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# SEMA Trend Report

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*Looking at public services at  
KCCA Health Centres in Kampala*



*JANUARY 2021*



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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 the experiences they have had at public offices. Since 2018, this system has been tested in Uganda in collaboration with different public offices in and around Kampala city.

SEMA started working with the Kampala Capital City Authority (KCCA) health centres in June 2020, by collecting feedback from citizens who received medical services at 6 health centres in Kampala. The feedback collected from citizens was presented in one-pager actionable reports that were distributed and discussed each month with the heads of the health centres. Monthly reports were followed-up with management of each office to find out which improvements could be implemented and which changes were difficult to implement.

To ensure that the results of the feedback given reached citizens too, we designed citizen reports which, together with the one-pager reports, we asked that public officers pin up on their notice boards at the health centres. While we continue to value the confidential relationship we have with KCCA, we also want to inform other government bodies, as well as citizens and civil society groups about the trends that we see in our data. Therefore, this report is one of the trend reports SEMA publishes and distributes publicly to inform a wider community about the trends we see in citizen feedback at public health facilities in Kampala.

The purpose of this report is to summarize the feedback provided by 5,629 citizens, between June 2020 and December 2020, at different KCCA health centres around Kampala city. The report looks at the different factors that affect citizens' satisfaction who visit health centres and the responses from the public officers we engaged with. We hope KCCA and non-governmental partners will use this report to develop new policies and strategies for better health centre performance in Uganda.

## Methodology

SEMA talked to 5,629 citizens between June 2020 and December 2020 at 6 different KCCA health centres around Kampala city. Citizens gave feedback at 1 level IV (four) health centre (Kisenyi Health Centre), 1 level II (two) health centre (City Hall Clinic) and 4 level III (three) health centres (Kawaala Health Centre, Komamboga Health Centre, Kisugu Health Centre and Kitebi Health Centre).

### Who are our respondents?

#### Gender\*:

Female	4406	78.3%
Male	1223	21.7%

#### Language of respondents:

Luganda	3835	68.1%
English	1737	30.9%
Other	57	1.0%

#### Approximate age of respondents:

Under 30	2311	41.1%
Between 30-50	2986	53.0%
Over 50	332	5.9%

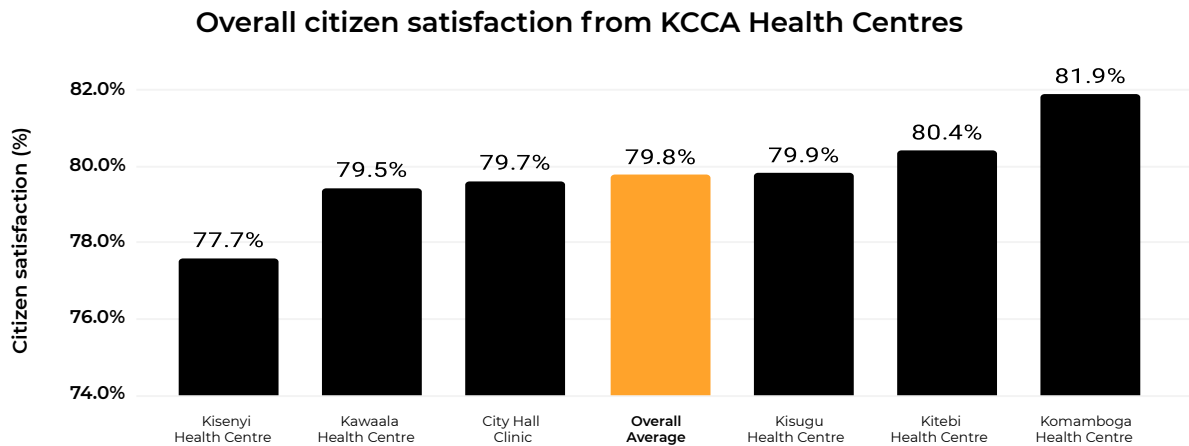
#### Total number of respondents per station:

Kawaala Health Centre	1206
Kitebi Health Centre	1223
Komamboga Health Centre	828
Kisugu Health Centre	870
City Hall Clinic	602
Kisenyi Health Centre	900

\*The citizen feedback data for this report appears gendered but is in fact a fair reflection of the amount of women visiting health facilities compared to men. This is not a 50-50 distribution and hence our data report also does not reflect as many men as women.

## Citizen ratings of health centres

### a. Overall satisfaction ratings across health centres



The KCCA health centres as a whole had an overall citizen satisfaction rating of 79.8% during the interview period with Komamboga Health Centre being rated individually highest (81.9%) and Kisenyi having the lowest (77.7%). The difference between the highest and lowest rated health centres was just 4.2 points, suggesting that there is a realistic possibility for every health centre to improve their services based on citizen feedback in a way that nets them the top ranking with genuine effort.

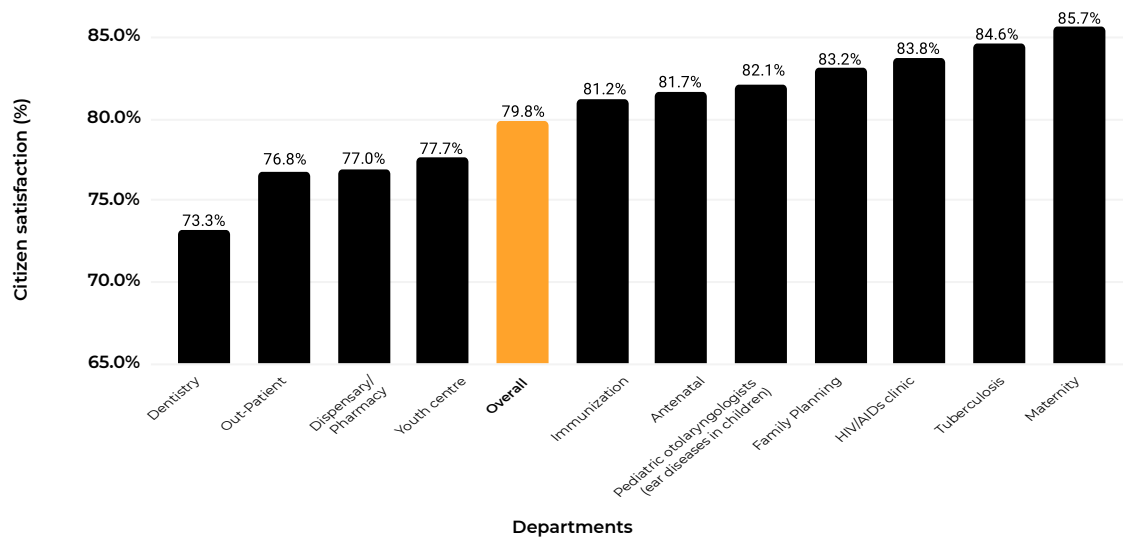
Aside from the top and bottom performers, we see that the average overall satisfaction during the period of evaluation was 79.8%, with 3 centers performing above the average and 3 below. Aside from Komamboga, we see that Kitebi Health Centre and Kisugu Health Centre had the second and third highest citizen satisfaction ratings - both scoring above the overall average with satisfaction ratings of 80.4% and 79.9%, respectively. Meanwhile, City Hall Clinic and Kawaala Health Centre had satisfaction averages lower than the overall citizen satisfaction average with 79.7% and 79.5%, respectively.

### b. Overall satisfaction ratings across departments

The overall citizen satisfaction average was 79.8% with a difference of 12.4 points between the highest and lowest rated departments. The lowest rated department overall was Dentistry with 73.3% citizen satisfaction and the highest rated department was the Maternity department with 85.7% citizen satisfaction.



