



REPUBLIC OF NAMIBIA
MINISTRY OF HEALTH & SOCIAL SERVICES

PATIENTS VISION 2030 integrated
STRATEGIES care
PHARMACEUTICAL doctor laws
independence EMERGENCY POLICIES
standards PUBLIC
professionalism CORPORATE CULTURE
HEALTH HOSPITAL VISION
affordable facilities ASSETS sanitation
relevant SOCIAL Bio-Safety
TERMS SOCIAL VALUES
HYGIENE FUNDS
MANAGEMENT

CORPORATE CULTURE

Staff Resource Booklet



REPUBLIC OF NAMIBIA

MINISTRY OF HEALTH AND SOCIAL SERVICES

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FOREWORD

Today there is an overwhelming consensus that public institutions work best when there is transparent management of public affairs. There is also a fundamental believe that the Public Service should be community owned and that it should be empowering the community.

In a dynamic society, and Namibia is certainly one, change is the only constant. New structures, therefore, continue to be evolved. But, creating structures is only one component of the overall effort of making the ministry of health and social services more responsive to the needs of the people and to give them access to ordinary opportunities of life.

This need for responsiveness requires that we look at our work in a new light, correct its focus, and make it an effective instrument of service to our customers, the people of Namibia.

This booklet is, therefore, aimed at assisting the staff of the Ministry of Health and Social Services to put patients at the heart of the work of the ministry.

To achieve our ambition to provide integrated, affordable, accessible, quality health and social services that are responsive to the needs of the population, we need to focus on outcomes and the quality standards that deliver them.

We must, therefore, constantly remind ourselves that our collective objectives are to reduce mortality and morbidity, increase safety, and improve patient experience and outcomes for all.

The bottom line is our ability to deliver service expeditiously and fairly. In this context, this booklet is only a starting point to help articulate a value system for the public health sector.

Dr. Richard Nchabi Kamwi, MP
Minister of Health and Social Services

PREFACE

Clarity of mission is the most single important asset for the ministry of health and social services as it focuses our minds and calls attention to what is important and align our practices with values.

We must strive to be results orientated along with measurement of all results that had been achieved by any given time as this is the only way to ensure that the objectives of the ministry had been achieved. If results are not measured there is no sure manner in which a distinction can be made between success and failure.

Equally, we must instil a culture in the ministry that ensures value addition for the customer. After all, public health is about helping people to stay healthy and protecting them from threats to their health.

Our singular objective should thus be to enable our clients to be able to make healthier choices, regardless of their circumstances, and to minimise the risk and impact of illness. Only by putting patients first will we drive up standards, deliver better value for money and create a healthier nation.

This timely booklet on Corporate Culture should thus serve as an indispensable tool to all staff members in the public health sector in serving our clients with the required ethics and professionalism.

Andrew Ndishishi
Permanent Secretary

DEFINITIONS

CORPORATE CULTURE

The values and behaviours that contribute to the unique social and psychological environment of an organization.

Organisational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.

Also called corporate culture, it's shown in; (1) the ways the organization conducts its business, treats its employees, customers, and the wider community; (2) the extent to which freedom is allowed in decision making, developing new ideas, and personal expression; (3) how power and information flow through its hierarchy, and (4) how committed employees are towards collective objectives. ➔

It affects the organization's productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment. It also extends to production-methods, marketing and advertising practices, and to new product creation. Organisational culture is unique for every organization.

MANDATE

A command or authorization to act in a particular way on a public issue given by the electorate to its representative.

VISION

An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

DEFINITIONS CONTINUED

MISSION

A written declaration of an organization's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements (1) serve as filters to separate what is important from what is not, (2) clearly state which markets will be served and how, and (3) communicate a sense of intended direction to the entire organization.

A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment. Also called company mission, corporate mission, or corporate purpose.

CORE VALUES

A principle that guides an organisation's internal conduct as well as its relationship with the external world. Core values are usually summarized in the mission statement or in a statement of core values.

