>◆ Issuance and control procedures of coupons</li> <li>◆ Use of vehicle logbooks and their importance</li> <li>◆ Calculation and interpretation of key performance indicators</li> <li>◆ Types of returns/reports generated at the unit and their relevance in managing the hospital</li> <li>◆ Maintenance procedures for the vehicles</li> <li>◆ Procedures for disposal of unserviceable vehicles.</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 13:</i></p> <p>Maintenance of buildings and equipment</p>	<ul style="list-style-type: none"> <li>◆ Role of maintenance unit</li> <li>◆ Infrastructure and equipment maintenance guidelines</li> <li>◆ Plan preventive maintenance of: <ul style="list-style-type: none"> <li>○ Buildings</li> <li>○ Grounds</li> <li>○ Medical and office equipment</li> <li>○ Plant and Machinery</li> </ul> </li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>

Units	Modules	Suggested Teaching Methodologies
	<ul style="list-style-type: none"> <li>◆ Asset register</li> <li>◆ Waste management <ul style="list-style-type: none"> <li>○ Waste management policy</li> <li>○ Types of waste generated and their mode of disposal</li> <li>○ Infection prevention &amp; control</li> </ul> </li> <li>◆ Procedures for requisition of materials for the unit</li> <li>◆ Fault reporting system and certification of work done</li> <li>◆ Types of returns/reports generated at the unit and their relevance in managing the facility</li> </ul>	
<p><i>Unit 14:</i></p> <p>Laundry and sterilization services</p>	<ul style="list-style-type: none"> <li>◆ Functions of laundry unit and CSSD</li> <li>◆ Types of machines used and their maintenance schedule</li> <li>◆ Procedures for requisition of materials for the unit</li> <li>◆ The nature, mode and procedure for preventing cross-infection</li> <li>◆ Types of returns/reports generated at the unit and their relevance in managing the facility</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 15:</i></p> <p>Housekeeping and security services</p>	<ul style="list-style-type: none"> <li>◆ Standard cleaning procedures</li> <li>◆ Infection control &amp; prevention</li> <li>◆ Security measures put in place at the facility</li> <li>◆ Types of returns/reports generated at the units and their relevance in managing the facility</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 16:</i></p> <p>Financial management</p>	<ul style="list-style-type: none"> <li>◆ Health sector accounting system and procedures</li> <li>◆ Sources of finance and cost of different sources</li> <li>◆ Management of working capital, including management of revolving funds</li> <li>◆ Books of Accounts</li> <li>◆ Financial control procedures</li> <li>◆ Financial statements</li> <li>◆ Financial Administration Act, 2003 (Act 654)</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>

Units	Modules	Suggested Teaching Methodologies
	<ul style="list-style-type: none"> <li>◆ Auditing procedures</li> <li>◆ Audit reports</li> <li>◆ Internal Audit Agency Act, 2003 (Act 658)</li> <li>◆ Types of returns/reports generated at the unit and their relevance in managing the facility</li> </ul>	
<p><i>Unit 17:</i> Pharmaceutical Services</p>	<ul style="list-style-type: none"> <li>◆ The structure and functions of the pharmacy unit</li> <li>◆ Procurement procedures for medicines</li> <li>◆ Quality assurance</li> <li>◆ Storage of medicines</li> <li>◆ Inventory control</li> <li>◆ Essential &amp; NHIS medicine lists</li> <li>◆ NHIS price list for medicines</li> <li>◆ Rational medicine use</li> <li>◆ Types of returns/reports generated at the unit and their relevance in managing the facility</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 18:</i> Medical laboratory services</p>	<ul style="list-style-type: none"> <li>◆ The structure and functions of the laboratory unit</li> <li>◆ Types of laboratory investigations performed</li> <li>◆ Quality assurance procedures</li> <li>◆ Storage of reagents</li> <li>◆ Requisition procedures</li> <li>◆ Inventory control</li> <li>◆ Types of returns/reports generated at the unit and their relevance in managing the facility</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 19:</i> Mortuary</p>	<ul style="list-style-type: none"> <li>◆ The role and responsibilities of mortuary</li> <li>◆ Procedures for transporting bodies from wards/OPD/theatre to the mortuary</li> <li>◆ Preservation of bodies</li> <li>◆ Internal control system at the mortuary</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>

Units	Modules	Suggested Teaching Methodologies
	<ul style="list-style-type: none"> <li>◆ Types of returns/reports generated at the unit and their relevance in managing the facility</li> </ul>	
<p><i>Unit 20:</i></p> <p>X-ray &amp; ultrasound services</p>	<ul style="list-style-type: none"> <li>◆ The structure and functions of the of the X-ray and Ultrasounds units</li> <li>◆ Types of x-ray and ultrasound investigations performed</li> <li>◆ Quality assurance procedures</li> <li>◆ Storage of x-ray films</li> <li>◆ Requisition procedures</li> <li>◆ Inventory control</li> <li>◆ Types of returns/reports generated at the units and their relevance in managing the facility</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 21:</i></p> <p>Physiotherapy services</p>	<ul style="list-style-type: none"> <li>◆ The structure and functions of the Physiotherapy unit</li> <li>◆ Types of physiotherapy services provided</li> <li>◆ Types of returns/reports generated at the units and their relevance in managing the facility</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 22:</i></p> <p>Management of OPD</p>	<ul style="list-style-type: none"> <li>◆ General administration at the O.P.D</li> <li>◆ Statistics on patient treated</li> <li>◆ Infection control and prevention at the wards</li> <li>◆ Types of returns/reports generated at the O.P.D and their relevance in managing the facility</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>
<p><i>Unit 23:</i></p> <p>Ward management</p>	<ul style="list-style-type: none"> <li>◆ General administration of the ward</li> <li>◆ Procedures for receiving admitted patients into ward</li> <li>◆ Preparing &amp; discharging patients from ward</li> <li>◆ Preparation of diet list for in-patients</li> <li>◆ Stock-taking of ward equipment / furniture</li> <li>◆ Infection control and prevention in the wards</li> <li>◆ Types of returns/reports generated at the wards and their relevance in managing the facility</li> </ul>	<p>Discussion, demonstration, hands-on experience and reading assignment</p>