Overall citizen satisfaction for departments across health centres



### c. Factors that influenced citizen satisfaction at the KCCA health centres

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

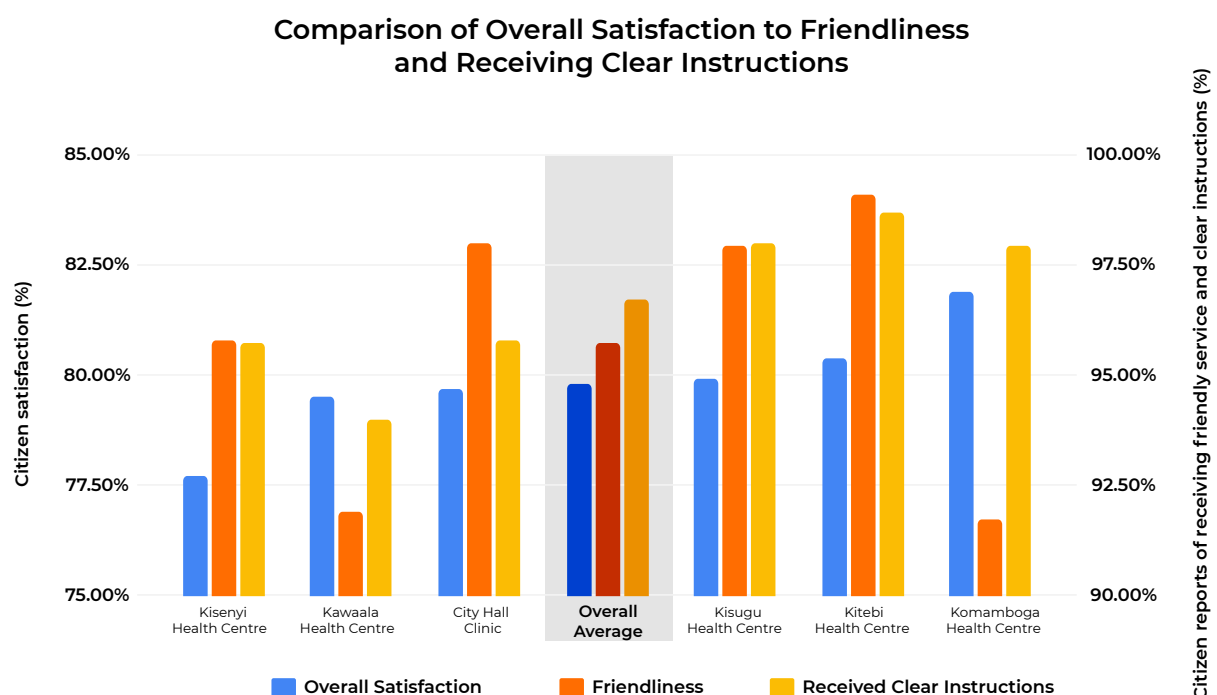
### Regression Results

To get a better look at which factors affect (or may predict) satisfaction, we ran a regression analysis to evaluate the overall effect these variables have on satisfaction. The results are below:

Residuals:	Min	1Q	Median	3Q	Max
	-83.033	-8.033	-3.797	16.967	82.527
---					
Coefficients:	Estimate	Std. Error	t value	Pr(> t )	
(Intercept)	17.4727	2.5013	6.985	3.19e-12 ***	
Citizen waited under 1 hour	4.2363	0.6108	6.936	4.54e-12 ***	
Received friendly/professional service	29.1304	1.6710	17.433	< 2e-16 ***	
Received clear medical directions	26.6432	1.9683	13.536	< 2e-16 ***	
Environment is clean	5.5506	2.6712	2.078	0.0378 *	
---					
Signif. codes:	0 '***'	0.001 '**'	0.01 '*'	0.05 '.'	0.1 ' '
Residual standard error:	21.12 on 5240 degrees of freedom				
Multiple R-squared:	0.1828				
Adjusted R-squared:	0.1822				
F-statistic:	293 on 4 and 5240 DF,				
p-value:	< 2.2e-16				

The regression on Page 5 shows the amount of satisfaction that each variable on average contributes to a citizen's satisfaction if the variable indicated is answered as "Yes". For example, if a citizen waits under 1 hour, they tend to give a satisfaction rating that is 4.23 points higher than if they waited over 1 hour. Likewise, if the respondent received friendly/professional services, he/she on average rates their visit 29.13 points higher than if he/she felt staff was not friendly/professional.

Looking at these results, we can see that each variable shows statistically significance in the regression, leading us to conclude that improvements in these areas will lead to improvements in satisfaction from citizens that receive services from health centres. In particular, we see that receiving friendly/professional services has the largest effect on satisfaction, followed by receiving clear medical direction (see chart below for comparison of these variables to satisfaction).



## Friendly and professional service

Following our regression analysis, the largest influence on citizens' satisfaction with services they received was based on **whether they were received by friendly and professional personnel**. Those who did, reported levels of satisfaction that was on average 29 points higher than citizens who were treated unprofessionally. The chart above shows that citizen's satisfaction tends to increase with an increase in friendliness/professionalism. Although Komamboga is somewhat of an outlier in having low ratings on friendliness/satisfaction but nevertheless showing high satisfaction, other centres clearly show this trend and this fact is confirmed by regression analysis. Thus, if a health centre wants to improve its satisfaction ratings, the most effective way of doing so is to improve the friendliness and professionalism of its staff as a first step.



*"The nurse handled my baby with a lot of professionalism"*  
-Citizen visiting **Kawaala Health Centre**

## Clear direction from medical personnel telling citizens on their disease and prescribed medication

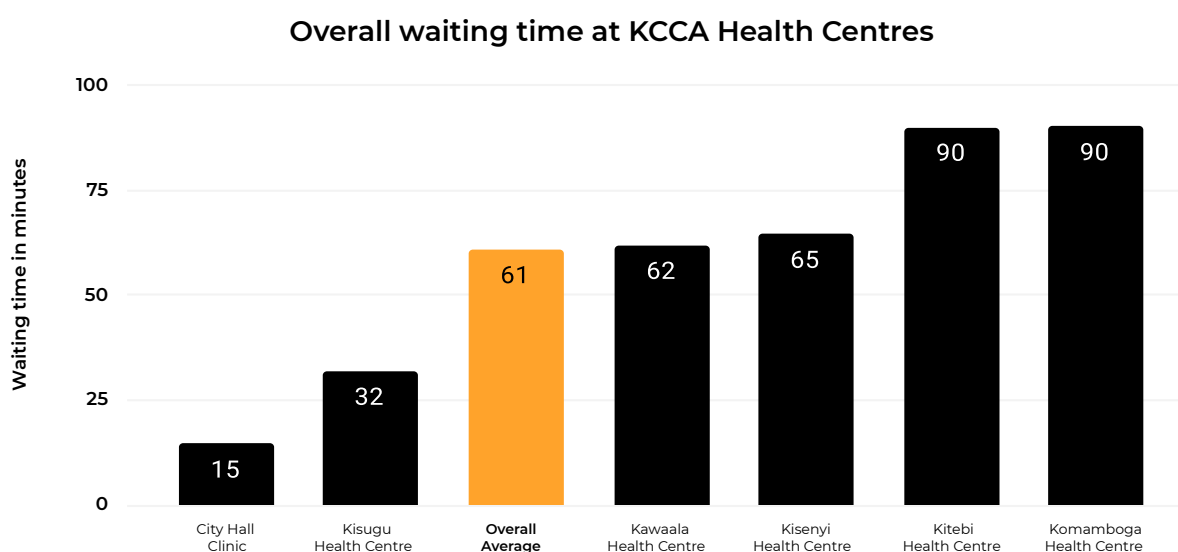
The second most important factor (following our regression analysis) in determining the rating that citizens gave on the service provision of the health centre was based on **the clarity of the diagnosis they received and clarity of instructions on their medical treatment**. Those who felt that they understood this information rated their level of satisfaction around 26 points higher than those who did not feel they understood this information. Looking at the chart above, we can see this trend in action as centres that have high scores in clarity of instructions received by citizens also have higher levels of satisfaction.



