

## MANAGEMENT / LEADERSHIP

1. The center has an up-to-date organizational chart that is communicated to all relevant staff.

*Response options:* Exists / Partially exists / Does not exist

2. The center manager or supervisor holds a relevant academic qualification.

*Response options:* Relevant / Partially relevant / Not relevant

3. The manager has received formal management training and applies it effectively in daily operations.

*Response options:* Fully / Partially / Not at all

4. The manager employs effective strategies to motivate and engage staff.

*Response options:* Yes / Partially / No

5. The manager demonstrates the ability to initiate and implement organizational improvements.

*Response options:* Yes / Partially / No

6. The manager actively collaborates with NGOs, charities, and community groups to secure support and partnerships.

*Response options:* Continuous and active / Occasional / None

7. A formal system exists to receive, review, and support employees' creative suggestions.

*Response options:* Yes / Partially / No

8. The manager is capable of handling crises effectively.

*Response options:* System exists and implemented / Exists but not implemented / No system

## STRATEGIC & OPERATIONAL PLANNING

1. The center has a clear and documented strategic and operational plan accessible to all staff.

*Response options:* Exists, documented, and accessible / Exists but incomplete or informal / Does not exist

2. A planning team, including the center head and key staff, actively participates in preparing the strategic plan.

*Response options:* Full participation / Limited participation / No participation

3. A needs assessment is conducted regularly to identify and prioritize health problems in the coverage area.

*Response options:* Conducted systematically and periodically / Conducted irregularly or incompletely / Not conducted

4. The strategic plan includes a full SWOT analysis (strengths, weaknesses, opportunities, threats) of the internal and external environment.

*Response options:* Fully documented / Partially documented / Not documented

5. Annual operational plans are based on the strategic plan and reflect its objectives and strategies.

*Response options:* Fully aligned / Partially aligned / Not aligned

6. Roles and responsibilities of staff and partner organizations are clearly defined and effectively implemented.

*Response options:* Clearly defined and implemented / Partially defined / Not defined

7. Required financial resources for achieving operational objectives are estimated and allocated on time.

*Response options:* Fully estimated and allocated / Partially estimated and allocated / Not estimated or allocated

8. The operational plan is continuously monitored and evaluated, with indicators analyzed and results applied.

*Response options:* Fully implemented / Partially implemented / Not implemented

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## PARTICIPATION & COOPERATION / CONSENSUS

1. Decisions are made and implemented through consensus among stakeholders.

*Response options:* Yes / Partially / No

2. The Health Council or Board of Trustees includes all relevant stakeholders and is chaired by the center head.

*Response options:* Fully representative / Partially representative / Not established

3. Regular meetings are held with the Health Council or Board of Trustees to identify needs and prioritize health problems.

*Response options:* Regular / Occasional / Not held

4. A structured program for recruiting health volunteers ('Every Home, a Health Post') exists and is effectively implemented.

*Response options:* Fully implemented / Partially implemented / Not implemented

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## Conscientiousness

1. Staff understand their responsibilities and reliably perform their duties according to organizational standards.

*Response options:* Always / Sometimes / Never

2. Staff consistently follow organizational protocols, circulars, and official instructions.

*Response options:* Always / Sometimes / Never

3. Staff systematically collect, report, and use population-level health indicators for their coverage area.

*Response options:* Fully / Partially / Not at all

4. Staff act responsibly in safeguarding public resources, maintaining ethical standards, and completing tasks diligently.

*Response options:* Always / Sometimes / Never

5. Staff proactively use feedback from service users to improve the quality and effectiveness of services.

*Response options:* Always / Sometimes / Never

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## ACCOUNTABILITY

1. Staff receive regular feedback on their performance.

*Response options:* Continuous and regular / Irregular / None

2. The center has a clear accountability policy, including suggestion and complaint mechanisms, with defined handling processes.

