State of Palestine

State Audit & Administrative Control Bureau

دولة فلسطين

ديوان الرقابة المالية والإدارية

# SAACB Report on Efficiency & Effectiveness of Laboratories Management in Government Hospitals

## Performance Audit Department

## May 2024

## Audit & Control for Building, Development & Good Governance Enhancing

# SAACB releases a report on efficiency & effectiveness of laboratories management in government hospitals
## *'Huge work volume, limited resources'*

The Bureau carried out a performance audit of the efficiency and effectiveness of laboratories management in government hospitals in 2022. It was driven by keenness to audit the topics that make a difference to lives of citizens, especially in light of the increased work volume brought by the great number of people who attend all wards in hospitals, with urgent need to have accurate medical tests in due time.

The Bureau reached a number of observations, including:

**Insufficient protocols that regulate the action**

The Bureau concluded that the protocols regulating the action are not sufficient, such as annual plans, and that the consolidated lists of basic tests as per human and financial resources each hospital has are not present. This adversely affected the service provided to citizens, especially that the available equipment could be used if all possible tests are identified, and in case shifts of staff with different positions are regulated.

**Basic material is not always available**

The basic material necessary to operate the equipment are available in intermittent and unregulated fashion. Lack of material does not only include the equipment for which material are provided from central warehouses, but even also the equipment that external suppliers provide their operation material.

**Uneven distribution of available human resources that suit the actual need of each laboratory**

It was found that 7 out of 16 hospitals are overstaffed, whereas 8 out of 16 hospitals are understaffed. Laboratory of Thabet Thabet Hospital in Tulkarm is the one that needs human resources the most (available staff is 40% less than required), followed by Jenin Hospital and Palestine Medical Complex (both need 25% of necessary staff to cover needs).

**Environmental conditions need improvement**

It was found that the environmental conditions at laboratories are not suitable. Spaces, for either staff movement or medical supplies storage, is not enough. The health environment (humidity prevention, suitable office supplies) needs improvement, besides the lack of power sources to ensure sustainable service.

Regarding public safety measures, part of which is not there or is not used in designated purpose. The emergency exit is used as storage.

**Not all equipment-related works are documented**

It was found there is poor documenting (paper, electronic) of maintenance procedures for the equipment in laboratories, which include the number and duration of malfunction or spare parts that always break down. Also, some equipment do not have the backup feature, so data is manually saved in books, as with the blood coagulation tester in Hebron Government Hospital.

**The report recommends the medical professions department, Ministry of Health and laboratories in government hospitals to pay attention to action regulation in the laboratories, by having approved annual plans and clear standards for the test lists in each hospital to suit the available resources. The report asserts that necessary basic material should be provided, from either central warehouses or external suppliers.**

**The report also recommends that available human resources in government laboratories should be used and distributed to suit actual needs of each laboratory. Suitable environment (space) for work nature should be provided and equipped, and places to store material should be provided, especially in light of unique nature of this material. Electronic systems to document all tests and maintenance of equipment should be adopted.**