*"I got what I came for and the nurse was elaborative in helping me choose the best family planning method to use."*  
-Citizen visiting **Kitebi Health Centre**

## Waiting time

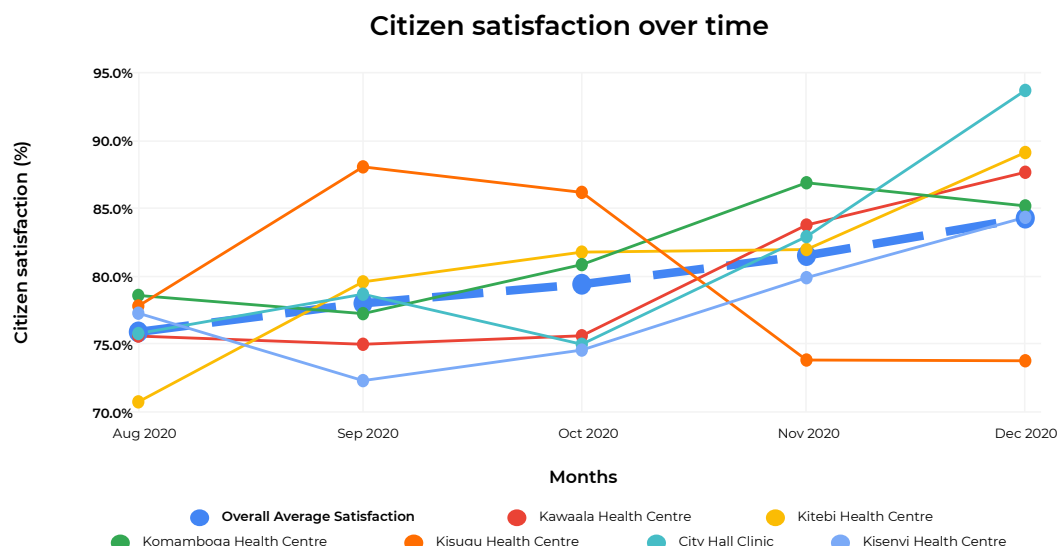
The issue of waiting times is more complex. It seems that to some extent citizens expect to have to wait a certain amount of time before they are seen. These expectations mean that they are not immediately unsatisfied with health services, despite often long waiting times. Nevertheless, at a certain point waiting times do affect levels of satisfaction.





We see that many health centres have an average waiting time of over 1 hour, which is an extremely long time to wait. Citizen comments show that in cases of extremely long times patients begin to feel high levels of frustration and thus give lower satisfaction ratings as a result. Looking at the regression results, we see that citizens that wait over 1 hour give a rating that is 4.24 points lower than those that wait under 1 hour.

## d. Health centre ratings over time



There was a general upward trend in the overall citizen satisfaction with only Kisugu Health centre having declining satisfaction averages. Through the months of August 2020 to December 2020, most of the health centres were rated between 70% and 90%. Based on the data, we can see that five out of the six health centres where SEMA was active have improved service delivery over the course of the period of feedback collection, leading to four health centres receiving their highest satisfaction in the month of December.

In December, City Hall Clinic had the highest rating (93.7%) received throughout the data collection period, while in August Kitebi Health Centre had the lowest rating (70.8%) received throughout the data collection period. This was, however, below Kitebi's centre's individual overall satisfaction rating and may have been an outlier for August specifically.

Average Satisfaction over Time (by health centre)							
	Overall Average Satisfaction	Kawaala Health Centre	Kitebi Health Centre	Komamboga Health Centre	Kisugu Health Centre	City Hall Clinic	Kisenyi Health Centre
Overall	79.8%	79.5%	80.4%	81.9%	79.9%	79.7%	77.7%
Aug 2020	75.9%	75.6%	70.8%	78.6%	77.8%	75.8%	77.3%
Sept 2020	78.0%	75.0%	79.6%	77.3%	88.1%	78.7%	72.3%
Oct 2020	79.4%	75.6%	81.8%	80.9%	86.2%	75.0%	74.6%
Nov 2020	81.5%	83.8%	82.0%	86.9%	73.8%	82.9%	79.9%
Dec 2020	84.3%	87.7%	89.1%	85.2%	73.8%	93.7%	84.3%

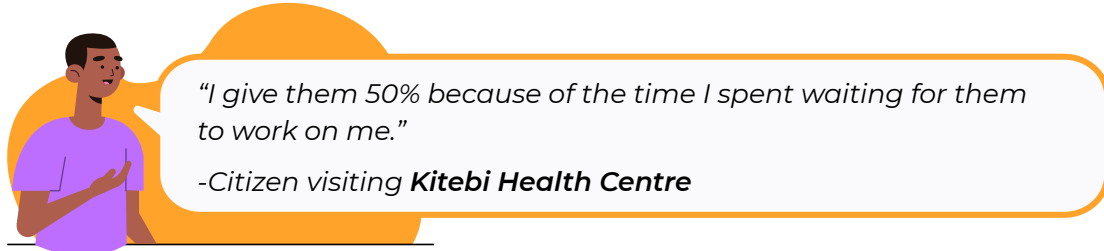
  

	More than 2% above the overall average satisfaction of the month
	Between 2% above the overall average satisfaction of the month
	Between 2% below the overall average satisfaction of the month
	More than 2% below the overall average satisfaction of the month





Looking more closely at the monthly data, we can see the variability with which certain health centres overperformed or underperformed compared to the average monthly satisfaction over the period of observation. We can see that Kitebi and Komamboga overperformed the average in five out of six months of data collection, whereas Kawaala underperformed in four out of six months before seeing significant improvements in the months of November and December.

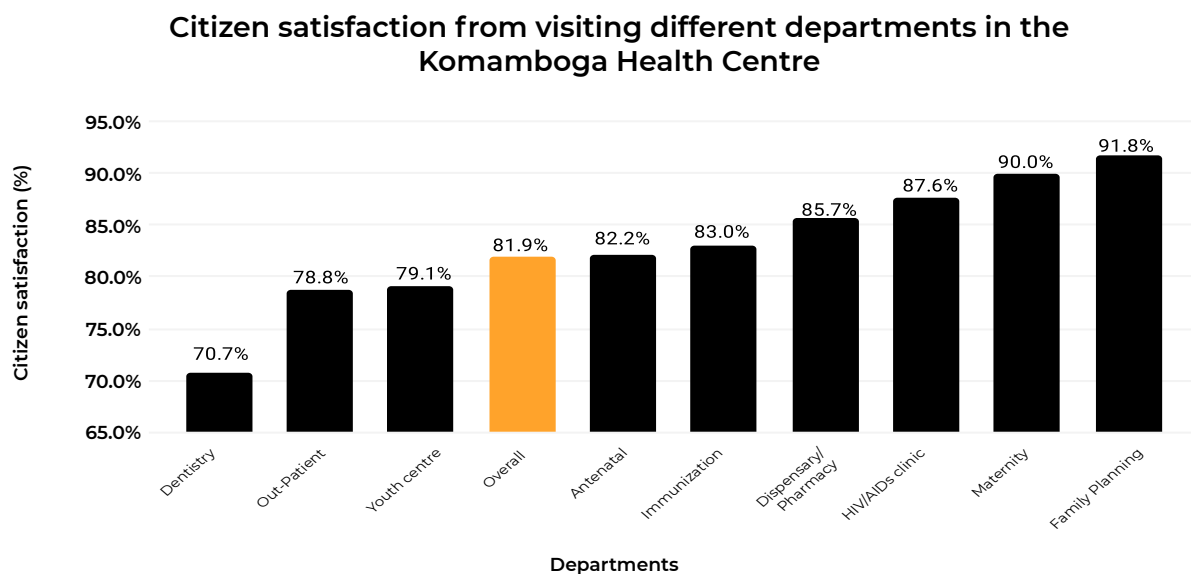


## Individual health centre analysis

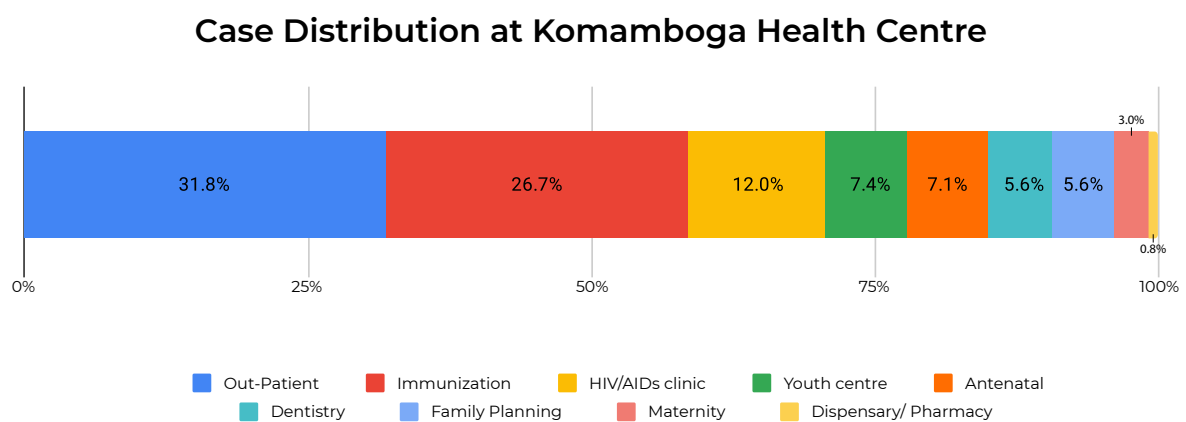
In this section we will take an in-depth look at the different health centres determining the different factors of service delivery that affected the citizens' satisfaction over time.

