



DEPARTMENTS OF
**ADMINISTRATION
AND FINANCE,
NURSING, AND
GROOTE SCHUUR
CLINICAL
DIRECTORATE**

Keeping the wheels turning



Lorraine Wakefield
Manager of
Administration in the
Department of Medicine

Behind the scenes of Africa's top Department of Medicine is a formidable team of people working to keep things running smoothly.

■ **Administration and Finance**

Lorraine Wakefield has been the Manager of Administration in the Department of Medicine for more than a decade. Joining as an Administrative Assistant back in 2000, she has played a key role in implementing new systems and processes for the department to get it into the shape it is in today.

"At first glance, there seemed to be no notable system for completing tasks. Records were typed on cards for students in the department and there was a very basic filing system," she remembers. "UCT had just introduced a new computerised finance system, which was not easily accepted by the person in charge of finance and who still chose to record all financial transactions in books.

“I realised I had to institute some very drastic changes in order to do away with old methods, encourage staff to become more computer orientated and strive to create an efficient service for a department that was growing in leaps and bounds.”

In 2006, when the new Head of Department was appointed, the department engaged in an administration review process to review the tasks of all administrative staff. As a result, a dedicated Human Resource Administrator and a full finance team were recruited. A new Professor of Medicine was appointed in 2007, who is responsible for the undergraduate and postgraduate education programmes in the department.

Responsible for all tasks, from hiring staff and motivating for salary increases and new posts where necessary, to ensure that key functions run smoothly, Wakefield also manages medical officer, registrar and supernumerary appointments in the department as well as keeping records and monitoring the wellbeing of these staff members for as long as they remain employed. She says that she loves to establish relationships, engage with staff members and keep track of their lives on a personal and working level.

“Of all the places I have worked throughout my lifetime, the Department of Medicine has been the most exciting, challenging and truly worthwhile learning experience,” she says.

A similar overhaul in financial processes and procedures for the department has been a crucial part of overall administrative improvements.

“The Department of Medicine is the biggest department in the Faculty of Health Sciences. We have the biggest general operating budget (GOB), Department of Higher Education (DoHET) and training grant and research component. Trying to get processes and systems in place were the initial challenges when I started in the

Department,” says Rukshana Champion, Principal Finance Officer.

During her time with the department, Champion has had to steer it through several financial hurdles, including the implementation of the new Intellectual Property Act in 2011, which impacted on new funding and created a new dimension with regards to costing, and the Value Added Tax apportionment ruling implemented in 2012. The latter had to be explained to academics and implemented within the department. And she expects that there will be more challenges to come.

“I have seen the department grow from R37 million in research income five years ago to R66 million in 2013. This excludes the GOB and DoHET grant. This alone testifies to the enormous growth in the department and therefore we need to move towards more system-driven processes to sustain and improve the level of service and cope with the demand for financial support,” she says.

“I believe I have planted the seed for a sustainable financial support service, provided that the necessary systems are put in place by the faculty to ensure supply meets the demand.”

■ Nursing

Maureen Ross, Head of Nursing at Groote Schuur, has been involved with the department for even longer than Mrs Wakefield and she has quite a story to tell.

“My first encounter with the Department of Medicine was in 1978. I was allocated as the sister in charge of a thirty-six-bed medical Ward F11. This was the so-called Coloured medical ward and the White ward, with 44 beds, was adjacent. Despite having only 36 beds, Ward F11 would regularly admit up to 48 patients on their



The members of the administration and finance hub are:
 First row: Zanele Magwa, Leslene Stott, Shameema Witbooi and Zameka Ndzotyana.
 Second row: Faiza Pearce, Monique Manuel, William Kayser and Blanche Hess.
 Third row: Tracey Fourie, Siphon Mankayi, Sharon Wakefield and Rukshana Champion.
 Fourth row: Liziwe Figlan.

intake days. The additional patients had to be nursed on camp beds. The irony of it all was that the adjacent Ward F1 had 44 beds, but their bed occupancy was 43%.

As a result of some lobbying, Ross and her head of department, together with the matron, Hamman, were able to get the hospital to act for change and swap the two wards around. “What a revelation!”

And was not to be the only one. Ross says that the department has always been a place where new ideas and innovations are given the space to thrive.