- CHAPTER -



*MANDATE, VISION
& MISSION OF THE
MINISTRY OF HEALTH
AND SOCIAL SERVICES*

CHAPTER 1

MANDATE

The mandate of the Ministry of Health and Social Services (MoHSS) is derived from Article 95 of the Namibian Constitution which emphasises the adoption of policies and the enactment of legislations to ensure the “health and strength” of Namibians.

Drawing from the supreme law of the country, the Ministry’s mandate is to promote and protect the health of the Namibian people and provide quality social services to all, especially the weak and vulnerable members of society.

This means that the Ministry has an overall function to develop essential health care programmes based on a primary health care approach which is scientifically sound and socially acceptable.

VISION

Our vision is to be the leading public provider of quality health and social services.

MISSION

Our mission is to provide integrated, affordable, accessible, quality health and social services that are responsive to the needs of the population.

- CHAPTER -

2

*CORE VALUES
OF THE MINISTRY
OF HEALTH AND SOCIAL
SERVICES*

CHAPTER 2

- CONFIDENTIALITY**
- Keep patients' / clients' information confidential and use it only for the purpose of treatment, unless legally obliged to do otherwise
 - Not divulge information relating to clients or organisations to a third party without consent
-

- EMPATHY AND CARING**
- Treat patients / clients equally
 - Provide care and support to clients as though they are members of one's own family
-

- HONESTY, INTEGRITY AND DIGNITY**
- All patients / clients have the right to:*
- Be treated with respect at all times
 - Have their values, culture, religion, and dignity respected at all times
-



CHAPTER 2

- Be listened to, and be heard
- Privacy during consultation, physical examination and treatment
- We are truthful to ourselves and to the public and adhering to a strict moral or ethical code.

IMPARTIALITY

- Treat all patients / clients equally, irrespective of status, religion, political belief, race, colour, gender and sexuality

PROFESSIONALISM

- Promote professionalism across board
- Ensure health professional codes are adhered to.

RESPECT

- We show deferential regard for our clients and colleagues and have self-esteem.

- CHAPTER -

3

*FUNCTIONS OF THE
MINISTRY OF HEALTH AND
SOCIAL SERVICES*

CHAPTER 3

POLICY AND LEGAL FRAMEWORK

Create an enabling environment to provide quality health care and social services, develop, manage and sustainably use health and social services resources for the attainment of outcomes and goals within the framework of the national policies, legislations, development plans and Vision 2030.

HEALTH AND SOCIAL SERVICES PLANNING

Develop the capacity for health planning and social services in order to optimally and efficiently use the available resources dedicated to the sector.

The Ministry shall put in place a database which is necessary for policy decisions for health and social services programmes and project design.

HEALTH PROMOTION

Design and implement projects and programmes that are responsive to the needs of the citizens in terms of healthy living, good nutrition, physical activity and exercise, hygiene and sanitation, →

and prevention of substance abuse. The Ministry shall also develop and promote community-based health care through health extension services and, community-based disability prevention and rehabilitation service in collaboration with other stakeholders.

PUBLIC HEALTH Develop strategies to prevent and manage diseases, injuries and other health conditions through the promotion of healthy behaviours. These strategies should ensure that Namibia has an efficient public health system with programmes aimed at reducing the incidents of diseases and disabilities, improving maternal and child health, preventing non-communicable and communicable diseases, promoting environmental and occupational health and reducing and / or controlling morbidities and mortalities.

CHAPTER 3

CURATIVE SERVICES

Develop the capacity and systems for the provision of treatment and therapies to patients and clients in line with set standards, policies, guideline and manuals.

SPECIALISED HEALTH SERVICES

Develop capacity and systems to provide specialised health care services in both public and private health facilities. As an interim measure, the strategy will allow the use of facilities and expertise through bilateral cooperation with other countries.

HOSPITAL SERVICES

Provide a broad range of programmes to deliver inpatient and outpatient health care services to match the needs of communities.

HEALTH CENTRES

Provide healthcare and social services at health centres throughout the country to reduce the pressure on district and intermediate hospitals.

CLINICS AND HEALTH POSTS

Develop a network of clinics in order to expand access and affordable health care and social services to the majority of the people.

OUTREACH

Provide outreach services at various localities that are without clinics to reach the majority of the people. This will increase health awareness, prevent diseases and provide curative services for common conditions. Referrals will receive an appropriate level of care.