### Komamboga Health Centre

Overall, Komamboga Health Centre had the highest overall satisfaction rating (81.9%) of all the health centres. The departments that contributed to this strong performance were those that scored above 79.8%, which is the overall average across all centres. Family Planning and Maternity were especially strong at this health centre.



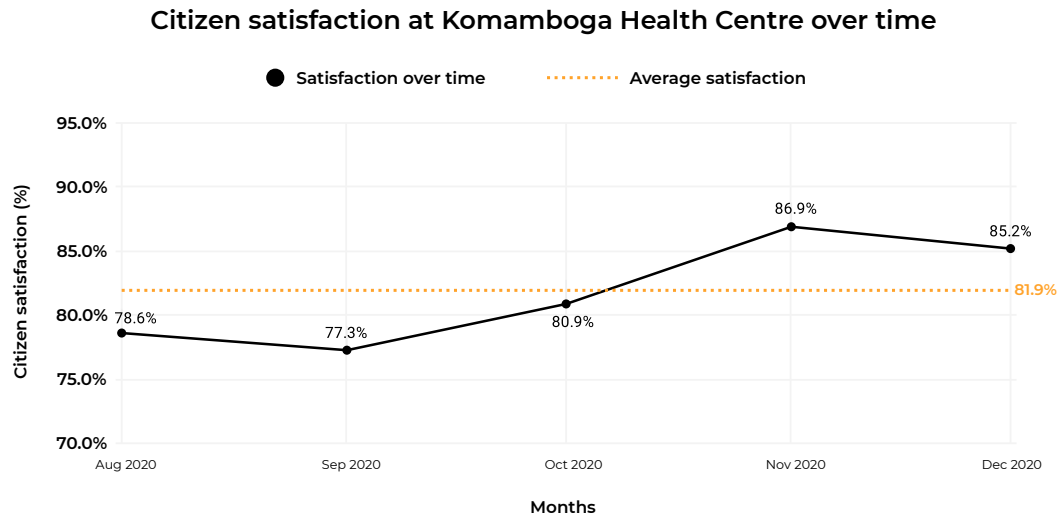
At the same time, three departments scored below average and two of these are particularly strong targets for further improvement. Dentistry, which holds an overall satisfaction score of just 70.7% at Komamboga Health Centre is one such target, due to its low performance.



The most obvious department to target for improvement due to its size is the Out-Patient department. The Out-Patient department saw 31.8% of the total cases at the health centre from August to December, while holding a below average satisfaction score of 78.8%.

## Performance over time

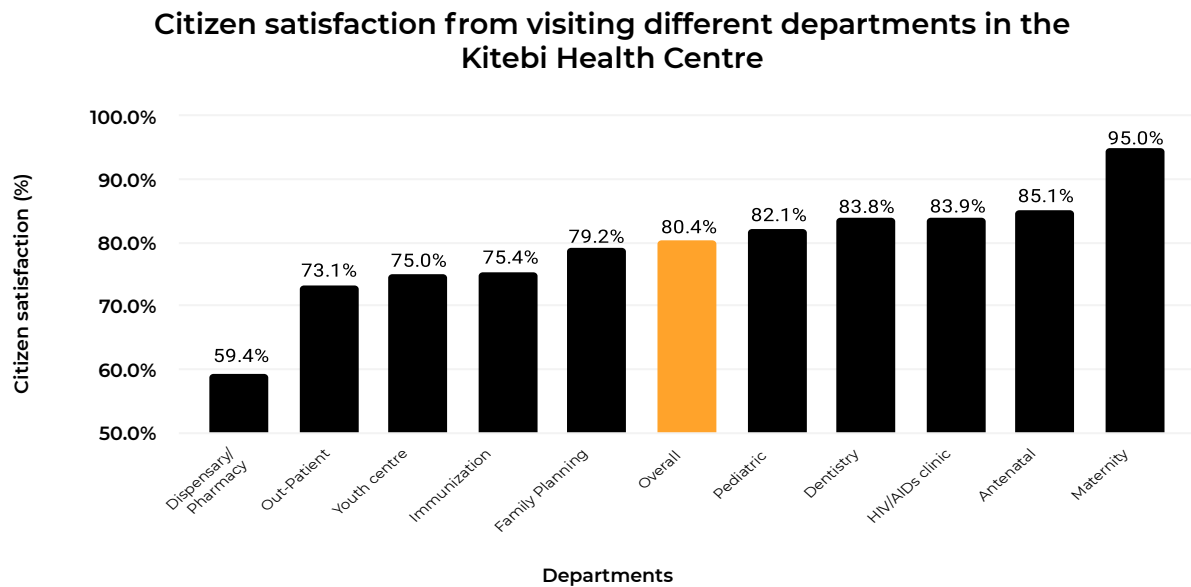
In terms of performance over time, Komamboga Health Centre managed to increase in its monthly average rating after the month of September. It scored the lowest in the month of September (77.3%) and had its highest rating in November 2020 (86.9%)



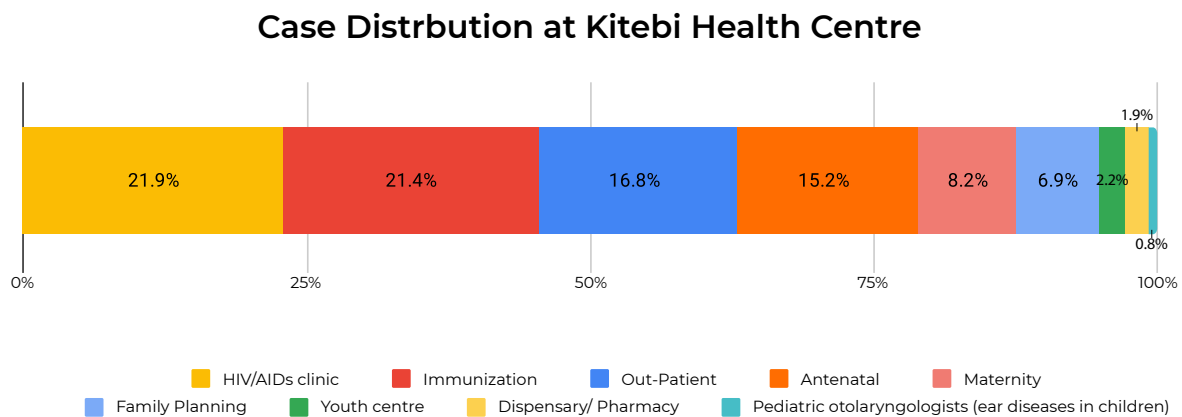
Looking closely at some internal factors that could explain this, we see that a number of citizens in September mentioned that health centre staff were rude while providing services and were also not prompt in serving citizens. Over time, these conditions improved leading to higher satisfaction ratings.

## Kitebi Health Centre

Kitebi Health Centre had the second highest overall satisfaction rating at 80.4%. The HIV, Antenatal, and Maternity departments were the three highest scoring in Kitebi Health Centre, scoring 83.9%, 85.1%, and 95.0%, respectively.