“One of the most exciting innovations was the creation of a Medical Admission Ward. Again, the Department of Medicine initiated this as a first within Groote Schuur Hospital,” she says. “This system allows us to visit the admission ward post-intake,



Maureen Ross, Head of Nursing at Groote Schuur hospital.

make contact with patients and identify their medical and nursing needs so that by the time they are transferred to their ward, all necessary equipment is available, which enables a smooth transition.”

Improving clinical services is at the heart of what Ross and her team strive to do. “As nurses, our core business is to ensure quality nursing care among our cosmopolitan rainbow nation.”

A big part of this, she says, is to ensure a capacitated workforce that is competent, professional and well trained. On an annual basis, nurses are afforded the opportunity to pursue both basic and post-basic training courses that relate to the daily execution of care modalities. Of course, attrition within nursing remains a challenge, which is why this investment in staff education and training is critical.



Doctor Bernadette Eick, Medical Manager for Medicine (2011 to 2013).

With regard to education, she says that it is heartening to see a greater emphasis on nursing research. “Twenty years ago we had only two registered nurses who had master’s degrees in nursing; today we have more than 20 who have gained this degree.”

Although not all nurses trained can find work at Groote Schuur, a situation that Ross says is a challenge, she feels that working at the hospital is a huge privilege. “The fact that our hospital is world renowned, and affiliated to one of the best universities, is a key part of what makes working here worthwhile. It is clear that the role of the nurse is especially valued within the Department of Medicine and this in itself contributes to a sense of identity within the multidisciplinary team.”



Monday morning report: Maureen Ross meeting with senior nursing managers.

Over the past few years, many nurses have been afforded exposure to the international arena by attending congresses, symposia and conferences, which further makes it a rewarding experience.

Nevertheless, the primary highlight in any nurse’s career is the situation where patients are admitted in critically ill conditions, but who recover and are able to be discharged back into their community.

“The motto for nursing, which I would like to leave as part of my legacy is: “Do it right, from the start.” This motto has a double meaning – to do things immediately and secondly, to do things correctly. The aim is also to ensure that as a division within this world-renowned hospital, we need to strive continually for the ‘best to get better’ to the extent that nurses are recognised as champions within the multidisciplinary team.”

■ Clinical Directorate

Doctor Bernadette Eick has been the medical superintendent responsible for the Department of Medicine since 2011. The employment of staff

and funding of medical services and facilities of the teaching hospital are part of her daily work.

“I believe we have been able to build foundations for a more focused and combined way of taking the services forward. We have been able to open more beds to cope with the patient load; we have re-introduced the Firm System and are working on having more meaningful information available to manage the service,” Doctor Eick says.

She is committed to improving patient care and outcomes as a cohesive team of clinicians and management, harnessing and exploiting each other’s strength to the sole benefit of the patient and in support of the staff. “Groote Schuur Hospital wants to be responsive to the requirements of the service and the clinicians and in support of the teaching and research needs, in line with our motto – ‘We serve’. As a manager, I would like to be remembered for providing solutions and support within the given framework of policies and resources.”

DONORS

The Department of Medicine owes a huge debt of gratitude to the many donors and funders who have invested in our work and our future. We would like to thank them here.

Abbott Laboratories South Africa (Pty) Ltd
AbbVie South Africa
Ackerman, Wendy (Mrs)
Adcock Ingram Healthcare (Pty) Ltd
ALK Abello (Denmark)
Allan Gray Ltd
Allergy Society of South Africa
Alperstein, Alan Lawrie (Dr)
Alpro Medical (Pty) Ltd
Amgen SA (Pty) Ltd
Amos, DDL (Mrs)
Amos, Helmut (Mr)
Aspen Pharmacare Ltd
Astellas Pharma (Pty) Ltd
AstraZeneca South Africa
Atlantic Philanthropies (Bermuda) Ltd
B Braun Medical (Pty) Ltd
Baigrie, Carolyn Frances (Dr)
Baigrie, Robert John (Prof)
Bakkes, E.F (Mr)
Bayer (Pty) Ltd
Beck, Rhona (Mrs) and Graham (Mr)
Beinart, Naomi (Mrs)
Benatar, Solomon Robert (Em Prof)
Bennetts, Adele (Ms)
Berrisford, Arthur Stephen (Mr)
BJM Securities (Pty) Ltd
Bornman, Philippus Christoffel (Em Prof)