STANDARD SETTING AND QUALITY ASSURANCE

Develop and implement a regulatory framework for registration of medicines, equipment, health practitioners, health facilities, food safety and occupational health and provide the capacity for enforcement of compliance and conformity with national and international standards.

CHAPTER 3

HEALTH CARE ENGINEERING

Develop capacity for the planning, designing, research and development of health infrastructure, plants and equipment and ensure that such infrastructure is maintained and is in working condition at all times.

Through public private partnerships the Ministry shall endeavour to find solutions to health care engineering challenges.

RESEARCH AND DEVELOPMENT

Undertake health system research and development with the view to develop a deeper understanding of challenges and create innovative methods of dealing with these challenges.

EPIDEMIOLOGY

Establish capacity and systems for disease surveillance, analysis, database and control measures. The study is to facilitate policy-making and evidence-based medicine by identifying risk factors for disease and targets for preventive medicine and public policies.

HEALTH INFRASTRUCTURE DEVELOPMENT

Develop the necessary health and social services infrastructures, and maintain and upgrade the existing facilities in order to contribute to the provision of quality health care and social services.

The Ministry shall design programmes to upgrade and renovate clinics, health centres and hospitals and also accommodation and improvement the working environments of health workers, especially those in the remote rural areas.

EMERGENCY RESPONSE

Develop efficient emergency response services in times of need and capacity for detection, prevention and management of the introduction of or utilization of hazardous or toxic material with the potential to harm the health of Namibians. The Ministry shall establish emergency response centres countrywide and ensure the capacity to respond promptly to disease outbreaks and natural calamities.

CHAPTER 3

INSTITUTIONAL DEVELOPMENT

Develop an appropriate institutional framework to undertake specialised health and social service functions.

Further develop institutional management capacity through the gradual introduction of professional managers to lead major health institutions and manage teams, while continuing to provide in-service education and training to health care professionals. This function is designed to bring about organisational efficiency and service delivery.

SOCIAL SERVICES

Establish programmes and projects that will provide equal care to all while allowing people to retain their independence, control and dignity. Such programmes will include support of people with disabilities.

PHARMACEUTICAL SERVICES Develop pharmaceutical systems to promote the production, procurement, marketing and distribution of medicines or pharmaceuticals for use in Namibia as medications.

This system shall take into account generic and/or brand medication and medical devices, which shall conform to the variety of laws and regulations regarding patenting and testing to ensure safety and efficacy before use.

Procurement of pharmaceuticals will support the development of the pharmaceutical industry in Namibia.

DEVELOPMENT OF PHARMACEUTICAL SUPPLY CHAIN MANAGEMENT Strengthen the capacity of the Central Medical Store to ensure the availability of medicines and related supplies in the country at all times.

The Central Medical Store shall be equipped to ensure competitive sourcing, and efficient management.

CHAPTER 3

DIAGNOSTIC AND LABORATORY SERVICES

Develop the capability for diagnostic services. These facilities are to be capacitated to conduct clinical research to improve health care providers' understanding of emerging and re-emerging diseases and their management thereof.

CORPORATE GOVERNANCE

Establish and maintain an effective and efficient administrative system to manage human and financial resources, procurement, assets, legal services, public relations, auditing services, training, record management and information technology in support of the mandate and functions of the Ministry.

DEVELOPMENT COOPERATION

Ensure participation in meetings of organisations and institutions to which Namibia is a member; and adhere to the bilateral, regional and multi-lateral cooperation agreements and international treaties that promote the advancement of knowledge, skills and 

technologies for health care and social services. Further cooperate with relevant development partners in the realisation of the Ministry's mandate and functions.

BIO-SAFETY

Provide policies and legal frameworks to guarantee bio-safety and bio-security in the production and distribution of food. Ensure public hygiene in conformity to the international phyto-sanitary standards. These functions shall be fulfilled in coordination with the relevant Offices, Ministries and Agencies (O/M/As), regional and local authorities.

ENVIRONMENT AND HEALTH

The Ministry shall develop policies, measures, programmes and standards to determine the prevention of health hazards and diseases emanating from the environmental management.



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