Module 4 Case

"Maman Yemo Clinic is so disorganized"

Mrs Jean Kasongo, the manager of the Maman Yemo Clinic 10km outside Kinshasa, was very frustrated today sitting in her office. The staff loved that she had regular meetings with them and discussed plans for the clinic with them. The line outside the clinic was long and she had two of her five nurses take leave today. She did not realise they took leave on the same day and was surprised as she told them to consult with each other before planning leave.

Mrs Kasongo goes into the clinic waiting area and the community health workers (CHWs) were working inside today. She was grateful as the lines were crossing each other for the acute, chronic and women's health sections. The nurse in the chronic room was telling them to make sure that the chronic patients checked their vitals first as patients were coming in without vitals. The nurse in child health was also asking one of the CHWs to check weights in the vital rooms as the nurse in vitals was not there today.

The nurse in acute care approached Mrs Kasongo to ask for replacement of a battery for her torch, as this was out of order for more than a month. Mrs Kasongo got very angry and asked why she did not tell her before. She retorted that it was not her responsibility to manage equipment. She was too kind and then took out money from her pocket and asked her to buy batteries from the supermarket.1`

Discussion questions:
1. What are the challenges of leadership and management in this case?
2. What operational improvements would you suggest and how do they speak to operational planning principles?
3. How can the team improve strategic planning, including building effective teamwork?

Group 1 (Monsurat/Mercy)
- public private/sharing resources
- priv costs? compare - unethical?
- priv responsive strategies
- Manage resources esp HR - partners

Group (Rotimi)
- leave

Group 3 Siulapwa
- leave
- communicate
- risk mgmt
- planning for resources

Group (Maelebo)
- HR
- Clinics diff days
- Appointments
- SOPs