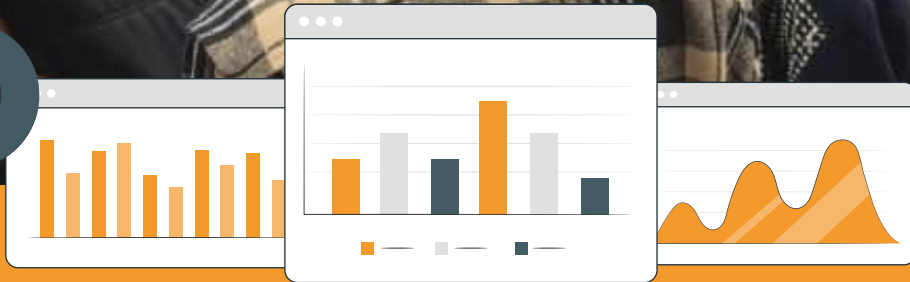
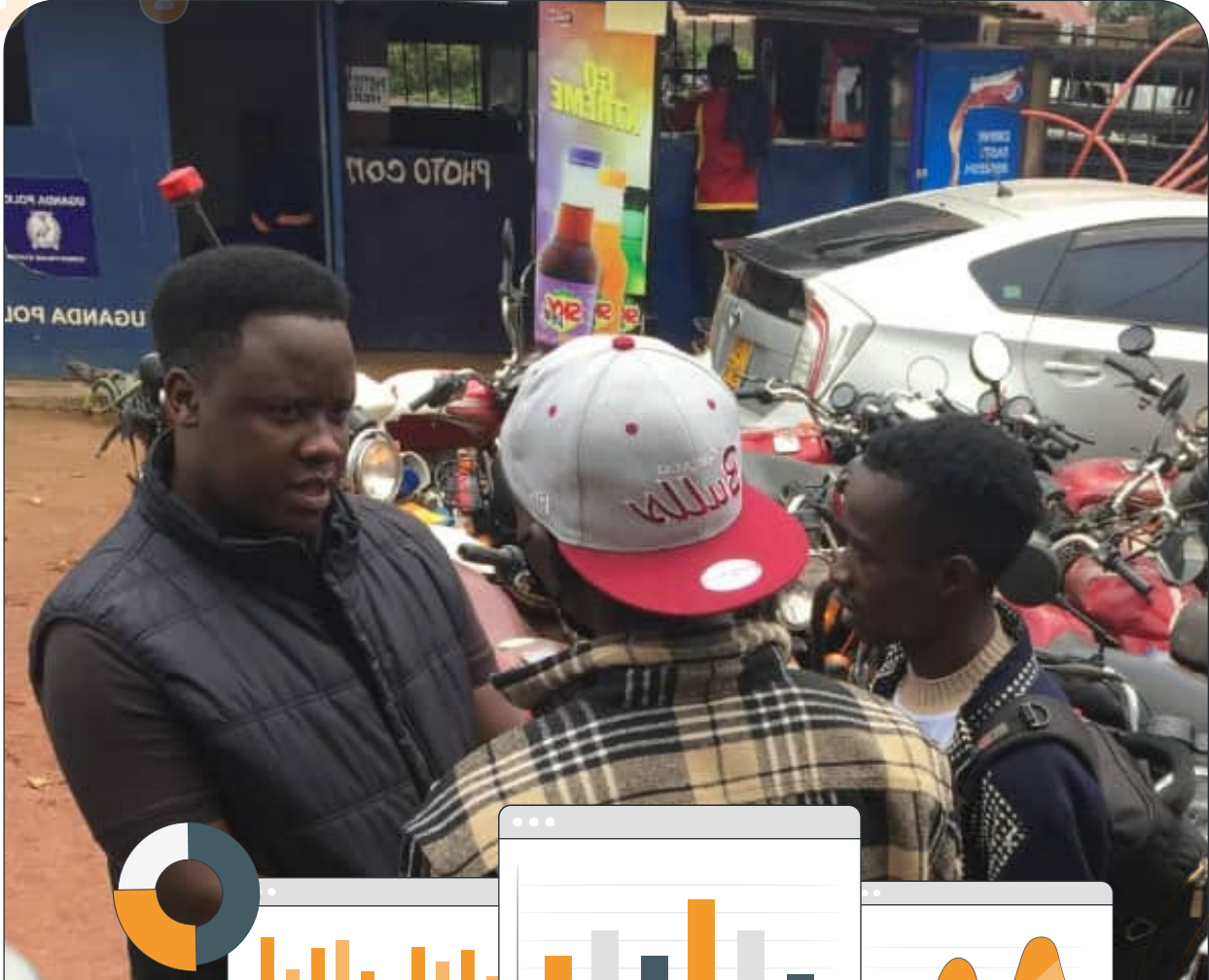




Feedback Matters



A COMPARATIVE REPORT OF CITIZEN FEEDBACK ON HEALTH SERVICE DELIVERY AT PUBLIC, PRIVATE AND PRIVATE NOT FOR PROFIT HEALTH FACILITIES IN KAMPALA

SEMA 2023 DATA REPORT

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INTRODUCTION

SEMA is a social enterprise geared towards the citizen-centred improvement of public services. With this goal in mind, SEMA developed a system of citizen feedback through which citizens rate their experiences at public offices.

SEMA started working with the Kampala Capital City Authority (KCCA) health centres in June 2020, collecting feedback from citizens who received medical services at 5 health facilities in Kampala. In 2023, SEMA also started working with a selected number of private facilities: collecting feedback from citizens who received medical services at one commercial private health facility and one private non-profit health facility in Kampala. The feedback collected from the users of the health facilities was presented in one-page actionable reports that were distributed on a monthly and weekly basis to the leadership of the health facilities and followed up with the management of each office so that options of improvements to be implemented could be explored.

Through comprehensive analysis and expert commentary, SEMA aims to equip healthcare professionals, administrators, policymakers and stakeholders with the knowledge and insights needed to navigate healthcare service delivery, improve patient outcomes and ultimately drive positive change in the way institutions receive client feedback and make use of it to improve service delivery.

In an effort to help shed light on healthcare in Uganda, we are sharing some meta-level results from our data collection in 2023 while keeping citizens' and individual institutions' names confidential. This purpose summarises the feedback provided by **7982 citizens**, between January 2023 and December 2023, from three public (KCCA) health centres operating at HCIII level and two private health facilities operating as a hospital around Kampala city (one for-profit and one not-for-profit).