On the other hand, the Dispensary was rated lowest with 59.4%, which scored a full 13.7 points lower than the next lowest department. And the Immunization department, which is the second-most visited department, had an underwhelming score of 75.4%, which is significantly below average and decreased the overall performance of the health centre.



The previously mentioned two highest scoring departments (HIV and Antenatal) are also relatively large in terms of caseload (1st and 4th, respectively), thus contributing positively towards the health centre's overall performance. On the other hand, the biggest drag on the score of the health centre was the Out-Patient department and Immunization (2nd and 3rd) respectively.

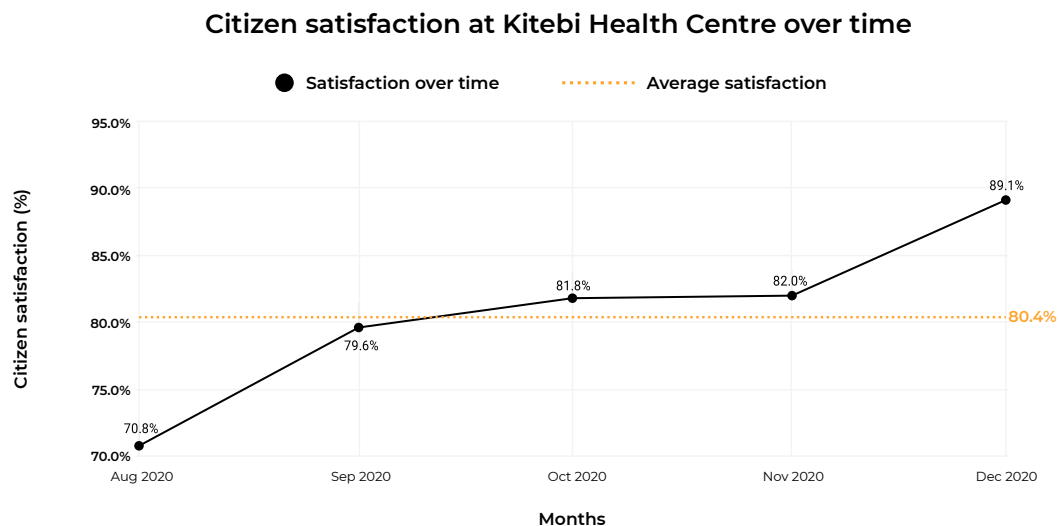


The doctor in charge promised to put one more person at the Dispensary to reduce the waiting time, while also promising to meet with the in-charge of the Antenatal department in order to discuss how the nurses could be more friendly to the clients.

The staff organized meetings with the SEMA team to discuss the reports and even though they are currently understaffed (thus creating increased waiting times), the staff have committed themselves to nonetheless try to find ways to reduce waiting times going forward.

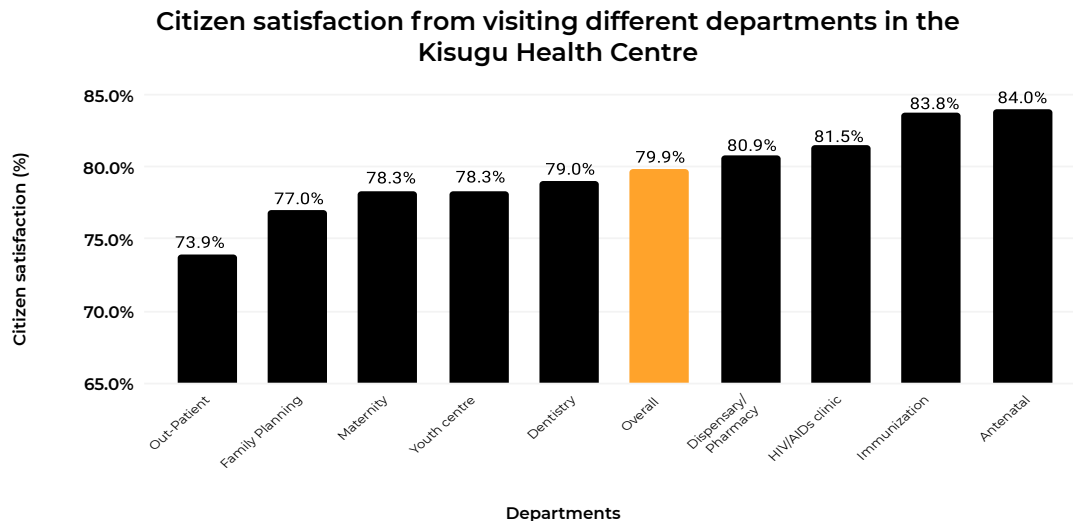
## Performance over time

Kitebi Health Centre saw a gradual increase in its satisfaction rating with August having the lowest citizen satisfaction average of 70.8%. During that month, many of the departments were rated lower than 70% with citizens concerned about the time management of the health centre staff. Some staff members arrived late at the health centre and therefore started delivering services late.

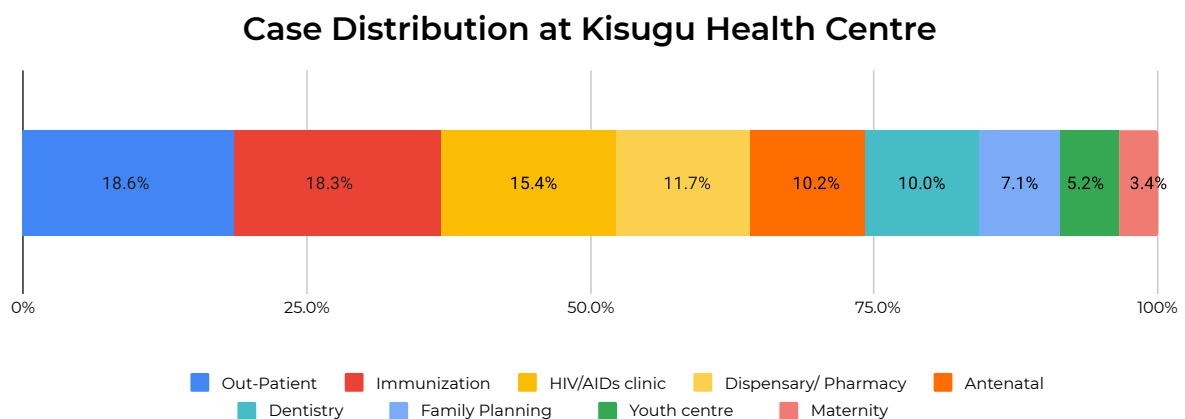


## Kisugu Health Centre

Kisugu Health Centre was overall third place, having an average satisfaction rating of 79.9%. Looking at which departments performed best, we see that the Dispensary, HIV/AIDs clinic, Immunization and Antenatal departments all had overall ratings higher than the overall health centre rating with the Antenatal department having the highest rating of 84.0%.



Dentistry, Youth centre, Maternity, Family planning and Out-patient departments on the other hand, had ratings lower than the overall satisfaction rating of the health centre with the Out-patient department having the lowest rating of 73.9%.



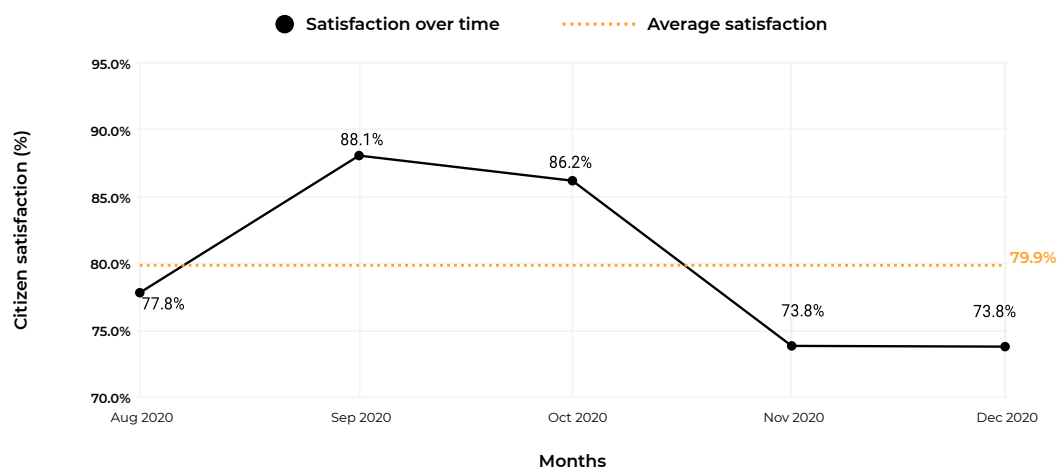
Looking at the case distribution at Kisugu Health Centre, we can see that Out-Patient is the most visited department and thus weighing heavily into the overall average of the health centre overall and bringing overall the score down. On the positive side, the second most visited department in Kisugu Health Centre is Immunization which is the second highest scoring department and thus strongly contributing towards the overall score in a positive direction.