Boston Scientific South Africa (Pty) Ltd
Brechin, Jean Mary (Ms)
Buchinsky, Shooshana (Mrs)
Cadila Pharmaceuticals Ltd
Cancer Association of South Africa
Cape Medical Plan
Cardiac Arrhythmia Society of Southern Africa
Cardio Vascular Society of India
Cariem, Abdul Karriem (Dr)
Carson, Mary (Ms)
Chesler, Erica (Ms)
Christian's Electrical Services CC
Cipla Medpro South Africa Ltd
Clain, Jonathan Ernest (Dr)
Conference Creations Limited
Cotton, Peter B (Dr)
Cox, Christopher John (Dr)
Cywes, Sidney (Em Prof)
Davis, Freda (Mrs)
De Beers Fund Educational Trust
De Waal, Louis (Mr)
Department of Health, National
Department of Health, Provincial
Department of Higher Education and Training,
Skills Fund
Department of Social Development, National
Dermafrance
Dermatological Society of South Africa

Dacey, David (Mr)
Dietrich Voigt Mia Inc
Discovery Foundation
Discovery Fund
Docrat, Mohamed Ebrahim (Dr)
Donsky-Moss, Michele Annette (Dr)
Doomsday Films (Pty) Ltd
Doris Duke Charitable Foundation
Dr Matley and Partners
du Toit, Elizabeth H (Mrs)
Dubow, Neville Eric (Em Prof)
Dundarach Investments (Pty) Ltd
Dynamic Wealth Management
Ebrahim, Mohamed (Dr)
Eli Lilly (SA) (Pty) Ltd
Eliot and Myra Osrin Trust
Epstein, David Philip (Dr)
Estate Late Ada and Bertie Levenstein
Estate Late Aline Elizabeth Smit
Estate Late BG Shapiro
Estate Late Edith Sorrell
Estate Late Elias Bertrand Levenstein
Estate Late P Moss Will Trust
Europa Organisation
Fenton, Karin (Ms)
Francois Burger Trust
Frater, Robert William Mayo (Dr)
Frater, Sheila Josephine Howard (Ms)
Frater, Sheila Muriel Angela Howard (Mrs)
Fredericks, Ernst Samuel (Dr)
Freedman, Joan (Mrs)
Galderma Laboratories SA (Pty) Ltd
Garisch, James Archibald MacKenzie (Dr)
Gastroenterology Foundation of South Africa
Gawith, Margot (Ms)
Generation Investment Management LLP
Girdwood, Andrew Hampden (Dr)
GlaxoSmithKline plc
Gray, Malcolm (Mr)

Griesel, Barend Mattheus (The Hon Mr Justice)
Grieve, John AB (Mr)
Groote Schuur Hospital Facility Board
Guy Elliott Medical Research Trust
Harry Crossley Foundation
Hatter Cardiovascular Institute
Hewitson & Kontominas Financial Consultants
Hilliker, William (Mr)
Hodge, Colleen Patricia (Mrs)
Horner-Mibashan, Ruth (Dr)
Hylton, Vanessa Elrick (Mrs)
I-Net Bridge (Cape Town)
Innofin (Pty) Ltd
International Diplomatic Spouses Association
International Society of Nephrology
Investment Solutions Holdings Ltd
Jack, Bruce Stanley (Mr)
Janssen Pharmaceutica (Pty) Ltd
Kangra Group (Pty) Ltd
Karen's Childrens Trust
Karnezos, Nicolas Theodore (Dr)
Kaye, Trevor Howard (Dr)
Kinandu, Kamau (Dr)
Kingdom, RH (Mr)
Kottler, Ronald Ellis (Em Prof)
Krige, Jacobus Edmund Joubert (Prof)
Krone, Gerhard Neethling (Mr)
Labia, Joseph Benjamin Robinson (Dr)
Labia, Sylvia Morn Mac-Ian (Countess)
Laboratory Specialities (Pty) Ltd
Lawrence, Jeremy (Mr)
Leanore Zara Kaplan Will Trust
Leeman, Michael Gideon (Mr)
Letier, Melvyn Herman (Dr)
Life Healthcare Foundation
Lily & Ernst Hausmann Research Trust
LIR SARL
Lloyd, Angela (Mrs)
Louw, Jacob Albertus (Prof)