The report looks at the different factors that affect citizen satisfaction at public health facilities compared to private for-profit and private (not-for-profit) health facilities. Public health facilities are perceived as the chief support for the citizens with limited financial means, the private hospitals are perceived to serve the populations with medium income earnings as the prices are subsidised. At the same time, private (for-profit) health facilities are known for their innovation and efficiency to offer personalised care at a cost. Due to these factors, the expectations of the citizens receiving services from these health facilities differ, which drives the satisfaction ratings. We hope service users, healthcare workers, health facilities at all levels of administration, policymakers, development partners and major regulatory bodies, will use this report to develop new policies and strategies for better health centre performance in Uganda.

METHODOLOGY

Over the 12 month period, citizens gave feedback to SEMA at 5 health facilities around Kampala **5400 citizens** gave their feedback on services received through our feedback devices. The feedback device gathers quantitative feedback through the use of an emoji system with 5 buttons showing very happy to very unhappy. (these results can be accessed through institutional dashboards provided by SEMA on a monthly basis)

2582 citizens were interviewed by trained data collectors after directly receiving services at health facilities. SEMA administered Online 5 to 7 minutes surveys with 15 to 20 questions through Kobotoolbox to patients and healthcare providers to gather quantitative data on citizens satisfaction, professionalism of the staff, cleanliness of the environment, if doctors had the necessary equipment to work on the patients and waiting time before receiving a service.

SEMA surveyed 7982 citizens in public/ KCCA, Private Not For Profit and Private health facilities between January 2023 and December 2023 at 5 different health facilities which were inclusive of KCCA health centres, Private health facility and Private Not For Profit around Kampala District. Citizens gave feedback at 3 KCCA health centres at level III (three), 1 private not for profit health centre and 1 private health centre

Who are our respondents?

Gender		
Female	68.16%	1021
Male	31.84%	477

Approximate Age		
Between 30-50	876	58.5%
Over 50	109	7.3%
Under 30	513	34.2%
Grand Total	1498	100%

The majority of the citizen's visiting the health facilities were female at 68.16% and aged between 30 to 50 years at 58.5%.

Total number of respondents per health facility:

Private health facility	3829
Private not-for-profit health facility	3734
Public/KCCA health facility:	419
KCCA health facility A	90
KCCA health facility B	81
KCCA Health Facility C	248

1. Citizen satisfaction ratings across health facilities

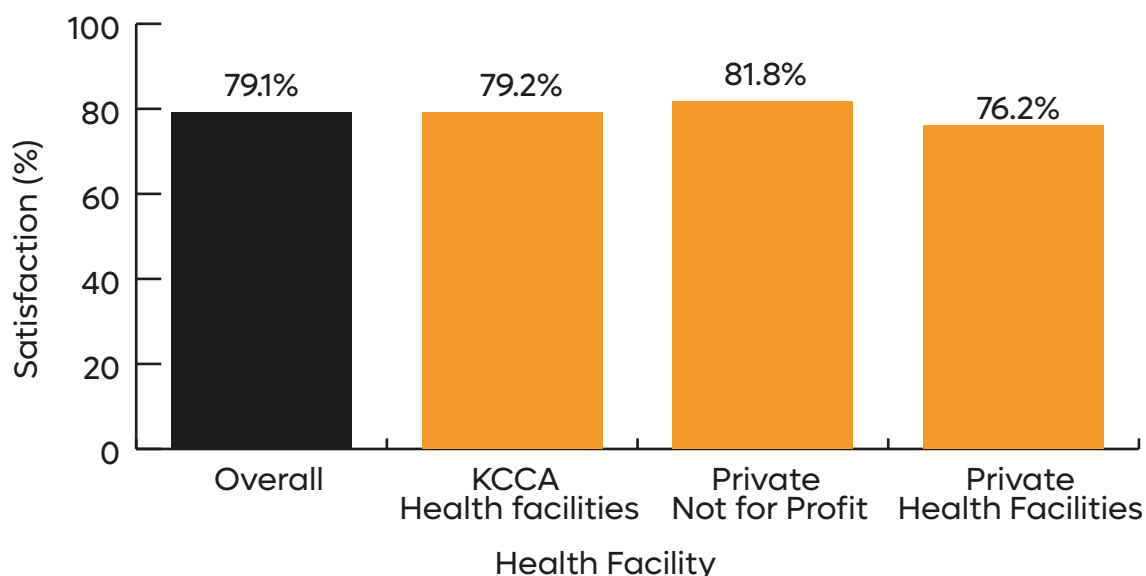
Overall, the 5 health facilities combined scored a citizen satisfaction score of 79.1% with the Private Not for Profit scoring the highest with 81.8% followed by the KCCA health facilities scoring 79.2% with KCCA health facility A being the highest with 87.7% and KCCA health facility C being the lowest with 67.8% with a difference being 19.9 points. Two of the KCCA health facilities scored above average (KCCA health facility B at 87.7% and KCCA health facility A at 82.2%). The Private health facility had an overall satisfaction of 76.2% being the lowest.

The 5 health facilities as a whole had an overall average waiting time of 38.40 minutes with KCCA health facilities having the longest waiting time at 43.69 minutes with KCCA health facility A being the lowest with 33.85 and KCCA health facility C being the highest with 61.39 minutes. The difference being 27.54 minutes with two of the health facilities scoring below average. Patients at KCCA health facility A wait for over an hour before receiving services.

The private health facility followed with an average waiting time of 40.48 minutes and the Private Not For Profit had an average waiting time of 31.05 minutes which is below the overall average waiting time of all the 5 health facilities.

Health facility	Satisfaction	Waiting time
Overall	79.1	38.40
KCCA Health Facilities	79.2	43.69
Private Not for Profit	81.8	31.05
Private Health Facility	76.2	40.48