The monthly reports were used in staff meetings as a guide to what departments need assistance and when. The doctor in-charge also promised to look at the average waiting time and to find new procedures to address this issue. One proposal, which he referred to as 'rotation', would allow clients to seek another health worker in case personnel are busy or the client is not satisfied.

## Performance over time

The health centre was rated highly in the month of September at 88.1% and had its lowest rating in the months of November and December at 73.8%. Kisugu was the only health centre to perform worse over time. The main reason for lower ratings given by citizens during these last 2 months appears to be related to be due to more frequent complaints about rude behavior from staff (and in particular related to comments regarding the family planning department).

**Citizen satisfaction at Kisugu Health Centre over time**

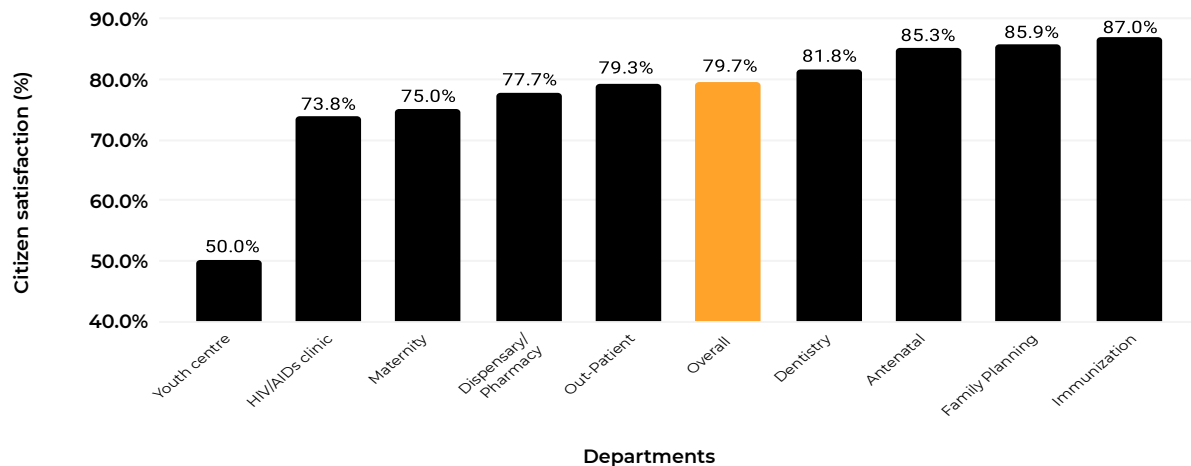




## City Hall Clinic

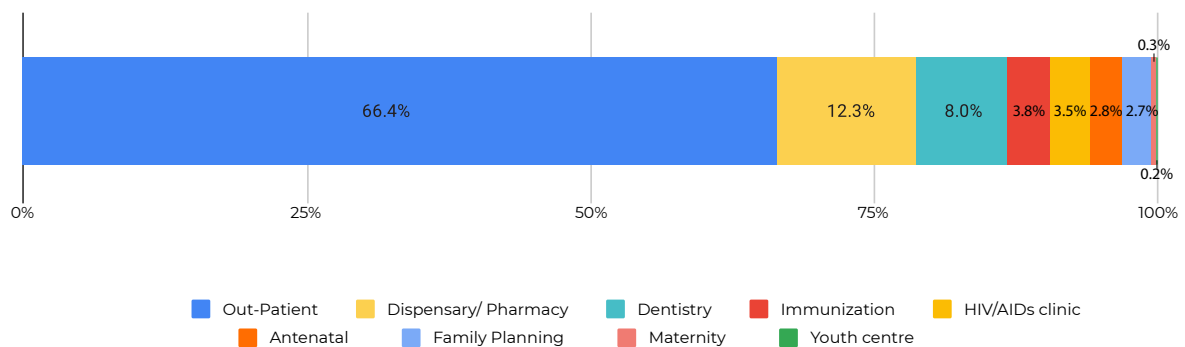
Ranking the forth in the KCCA health centres where we talked to citizens, the City Hall Clinic had an overall average rating of 79.7%. The Dentistry, Antenatal, Family Planning and Immunization departments had a rating higher than the overall health centre rating with the Immunization department having the highest rating compared to the other departments with 87%.

**Citizen satisfaction from visiting different departments in the City Hall Clinic**



The youth centre had the lowest rating of 50.0%, having a 23.8 points' difference compared to the second lowest rated department (HIV/AIDS clinic) which had 73.8% and 37 point difference from the highest rated department.

**Case Distribution at City Hall Clinic**

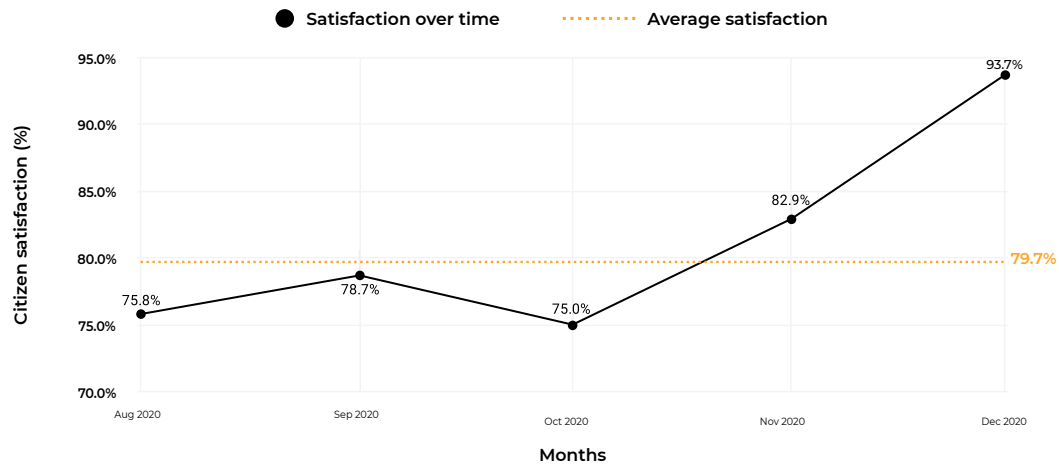


Since the City Hall Clinic is at level II (two), its overall rating is influenced most by the Outpatient department, which handles 66.4% of the health centre's cases (nearly 6 times more cases than the next most popular department). As a result, the overall average of the clinic very closely mirrors the outpatient departments' rating.

## Performance over time

It had its lowest citizen satisfaction rating in the months of August and October at 75.8% and 75% respectively. In contrast, City hall clinic received the highest citizen satisfaction rating amongst the KCCA health centres in the month of December at 93.7%.