Units	Modules	Suggested Teaching Methodologies
<i>Unit 24:</i> Theatre services	<ul style="list-style-type: none"> <li>◆ General administration of the theatre</li> <li>◆ Procedures for receiving patients for operations</li> <li>◆ Requisition procedures for materials and drugs</li> <li>◆ Types of operations performed</li> <li>◆ Infection control and prevention in the wards</li> <li>◆ Types of returns/reports generated at the wards and their relevance in managing the facility</li> </ul>	Discussion, demonstration, hands-on experience and reading assignment
<i>Unit 25:</i> Public health services	<ul style="list-style-type: none"> <li>◆ Functions of the public health unit</li> <li>◆ General administration of the unit</li> <li>◆ Types of public health activities carried out</li> <li>◆ Types of returns/reports generated at the wards and their relevance in managing the facility</li> </ul>	Discussion, demonstration, hands-on experience and reading assignment

**Appendix 3: ASSESSMENT TOOLS FOR INTERN HEALTH SERVICES ADMINISTRATORS TRAINING PROGRAMME**

<b>Area</b>	<b>Nothing Achieved =0</b>	<b>Inadequately Achieved =1</b>	<b>Partially Achieved= 2</b>	<b>Fully Achieved =3</b>	<b>Remarks</b>
The intern HSA has a detail understanding of Policy environment and stakeholders of the MOH					
The intern HSA has grasped and understood fully the policy framework of GHS					
The intern HSA understands the policy framework of Teaching Hospitals					
The intern HSA has an appreciation of the functions of Hospitals within Regional and District Health Management Framework					
The intern HSA has an understanding and in-depth exposure in administrative practices and procedures. He/she participated in committee meetings and was given the opportunity to write minutes. Is able to write minutes, letters and reports with little supervision					
The intern HSA has an appreciation of planning & budgeting process and participated in the preparation of the facility annual plan and budget. He/she also took an active part in the preparation of the half year and annual performance review report.					
The intern HSA has an appreciation of the					

<b>Area</b>	<b>Nothing Achieved =0</b>	<b>Inadequately Achieved =1</b>	<b>Partially Achieved= 2</b>	<b>Fully Achieved =3</b>	<b>Remarks</b>
operation of NHIS and other related issues <sup>19</sup>					
The intern HSA understands HR and labour management issues					
The intern HSA has an appreciation of various data generated at biostatistics/ medical records unit and know the relevance of the analysis of the data in managing the health facility					
The intern HSA knows what entails in the public procurement act and has grasped and understood health sector procurement procedures and the operations and activities at the stores					
The intern HSA understand the operations and activities of the catering unit					
The intern HSA has got insight into the basic rudiments in transport management. He/she also has appreciation of the problems and challenges at the transport unit					
The intern HSA understands what entails in estate management and also appreciates the need for maintenance culture					
The intern HSA has an understanding of the operation of laundry and sterilization services					
The intern HSA knows what housekeeping					

<b>Area</b>	<b>Nothing Achieved =0</b>	<b>Inadequately Achieved =1</b>	<b>Partially Achieved= 2</b>	<b>Fully Achieved =3</b>	<b>Remarks</b>
and security services entails					
The intern HSA has an insight and deep appreciation of the operations of the finance unit and the importance of financial analysis in managing health facility					
The intern HSA has insight into the operations and activities at the pharmacy unit					
The intern HSA has insight into the operations and activities at the medical laboratory unit					
The intern HSA has an understanding of what entails in the mortuary services					
The intern HSA has insight into the operations and activities at X-ray & ultrasound units					
The intern HSA has insight into the operations and activities at the Physiotherapy unit					
The intern HSA knows what entails in the management of OPD					
The intern HSA knows what entails in ward management					
The intern HSA knows what entails in the management of theatre services					
The intern HSA has insight into the operations and activities at the public health unit					

## RATINGS AND RECOMMENDATION

### 1. RATINGS

Grade	Score
A – Outstanding	70 or more
B – Performance well above requirements	60 – 69
C – Performance meets fully the normal requirements	50– 59
D – Performance does not meet requirements, some improvement necessary	30 – 49
E – Performance not acceptable	0 – 29

### 2. OVERALL RECOMMENDATION

- a. Recommended for appointment
- b. Recommended for appointment but will need to: work under supervision / -----
- c. Not recommended for appointment

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SIGNED  
OFFICIAL STAMP