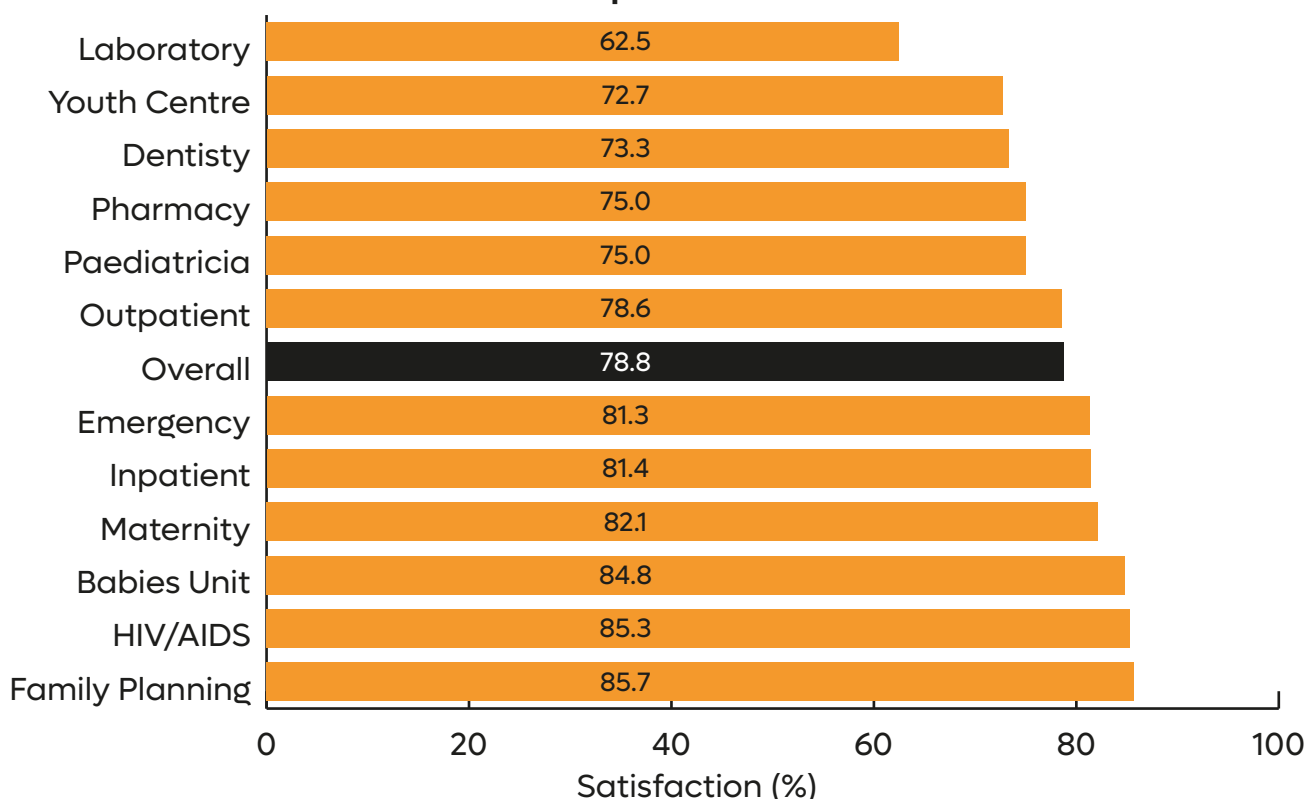
Citizen satisfaction at health facilities in Kampala district



Overall of citizen satisfaction ratings across departments at health facilities in Kampala District

The overall average satisfaction of departments was 78.8%. The highest department overall was the Family Planning Department and HIV/AIDs clinic at 85.71 and 85.29 respectively. The lowest department overall was Laboratory with 62.5%. The difference between the highest and the lowest is 23.21 points. Many clients reported the delays at laboratory department leading to the low satisfaction in this particular department.

Citizen's satisfaction per department at health facilities in Kampala District



Factors that influenced citizens at health facilities in Kampala District

In addition to satisfaction, SEMA measures a number of other areas of operations (including waiting time, friendliness/ professionalism/ respectfulness of staff, cleanliness of the environment, whether the patient received clear instruction on treatment, necessary equipment to work on the patient and was the consultation conducted in a private manner). These measures can help us to understand why is it that clients give high or low satisfaction ratings for their visits to the health facilities.

Residual Statistics^a

	Minumum	Maximum	Mean	Std. Deviation	N
Residual	-84.788	34.435	.000	17.108	1186

a. Dependent Variable: On a scale of 1 to 5, 1 being the least positive and 5 being the most positive, how would you rate your latest experience at this health centre?

Coefficients	Standardised Coefficient		t	Sig.	95.0% Confidence Interval for B		Correlations
	Beta	Std. Error			Lower Bound	Upper Bound	
(Constant)		11.144	1.418	.156	-6.061	37.669	
Citizen waiting time	-.220	.037	-7.810	.000	-.360	-.215	-.218
Received in a respectful & empathetic manner	.123	5.849	4.314	.000	13.756	36.709	.120
Receive care in a clean environment	.084	3.926	2.963	.003	3.929	19.334	.083
Availability of necessary equipment	.070	8.836	2.435	.015	4.182	38.855	.068
Received clear explanation on medical condition	.064	6.661	2.239	.025	1.844	27.980	.062

The multiple regression analysis in the table above shows the satisfaction each variable contributes to a citizen's satisfaction. We found out that the standardised coefficient for waiting time was -0.220 . There is a negative correlation between waiting time and the citizen's satisfaction meaning that if citizens waited a longer time to receive the services then there would be a 0.220 average reduction in citizen's satisfaction. In other words, higher levels of citizen satisfaction are associated with a reduction in waiting time at health facilities.

The highest influence on citizen's satisfaction was citizen's receiving services in a respectful and empathetic manner with a standard coefficient of 0.123

Looking at these results, we can see that each variable was statistically significant in the regression, leading us to conclude that improvements in these areas will lead to improvements in satisfaction from citizens who receive services from health centres. Citizens receiving services in a respectful and empathetic manner was the most statistically significant with a P value of 0.000 followed by receiving care in a clean environment with a P value of 0.003

In particular, we see that receiving services in a respectful and empathetic manner had the highest influence on citizen's satisfaction followed by receiving care in a clean environment.

Citizens received in a respectful and empathetic manner

Following the regression analysis, citizens being received in a respectful and empathetic manner had the greatest influence on the citizen's satisfaction. In the table above citizens receiving care in a respectful and empathetic manner had a standardised coefficient of 0.123. The positive coefficient suggests that there was a positive relationship between this variable and citizen satisfaction. If the citizens received service in a respectful and empathetic manner there was an average of 0.123 increase in citizen satisfaction.

In the figure below, the Private Not For Profit has the highest satisfaction at 81.8% which is confirmed with 100% of the citizens reporting being received in a friendly and empathetic manner and Private health facility having the lowest satisfaction at 76.2% which is confirmed with 99.19% of the citizens reporting to have been received in a friendly and empathetic manner



"I brought my wife for us to access antenatal services. We were treated with respect and everything was fine."
-Citizen visiting a KCCA health facility