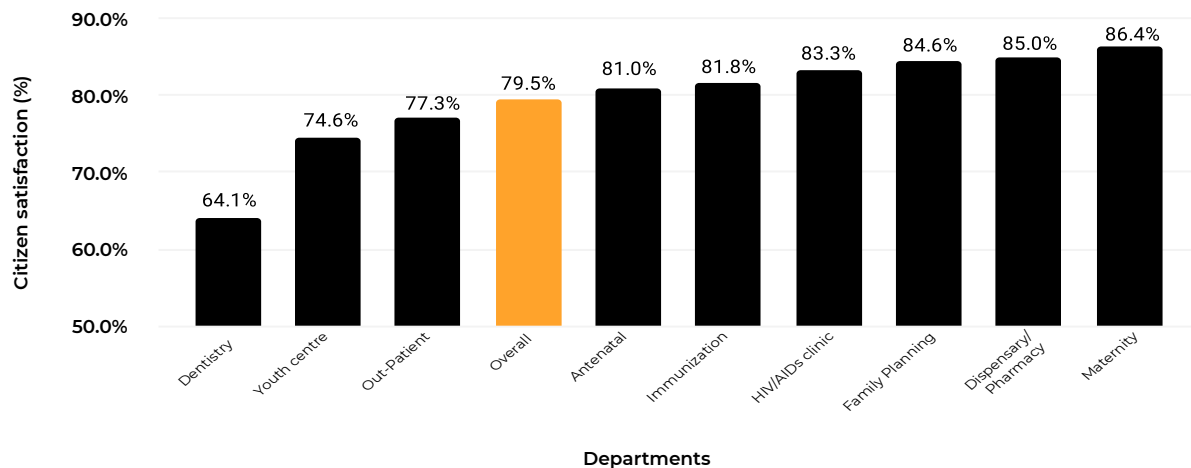
**Citizen satisfaction at City Hall Clinic over time**



## Kawaala Health Centre

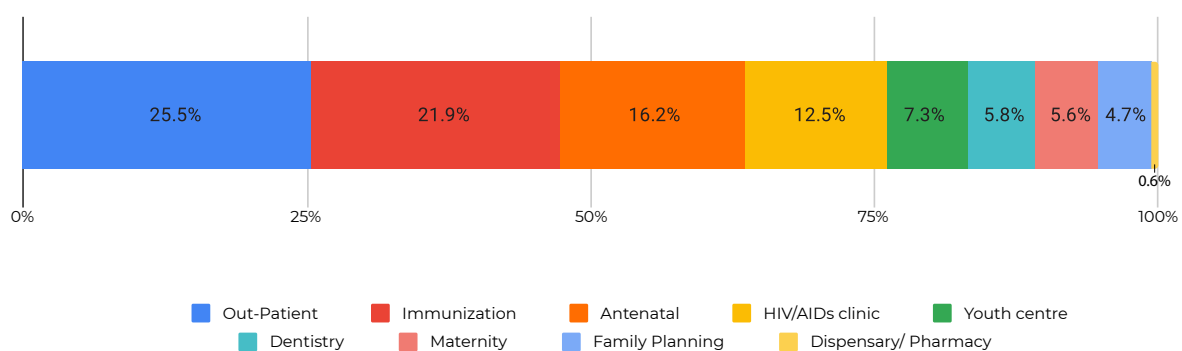
With an overall citizen satisfaction rating of 79.5%, Kawaala Health Centre was ranked the fifth out of the six KCCA health centres where SEMA is present. The highest rated department was Maternity, with 86.4% citizen satisfaction and was followed by the Dispensary/Pharmacy, which had an 85% satisfaction rating.

**Citizen satisfaction from visiting different departments in the Kawaala Health Centre**



The lowest rated department at the health centre was the Dentistry department with 64.1% rating while. There was a 22.3 point difference between the highest rated department and the lowest rated department. Overall, the Dentistry, Youth centre and Out-Patient department were rated below the overall Health Centre satisfaction rating having 64.1%, 74.6% and 77.3% citizen satisfaction ratings respectively.

**Case Distribution at Kawaala Health Centre**

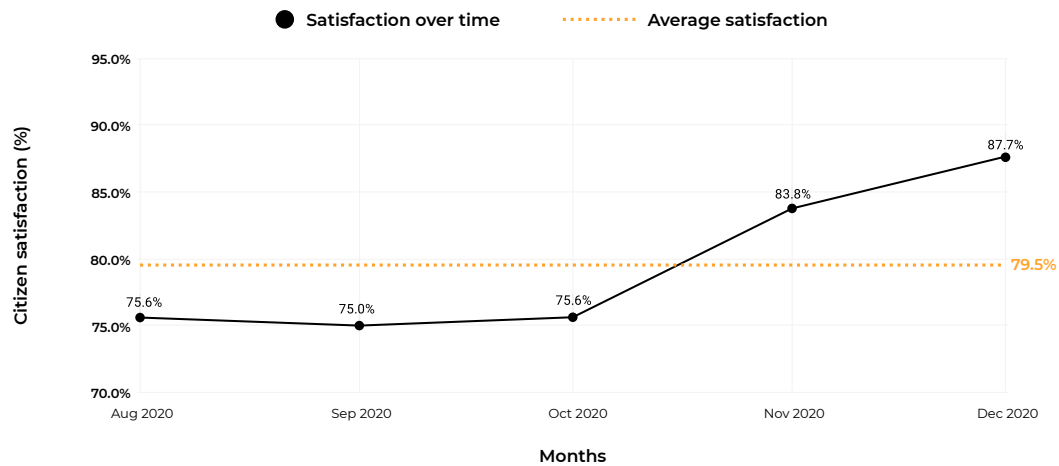


Looking closely at why only three departments were below the average rating of 79.5%, we can see that this is largely due to the fact that the highest rated departments (Maternity, Dispensary/Pharmacy, and Family Planning) are relatively small and all sit below the three poorest performing departments of Dentistry, Youth Centre, and Out-Patient Departments.

## Performance over time

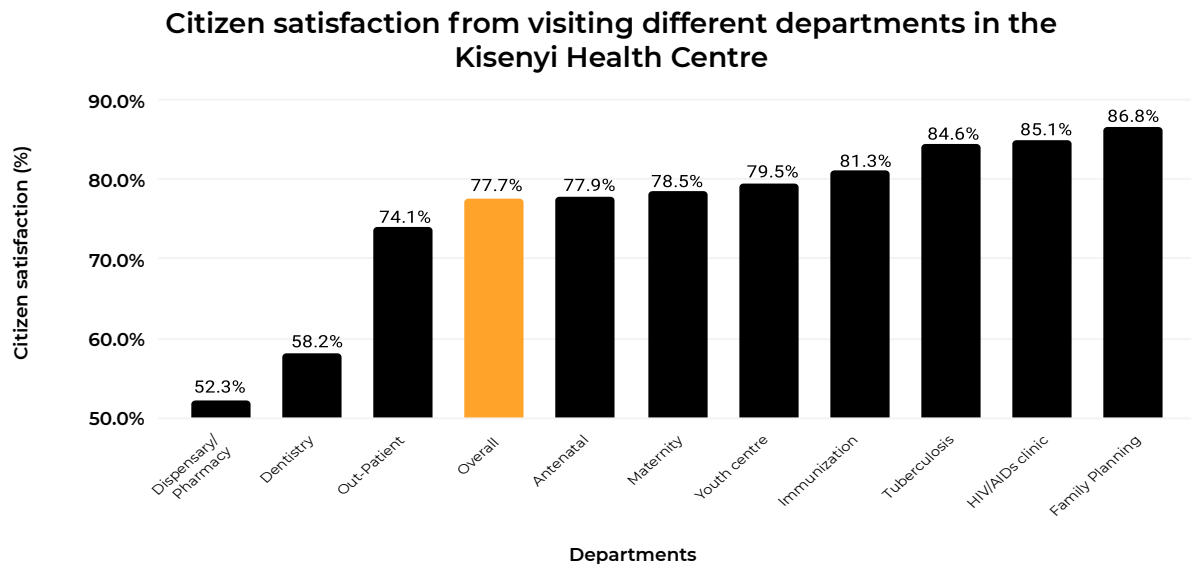
Kawaala Health Centre was rated close to 75% for the first three months that SEMA was surveying citizens. However, changes made at the health centre seem to have led to an improvement in November (83.8%) and December (87.7%). In the last month of observation before publishing this report, Kawaala was the third ranked health centre.