Lundbeck SA (Pty) Ltd
 Macdonald, Kevin Gordon (Mr)
 MacGregor CBE, Susan Katriona (Ms)
 Macsteel Service Centres SA (Pty) Ltd
 Madden, Michael Vincent (Dr)
 Marks, Inge (Mrs)
 Mauerberger Foundation Fund
 Maurice Hatter Foundation
 Medecins Sans Frontieres
 Medtronic Africa (Pty) Ltd
 Medtronic Foundation
 Melmed, Raun David (Dr)
 Merck (Pty) Ltd
 Merck Chemicals (Pty) Ltd (Wadeville)
 Metz, David C (Dr)
 Microsep (Pty) Ltd Johannesburg
 Mildenhall, Stephen Craig (Mr)
 Minners, Jan Oliver (Dr)
 Momentum Research Inc
 MSD (Pty) Ltd
 Mulligan, Terence Patrick Simpson (Dr)
 Mulliner, PA (Mr)
 Munnik, Ann (Mrs)
 Murray Trust
 Muscular Dystrophy Foundation of South Africa
 National Renal Care
 Nedbank Retail
 Neurological Association of South Africa
 Newton, Keith (Prof)
 Novartis Institutes for Biomedical Research, Inc
 Novartis South Africa (Pty) Ltd
 Novis, Bentley Herbert (Prof)
 Novo Nordisk (Pty) Ltd
 OASIS Group Holdings
 Oates, John Keith (Mr)
 Oh, Jae K (Dr)
 Old Mutual Asset Managers (SA) (Pty) Ltd
 (OMAM SA)
 Oliver, Stephen Patrick (Dr)

Oppenheimer Memorial Trust
 Oram, Leone Gladys (Mrs)
 Page, Anne Louise (Mrs)
 Parish of St Francis of Assisi
 Passmore, Diana (Mrs)
 PepsiCo
 Percy Fox Foundation
 PF Charitable Trust
 Pfizer Inc (USA)
 Pfizer Laboratories (Cape Town)
 Pfizer Laboratories (Pty) Ltd
 Philips Medical Systems South Africa (Pty) Ltd
 Pickstone, Wendy (Ms)
 Population Health Research Institute, McMaster
 University
 Prescient Securities (Pty) Ltd
 Procter & Gamble SA (Pty) Ltd
 Raimondo, Frank (Dr)
 Reichardt, Markus Tilman (Mr)
 Renshaw Family Foundation Inc
 Roche Products (Pty) Ltd
 Roche Products (Pty) Ltd – Diagnostics
 Roessner, Birgit (Mrs)
 Roper, Stephen (Mr)
 Ruth and Anita Wise Charitable and Educational Trust
 SA Medical Association
 Sacks, Harold Samuel (Dr)
 Sanders, Hannah-Reeve (Dr)
 Sanofi-Aventis (UK)
 Sanofi-Aventis South Africa (Pty) Ltd
 Saunders, Stuart John (Em Prof)
 Schering-Plough (Pty) Ltd
 Servier Laboratories South Africa (Pty) Ltd
 SG Menell Charitable Trust
 Silbert, Maurice Vivian (Dr)
 Simpson, Jean (Mrs)
 Slater, Hugo (Mr)
 Society for Endocrinology, Metabolism and
 Diabetes of South Africa



South African Gastroenterology Society
 South African Medical Association, Pretoria
 Southey, Sheila (Mrs)
 Stanley Parkinson Green Trust
 Stella & Paul Loewenstein Educational and
 Charitable Trust
 The Ampath Trust
 Thomson, Sandie (Professor)
 Tilney, Barry Deane (Mr)
 Tobias, Raymond (Dr)
 Tollman, Karin (Ms)
 Tongaat Hulett Group Ltd
 United Health Group (USA)
 University of Pavia
 US Agency for International Development
 US President's Emergency Plan for AIDS Relief
 USV Ltd

Van Niekerk-Newton, Nadine D (Mrs)
 Van Ryneveld, Anthony John (Mr)
 Van Ryneveld, Verity (Ms)
 Viking Medical & Surgical (Pty) Ltd
 Viotti, Giovanni Mario (Mr)
 Vital Health Products
 Wine Industry Network of Expertise and
 Technology
 World Heart Federation
 Worldwide Antimalarial Resistance
 Network
 Wright, Hilda Norah Elsie (Dr)
 Wrighton Family Trust
 Wrighton, Peter George Abner (Mr)
 Wyeth SA (Pty) Ltd
 Xenon Pharmaceuticals Inc



Consultants and registrars attending the end-of-year function, Two Oceans Aquarium, Cape Town, 8 December 2013.





Department of Medicine
Old Main Building , J Floor
Groote Schuur Hospital
Observatory
Cape Town, 7925

www.medicine.uct.ac.za