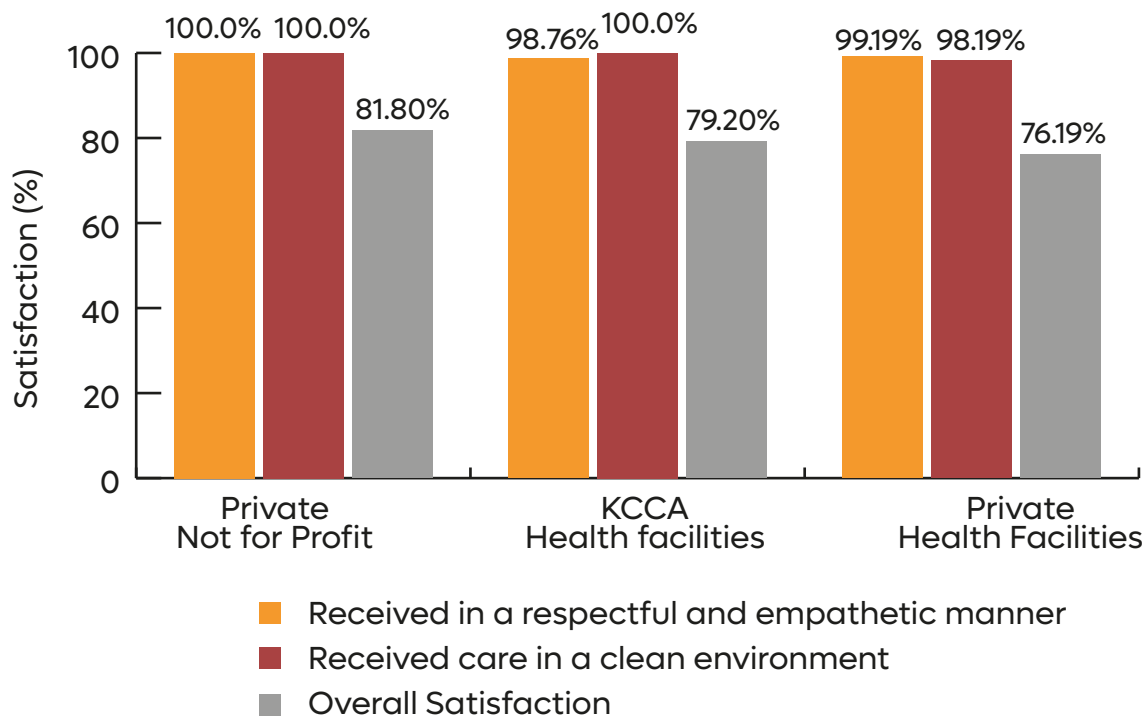
Received care in a clean environment

The second most influential factor in citizen satisfaction is citizens receiving care in a clean environment. In the table above citizens receiving care in a clean environment had a standardised coefficient of 0.84. The positive coefficient suggests that there is a positive relationship between this variable and citizen's satisfaction. If a citizen received services in a clean environment then there was an average of 0.84 increase in satisfaction. In the figure below, the Private Not for Profit hospital has the highest satisfaction at 81.8%, at which 100% of citizens reported that doctors had a clean environment. Meanwhile, the Private Health Facility has the lowest satisfaction at 76.2% which is confirmed by 98.19% of the citizen's reported receiving care in a clean environment which is the lowest among the three health facilities



"Because of the proper hygiene and cleanliness of the hospital which makes us so comfortable."
-Citizen visiting a Private Not-for-profit health facility.

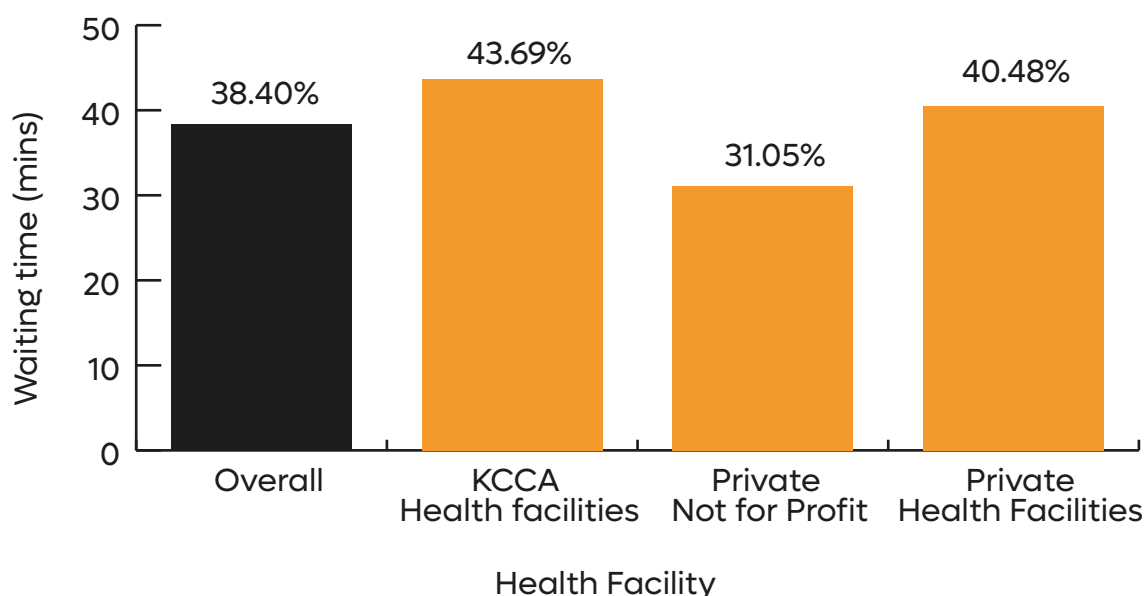
Effect of being received in a respectful, empathetic manner and clean environment on citizen's satisfaction in health facilities in Kampala district



Overall average waiting time across health facilities

All health facilities had an overall waiting time of 38.40 minutes in Kampala. The highest waiting time was in KCCA health facilities with an average of 43.69 minutes and the lowest was Private Not For Profit health facilities with an average of 31.05. The difference between the highest and lowest health facilities is 12.64 minutes.

Average waiting time at health facilities in Kampala district



The regression analysis in the table above shows the satisfaction each variable contributes to a citizen's satisfaction. We found out that the standardised coefficient for waiting time was -0.220 . There is a negative correlation between waiting time and the citizen's satisfaction meaning the less time the citizen waits to receive the services the higher the satisfaction. If there's an increase in waiting time at the health facility, we expect an average of 0.220 reduction in citizen's satisfaction.

In other words, higher levels of citizen's satisfaction are associated with reduction of waiting time at the health facilities.