Citizen satisfaction at Kawaala Health Centre over time

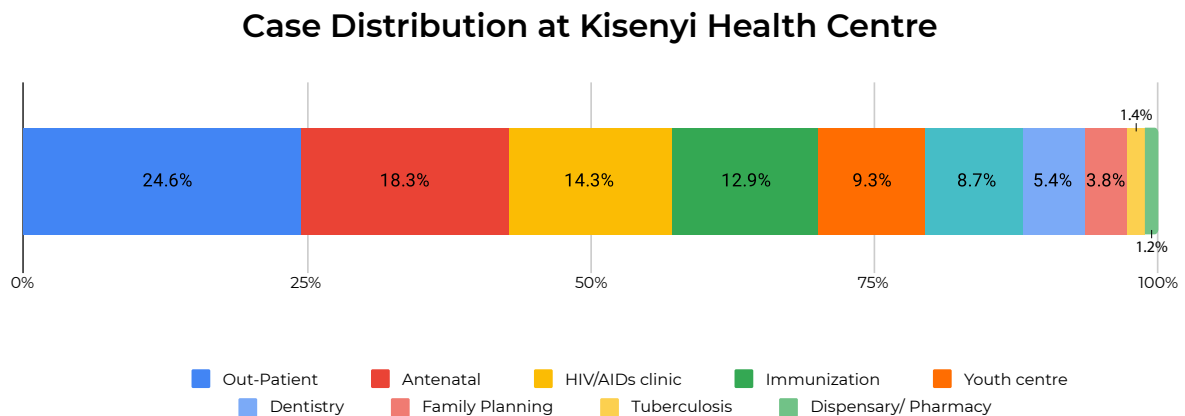


## Kisenyi Health Centre

Kisenyi Health Centre had the lowest overall citizen satisfaction rating of 77.7%. Most of the departments within the health centre were rated above the overall citizen satisfaction rating of the health centre, with the Family Planning department having the highest satisfaction rating at 86.8%.



Only the Out-Patient, Dentistry and Dispensary departments were rated lower than the average overall satisfaction. The Dispensary had the lowest satisfaction rating of 52.3%, which is a full 34.5 points lower than the highest rated department.



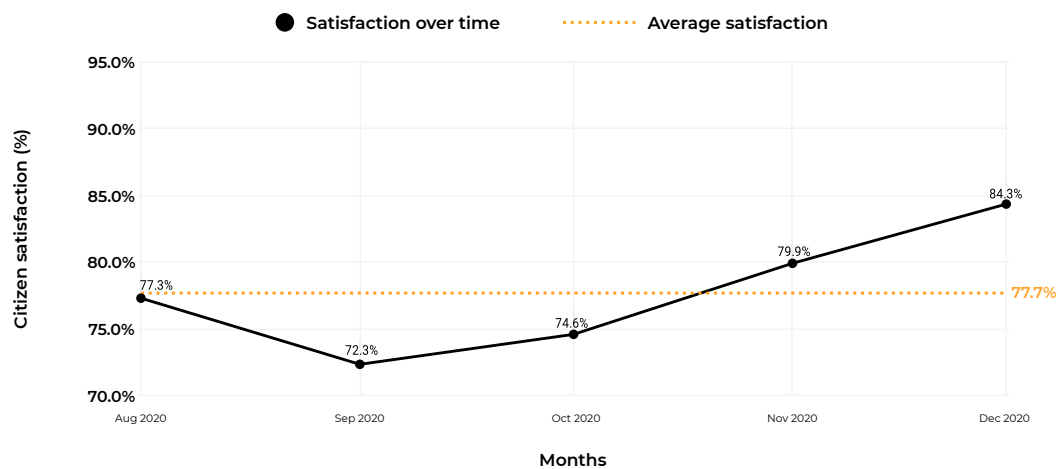
The dispensary team agreed that there has been a challenge of explaining prescriptions to citizens since there are usually many citizens, they however promised to work on this.

The reports were always shared and discussed with the poorly performing departments.

## Performance over time

The health centre received its lowest ratings in the months of September and October receiving 72.3% and 74.6% respectively. Looking closer at what citizens mentioned as the main reasons/concerns in this time, there were a number of comments about staff being rude to citizens and asking for payments for services that should be free. Furthermore, citizens mentioned that they felt service was slow, that the dispensary often did not have stock of enough medications and insufficient explanations on the medicines that were prescribed. Nevertheless, Kisenyi Health Centre did improve over time - receiving it's highest rating to-date in the last month of observations by SEMA in December (84.3%). In December, Kisenyi was the 5th highest rated station out of the 6 at which SEMA is currently conducting citizen surveys.

**Citizen satisfaction at Kisenyi Health Centre over time**



## 3

## Improvement strategies and feedback from health centre staff

All health centres have actively and consistently shared and discussed the SEMA monthly reports. In order to improve services, health workers at the health centres used the monthly 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:

### ■ The rotation system

The health workers at Kisugu Health Centre introduced this process to help in reducing the waiting time at the facility. This system works in cases where some departments have slow days, thereby allowing doctors and nurses to move to other departments who are overloaded with clients. With regards to improving satisfaction levels, if a client isn't satisfied with the service of one medical practitioner, the person is to be referred to another health worker within the same department to ensure all round satisfaction.

Another plan to be implemented by the health workers at Kisugu Health Centre is to ensure that health workers come on time and that personnel wear name tags in order to allow clients to get to know doctors on a more personal level. This suggestion by Kisugu Health Centre is yet to be implemented and its effectiveness on citizen satisfaction will be measured by SEMA.

### ■ Consistent client check-ins

The in-charges of different health facilities have adopted the idea of approaching clients after receiving the services, to inquire whether they have been fully worked on by the health workers. This motivation arose after constant engagements with the SEMA team on the monthly feedback reports and it has helped uncover some of the small concerns affecting the clients' satisfaction such as lack of prescription explanations. Referring clients to SEMA to give feedback help improve the office's responsiveness to clients' needs.

### ■ Reaction to being understaffed

The in-charges (across all the six health centres) expressed their concerns of being understaffed which greatly affects the clients satisfaction of some departments, such as Out-patient and Dentistry. The doctors in-charge have had to step in and work as clinicians at the OPD sections, but it still leaves a gap in service delivery. A shortage of staff leads to long waiting times and therefore decreases overall satisfaction at health facilities.

### ■ The availability of the equipment to use

The staff raise complaints regarding the limited availability of equipment needed in some departments. For instance at the dentistry of each health centre, there is often only one machine to work on patients. This tends to affect the staff's efficiency in delivering quality and timely services. However, this issue requires funding in order to be addressed. It is suggested that the headquarters needs to occasionally find out what these facilities need in terms of machinery and staffing so that they are reliably replaced for the staff to do their work efficiently.



Public KCCA health facilities in Kampala have almost all improved their satisfaction rates between August and December 2020. By December, the average satisfaction rating had reached 84.3%. Meanwhile, the average rating of services at health centres throughout the entire observation period (August 2020 - December 2020) was 79.8%, with the Maternity department scoring highest, while the Dentistry department generally scored the lowest at 73.3%. Komamboga Health Centre is the best rated health centre in Kampala, while Kisenyi Health Centre is the lowest rated overall.

The feedback that SEMA provided to health centres over the course of the observation period likely helped improve satisfaction ratings at 5 out of 6 health centres over the course of the second half of 2020. 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 citizens' experiences at their health centres. This was needed for them to improve their services.

The most important factors that affect satisfaction at these health facilities are the friendliness and professionalism of staff, followed by direct and clear medical instructions being provided to clients. Long waiting times are somewhat tolerated by citizens, but there is nevertheless a drop in satisfaction when waiting time exceeds one hour. Understaffing has been mentioned as an important problem that may have an effect on waiting times, as does the proper equipment of different departments.

Some of the issues raised by citizens that affect their ratings of the service delivery can not be handled at the health centre level and require assistance from the KCCA headquarters.

We wish to emphasize 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. As a great example of leadership, we noted that for instance at City Hall Clinic, the doctor in charge immediately acted upon the citizen concerns of slow service at the Laboratory (rated within the Out-Patient department) in October, leading to a higher satisfaction rate at that department in the following month(s) 2020.

We feel inspired by this example and hope more health facilities will follow this approach. There is a lot of potential for KCCA health facilities to improve their service delivery in Kampala, but a proper citizen feedback system that is trusted by citizens and by the doctors is needed to keep improving service delivery. SEMA will continue to collect citizen feedback until at least May 2021 and we hope to see continued improvements over time with the help of KCCA headquarters, even beyond this first year of collaboration.



Do you have questions about this report or want to learn more about SEMA?

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