A CASE STUDY ON PUBLIC HEALTH SERVICE AT PERIPHERAL HEALTH CENTERS IN MAURITIUS

By

GRISH GUNRAZ GUNESH
(EGC98013)

SUBMITTED TO THE FACULTY OF ECONOMICS AND ADMINISTRATION, UNIVERSITY OF MALAYA IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF PUBLIC ADMINISTRATION (M.P.A.)

DECEMBER, 1999
SUMMARY

In the study an attempt has been made to look into an important aspect of the Public health Service in Mauritius, namely the Peripheral Health System comprising the Community Health Centers (CHCs) and the Area Health Centers (AHCs). In the course of the study attention has been given on the effectiveness of the functioning of the Peripheral Health System and also on the expectation and perception of the customer/patient in respect of health service at the Peripheral health center level.

The study has shown that costs vary among CHCs and also among AHCs. It has also been found that the customers/patients have high expectations about health service but have negative perceptions in respect of the delivery of health service.

It has been recommended that there is need to streamline services at the level of CHCs and AHCs to improve cost-effectiveness and to resort to better management of the Peripheral Health System through adoption of quality management to improve quality of service and achieve customer satisfaction.
ACKNOWLEDGEMENTS

I would like to express my gratitude to Mr. Sri Tharan, Lecturer/Supervisor for his valuable advice and guidance in connection with the design, general framework, presentation and the approach to be adopted in respect of the thesis. I would wish to seize this opportunity to extend my thanks to Prof. Dr. Firdaus bin Hj. Abdullah, Deputy Vice-Chancellor, Dr(Mrs) Phang Siew Nooi, Head of Department as well as the lecturers involved with the Master of Public Administration (MPA) course, namely, Dr(Mrs) Norma bte Mansor, Dr. Ali bin Boerhannoedin, Dr. Sharifuddin bin Zainuddin and Dr(Mrs) Saaidah bte Abdul-Rahman for their support and encouragement. I am grateful to the staff of the Main Library, the Library of the Faculty of Economics and Administration and the chief Librarian, Library, University Hospital for giving me access to books and publications helpful for my research study. Last but not the least I express my heart-felt thanks to Mrs Kamsiah Saidin for painstakingly assisting me with the finalisation of my thesis.

G. Gunesh
M.P.A. Student
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary</td>
<td>ii</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>iii</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>iv</td>
</tr>
<tr>
<td><strong>Chapter I - Background To Case Study</strong></td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>1. Overview of Public Health Service in Mauritius</td>
<td>1</td>
</tr>
<tr>
<td>2. Statement of The Problem</td>
<td>4</td>
</tr>
<tr>
<td>3. Objective of The Study</td>
<td>5</td>
</tr>
<tr>
<td>4. Assumptions</td>
<td>6</td>
</tr>
<tr>
<td>5. Limitations</td>
<td>7</td>
</tr>
<tr>
<td>6. Source</td>
<td>8</td>
</tr>
<tr>
<td>7. Organisation of The Study</td>
<td>8</td>
</tr>
</tbody>
</table>
Chapter 2 - Quality of Health Service

1. Recapitulation
2. Quality Wave in Public Service and Health Sector
2. Definition of Quality
4. Health Service quality
   i. Economic Quality of Health Service
   ii. Patient-Driven quality of Health Service
5. Health Service Analysis - Approach and Theoretical Concept
6. Economic Analysis Approach
7. Customer Satisfaction theory
   i. customer Aspect
   ii. Attribute of Satisfaction
   iii. Three Level Model of Satisfaction
   iv. Service Quality
   v. Service Quality - A Perceptual Phenomenon
   vi. Service Delivery - A Focus on Customer Perception
   vii. Evaluation of Service - Difference Between Expectations/Perceptions
8. Interest In Study
Chapter 3 - Economic Quality of Peripheral Services 28

1. Recapitulation 28
2. Peripheral Health Framework 28
3. Operationalization of Meaning of Economic quality 31
4. Objective of Study 31
5. Variables 32
6. Hypotheses 33
7. Approach to Study 33
8. Methodology 34
   i. Sample of Peripheral Health Facilities 35
   ii. Data Collection 36
   iii. Calculations of Total Costs of Services 38
9. Findings 41
10. Comment on Finding of Study 53
Chapter 4 - Patient-Driven Quality of Peripheral Health Service

1. Recapitulation
2. Operationalization of Meaning of Patient-Driven Quality
3. Objective of The Study
4. Variables
5. Hypotheses
6. Approach to The Study
7. Methodology
   i. Questionnaire Design
   ii. Pilot Study
   iii. Measuring Scale
   iv. Sample
8. Patient/Customer Profile
9. Findings
10. General comments on Findings
Chapter 5 - Interrelationship of Economic/Patient-Driven Quality 81

1. Recapitulation 81

2. Reconciliation of Economic/Patient-Driven Quality 81

3. Synthesis of Inference 82
   i. Variation in Cost 82
   ii. Cost of Curative/Dispensary Service 83
   iii. Personnel Time Cost 84
   iv. Cost of Pharmaceuticals 85
   v. Volume of Service CHC/AHC 85
   vi. Decentralisation and Cost-Sharing 86
   vii. Responsiveness of Service 87
   viii. Timeliness of Service 88

4. Setting for Improvement of Service 89
   i. Awareness of cost 89
   ii. Consistency of Service 89
   iii. Bench-marking of Health Facility Operation 89
   iv. Strategic Planning of Health Service 90
   v. Package of Curative and Preventive Service 90
   vi. Balance Between the First Tier and Second Tier of Health Service 90
   viii. Health Service Quality 91
Chapter 6 - Agenda For Better health Service

1. Recapitulation 92

2. Recommendations 92
   i. Rationalisation of Health Service 92
   ii. Decentralisation of Financial Responsibility 92
   iii. Cost-Sharing 93
   iv. Mediclinic Model For Health Service 94
   v. Total Quality Management (TQM) 95
   vi. Visionary Manager 97
   vii. Promoting the Principle of Good Organizational Citizen 98
   viii. Robust Quality 99
   ix. Adding Value to Delivery of health Service 100

3. Concluding Remark 100

Appendices

Appendix 1 - Questionnaire on Costs of Peripheral Health Centers 102
Appendix 2 - Questionnaire on Personnel Time Allocation 107
Appendix 3 - Questionnaire on Customer's/Patient's Expectation/Perception On Health Service 110
Appendix 4 - Supplementary Notes on Patient-Driven quality of Health Service 118
Appendix 5 - Map of Main Health Zone 125

References 126