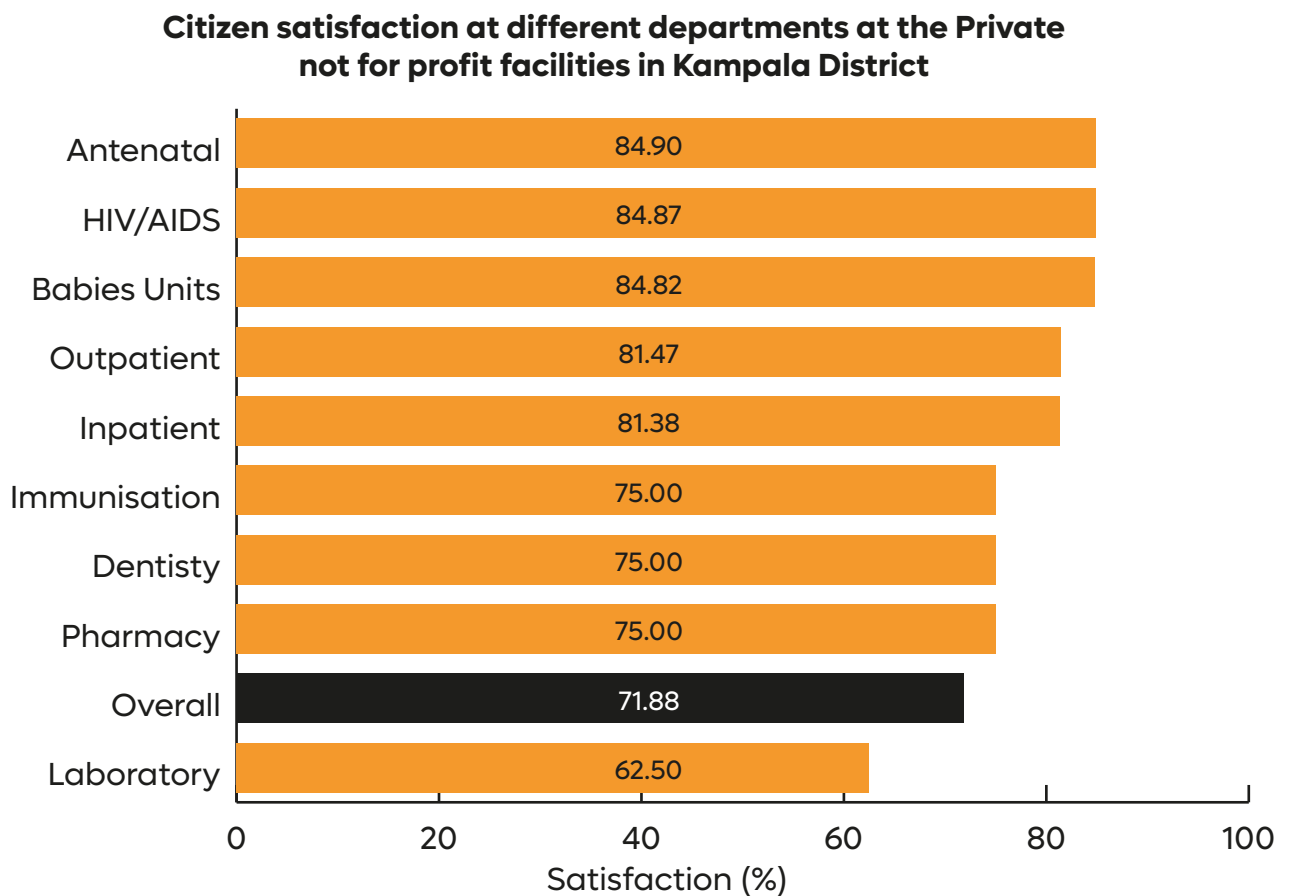


2. Individual Health Centre analysis

In this section, SEMA conducts an in-depth analysis of the different health centres determining the different factors of service delivery that affect the citizen's satisfaction over time.

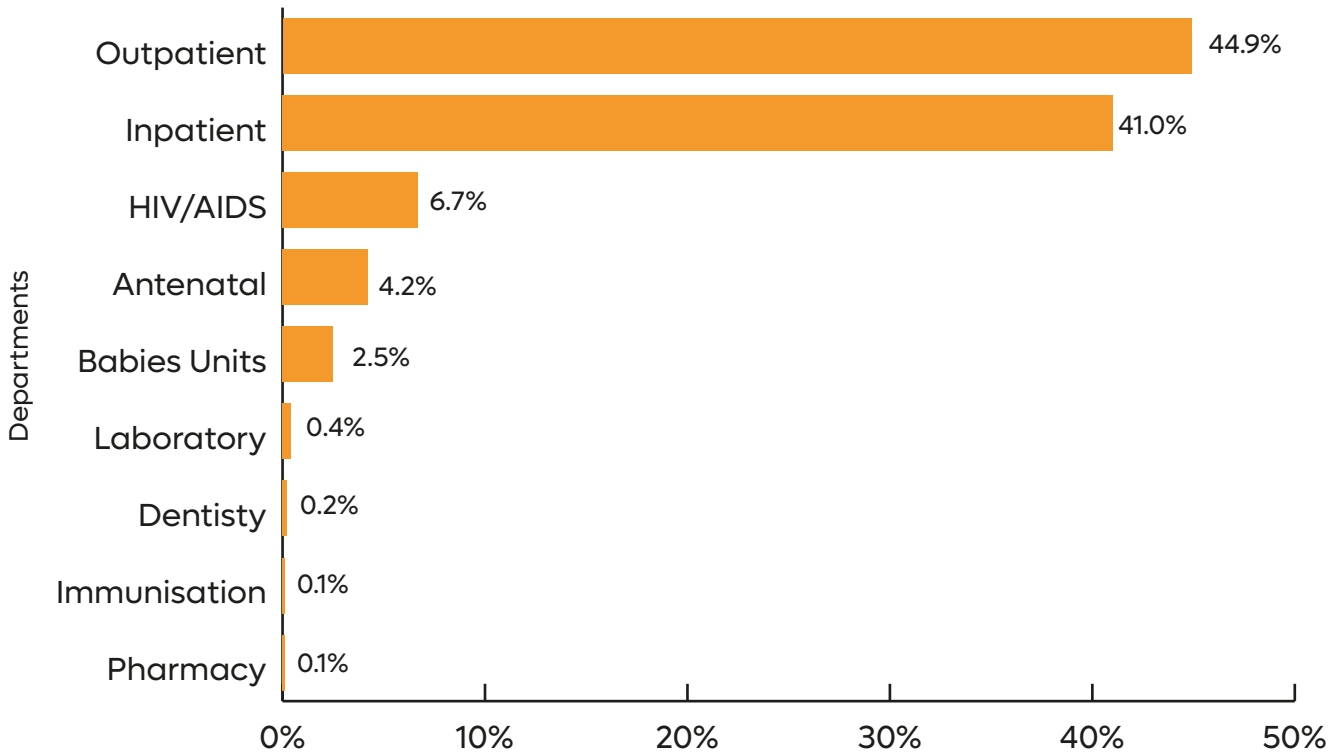
Private Not for Profit health facilities.

Overall, the Private Not for Profit health facility had the highest overall satisfaction rating (81.8%) of all the health centres. The departments that contributed to this strong performance were those that scored above 79.1%, which is the overall average across all centres. HIV/AIDS clinic and Antenatal were especially strong at this health centre scoring 84.87% and 84.90% respectively.



Four departments in particular, the Laboratory with 62.5%, pharmacy at 75%, Dentistry with 75%, and Immunization had the lowest satisfaction. These particularly are targets for improvement due to their low performance.

Case distribution per department at Private not for profit health facility



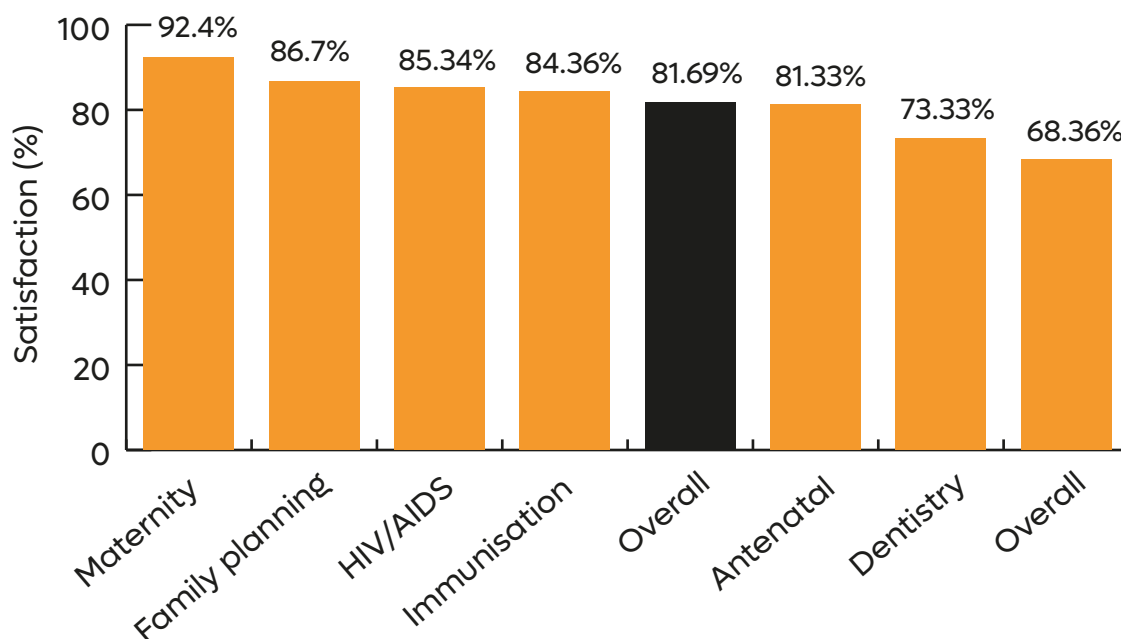
The departments with the highest percentage of cases are Outpatient with 44.9% and Inpatient with 41.0%. These departments should be the target for improvement due to the highest number of cases with satisfaction slightly above the overall at 81.47% and 81.38% for Outpatient and inpatient respectively.



KCCA health facilities

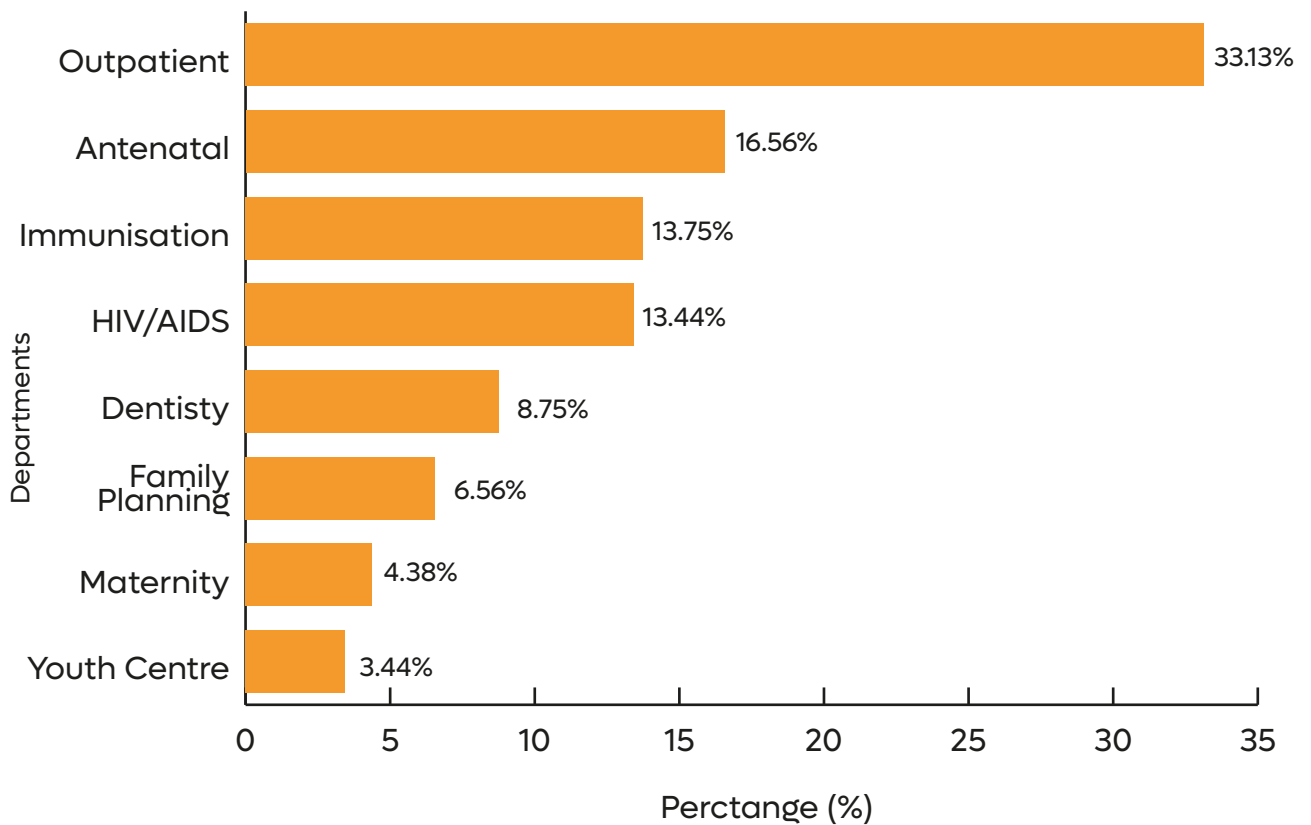
Overall, KCCA health facilities had the second-highest overall satisfaction rating (79.2%) of all the health centres.

Citizen's satisfaction at the different departments at the KCCA health facilities in Kampala District



The departments that contributed to this strong performance were those that scored above 79.1%, which was the overall average across all centres. Maternity at 92.42%, Family planning at 86.71%, HIV/AIDS clinic at 85.34%, Immunisation at 84.36% and Antenatal at 81.33% were especially strong at these health centres. The departments that are a target are outpatient and Dentistry and outpatient. At the KCCA health facilities, outpatients had the highest number of cases hence justification to target this department for improvement.

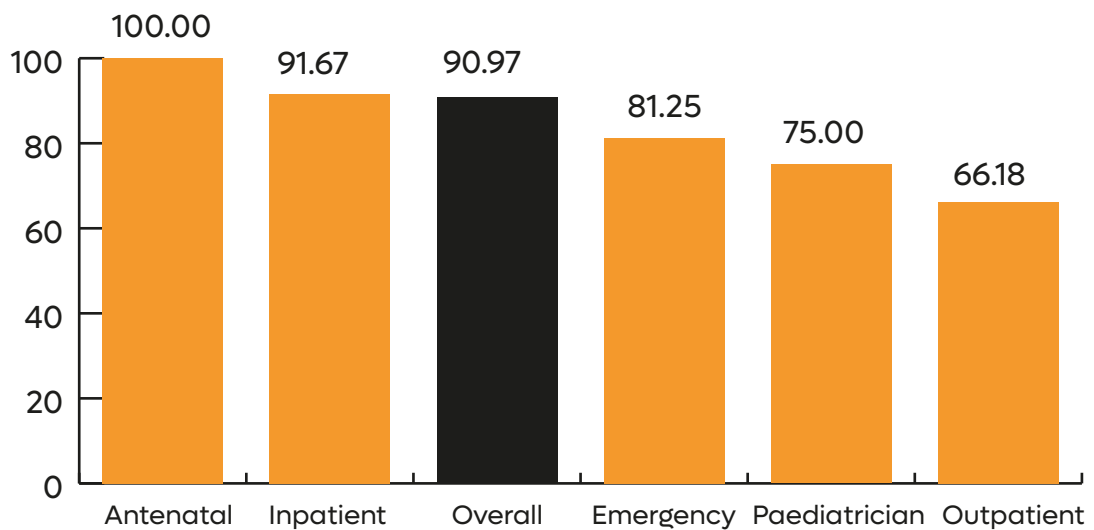
Case distribution per department at KCCA health facilities



Private For-Profit Health Facilities

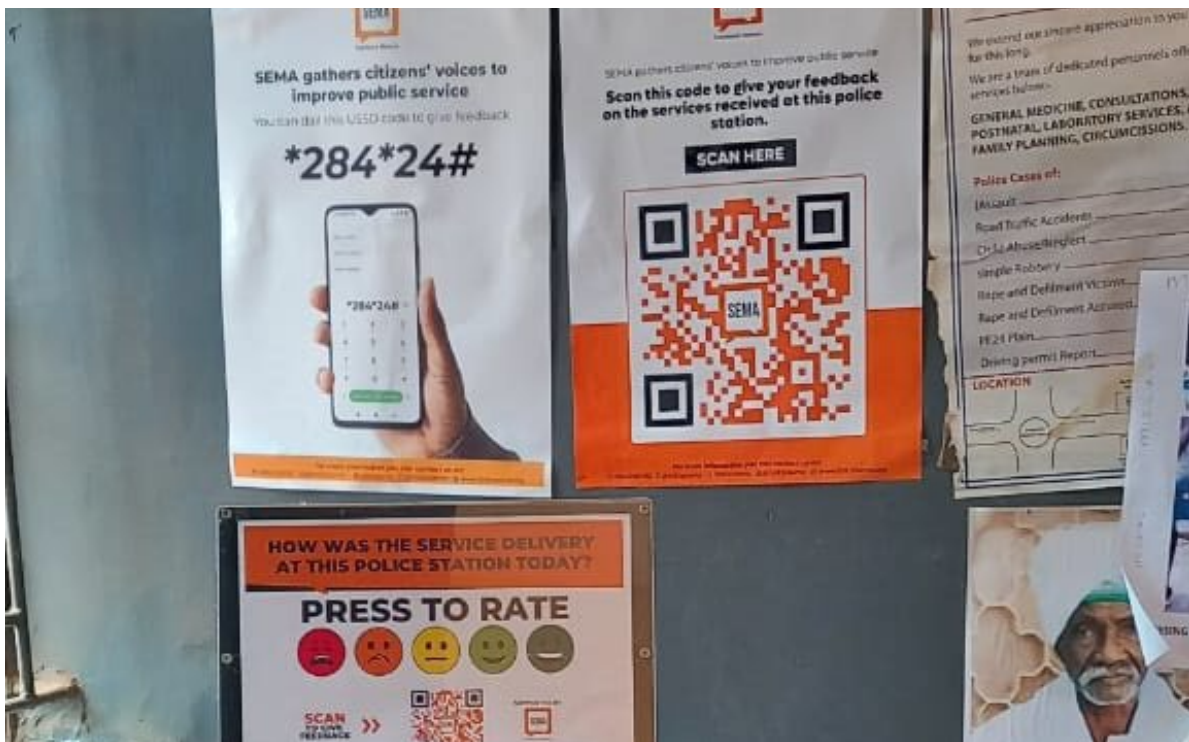
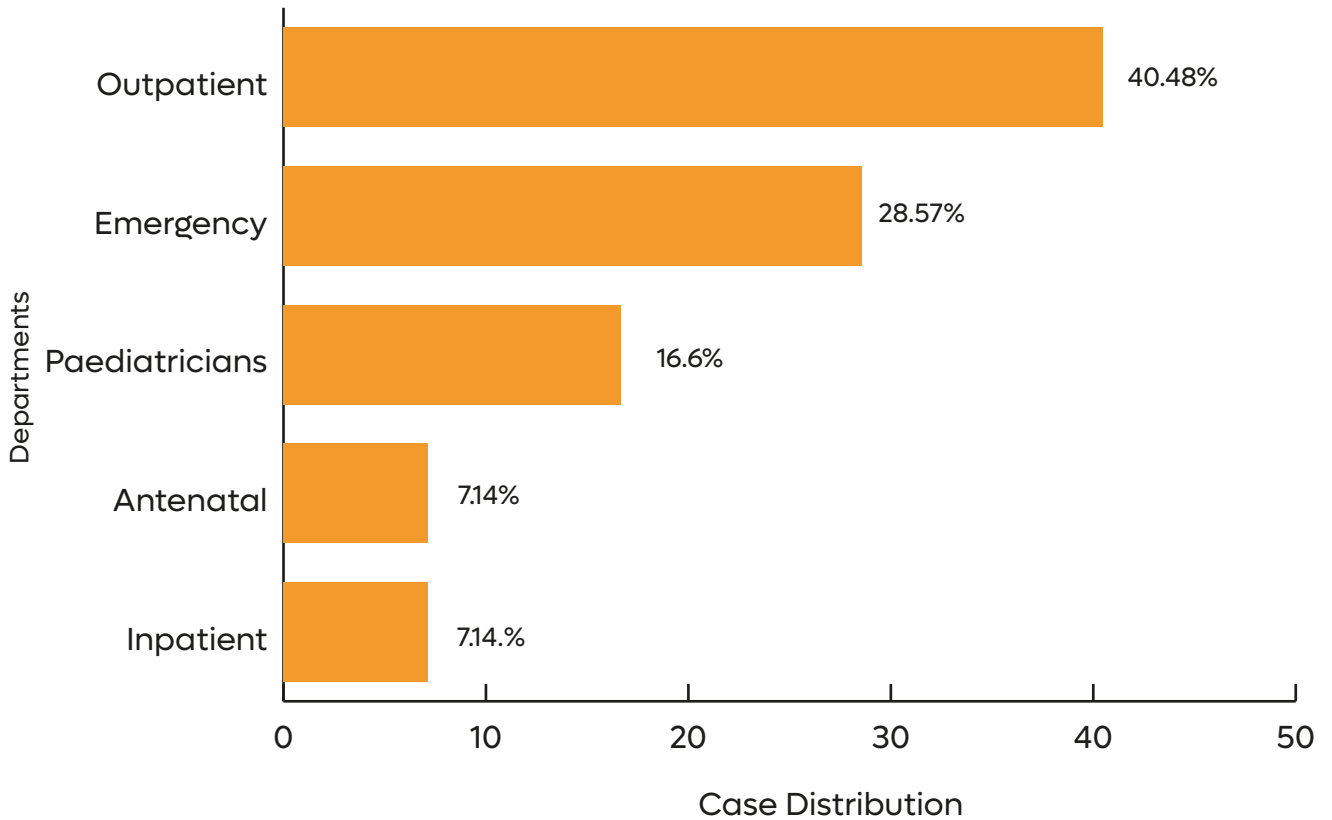
Overall, Private health facility had the lowest overall satisfaction rating (76.2%) of all the health centres. The departments that contributed to this strong performance were those that scored above 79.1%, which is the overall average across all centres are Antenatal at 100%, Inpatient with 91.67% and emergency department at 81.25%.

Citizen’s satisfaction at the different departments at the Private health facility in Kampala District



The departments that should be targeted for improvement are Paediatrician and Outpatient, in which outpatient has the highest number of cases with 40.48% and paediatrician being the second highest with 16.67%.

Case distribution per department at Private health facilities



Improvement Strategies

All health centres have actively and consistently shared and discussed the SEMA monthly/bi-weekly reports. In order to improve services, health workers at the health centres used the monthly/bi-weekly reports to re-evaluate the nature of their service provision. This has enabled the health teams to devise means on improving the clients' satisfaction at the health facilities. Some of the ideas that have emerged from these meetings include;

Food Quality and Meal Preparation

Health facilities should initiate measures to improve the quality and preparation of meals within the Inpatient section, addressing specific concerns raised by patients about taste and overall satisfaction.

Timeliness and Efficiency

Implement strategies to enhance the timeliness and efficiency of services, including doctor appointments, waiting times at the pharmacy and cashier, and the release of laboratory results. Implement measures to reduce waiting times in the laboratory and pharmacy departments and Improve queue management and doctor punctuality.

Technology Integration

Explore opportunities to integrate technology solutions in administrative processes, such as insurance form filling, billing, and payment management, to streamline operations. Enhance transparency in billing and communication regarding service costs. Conduct process optimization in the Outpatient department to reduce multi-department visit delays.

Staff Training and Attention to Patient Needs

Conduct staff training programs to emphasize the importance of cleanliness, responsiveness, and patient wellness, fostering a patient-centric environment.

Continuous Monitoring and Improvement:

Establish a robust system for monitoring patient feedback regularly, enabling continuous improvement initiatives to address evolving patient needs and expectations.

Cleanliness and professionalism

Continuously emphasize cleanliness and professionalism, as seen across all hospital departments as clients complained about the cleanliness of the environment.

CONCLUSION

In 2023, the overall average satisfaction rating in health facilities was 79.1%. The highest average satisfaction was at a private not-for-profit health facility, which had an overall score of 81.8%. The Babies unit scored the highest at 84.82% and laboratory scoring the lowest at 62.50%. This was followed by (public) KCCA health facilities with an average satisfaction of 79.2% with the Maternity department scoring the highest at 92.42% while Dentistry being the lowest at 73.33%. Lastly was a private health facility which had an overall score of 76.2% with Antenatal scoring the highest at 100% and Outpatient scoring the lowest at 66.18%.

The feedback system that SEMA presented to the health centre staff was greatly appreciated and valued throughout the data collection period, as much of the health centre staff actively sought measures to improve the ratings given to them by citizens. For many staff members, it was the first time ever that they received concrete and actionable feedback based on citizen experiences at their health facilities. This was needed for them to improve their services. The most important factors that affect satisfaction at these health facilities are citizens being received in a respectful and empathetic manner followed by the doctor having the necessary equipment to work on the citizen. Long waiting time reduces citizen's satisfaction though to a small extent which is tolerable.

After analysing and comparing the patient satisfaction of public (KCCA) health facilities and private health facilities, it is evident that each facility has its strengths and weaknesses. However, it can not be concluded that private health facilities operate better than public health facilities, or the other way around. Citizens also have their own expectations of the service they will receive. Through our research, we have seen that private not-for-profit health facilities stand out for providing services in a friendly and empathetic manner and having the necessary equipment. On the other hand, a private (for-profit) health facility stood out for providing diagnosis and consultation in a private manner, and government health facilities for providing care in a clean environment.

We wish to emphasise that improvement of health services starts with good leadership. The doctors in charge at different health facilities have a responsibility to listen to the feedback of citizens and take up their recommendations. We see that this differs across health facilities. Administrative officers should take a closer look into the departments that received ratings below that of the overall satisfaction of their health centres, as these can be a starting point towards improving the overall satisfaction scores of the health centre.

SEMA will continue to collect citizen feedback in the Ugandan health sector and we hope to see continued improvements over time with the support of our partners.



Feedback Matters

Want to partner with us, work with us, give us feedback, share your ideas, or just talk?

Contact us!



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