*Response options:* Fully defined and effectively implemented / Exists but weak in transparency or implementation / None

3. A transparent and documented process exists for receiving and responding to complaints promptly.

*Response options:* Fully implemented / Exists but lacks transparency or consistency / None

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## Legal and Regulatory Compliance

1. The center has clear laws and regulations governing service delivery, and staff are aware of them.

*Response options:* Complete and known to staff / Partial and not fully known / None

2. Oversight mechanisms are in place to prevent informal payments from service recipients.

*Response options:* Fully implemented / Partially implemented / None

3. Monitoring and reporting systems exist to detect misuse of resources and equipment.

*Response options:* Reports reviewed with follow-up / Limited monitoring / None

4. Mechanisms exist to address administrative misconduct and monitor staff absenteeism.

*Response options:* Clear and practical / Exists but unclear or not communicated / None

5. Staff adherence to the code of ethics for service delivery is monitored regularly.

*Response options:* Regular and specific / Exists but irregular / None

6. Fee schedules and tariffs are posted at all service delivery points according to official guidelines.

*Response options:* Yes / Partially / No

7. Regulations exist to prevent false service reporting by staff.

*Response options:* Adequate legal measures exist / Rules exist but ineffective / Unable to assess

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## HUMAN RESOURCE MANAGEMENT

1. The workforce requirements of the center are regularly estimated and reported.

*Response options:* Continuous and accurate / Sporadic / None

2. Clear and transparent criteria exist for the selection and recruitment of new staff.

*Response options:* Fully defined and applied / Partially defined / None

3. Regular job-related training programs are provided for staff.

*Response options:* Regular and implemented / Limited / None

4. Annual personal development training (e.g., creativity, accountability, teamwork) is offered to staff.

*Response options:* Regular / Irregular / None

5. A performance appraisal system exists and is implemented.  
*Response options:* Exists and implemented / Exists but not implemented / None
6. Actions are taken to enhance staff motivation and job satisfaction.  
*Response options:* Effective and regular / Limited or irregular / None
7. Staff job satisfaction is measured regularly (e.g., surveys).  
*Response options:* Regular and effective / Occasional / None
8. Effective mechanisms for internal conflict management are in place.  
*Response options:* Yes / Partially / No

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## Information and Evidence Management

1. Demographic and population data are continuously collected, health indicators are calculated, and analyses are performed.  
*Response options:* Good / Relatively good / Unsatisfactory
2. Population updates and registration in the census or electronic registry system are conducted regularly.  
*Response options:* Good / Relatively good / Unsatisfactory
3. Processed information and research findings are used by management and staff for decision-making.  
*Response options:* Good / Relatively good / Unsatisfactory
4. All technical staff have access to computers and the internet.  
*Response options:* Good / Relatively good / Unsatisfactory

5. Staff receive necessary ICT training (e.g., certificates or skill-based courses) to use information systems effectively.

*Response options:* Good / Relatively good / Unsatisfactory

6. A research-oriented approach is applied within the health system to generate evidence for planning and decision-making.

*Response options:* Good / Relatively good / Unsatisfactory

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## Professional Ethics and Rights

1. A code of ethics for all staff has been developed and effectively communicated.

*Response options:* Developed and communicated / Developed but not communicated / Not developed

2. A professional code of ethics specific to each profession has been developed and effectively communicated.

*Response options:* Developed and communicated / Developed but not communicated / Not developed

3. Regular training sessions on ethical principles and relevant legal rights are provided to staff.

*Response options:* Regular, effective, and up-to-date / Provided but incomplete or outdated / None

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## MONITORING & EVALUATION

1. The center undergoes regular and systematic assessment and ranking.

*Response options:* Regular and systematic / Irregular / Not conducted

2. The previous year's financial statements have been audited and confirmed.

*Response options:* Audited and confirmed / Audited but no report available / Not audited

3. Monitoring and evaluation indicators are communicated to all staff.

*Response options:* Sent to all staff / Sent to some staff or outdated / Not sent

4. Continuous monitoring of health posts under the center's coverage is conducted by the health team.

*Response options:* Fully implemented / Partially implemented / Not implemented

5. Deficiencies identified through monitoring are addressed, with corrective actions documented.

*Response options:* Fully implemented with reports / Partially implemented / Not implemented

6. The center manager's performance is periodically reviewed, and feedback is shared with staff.

*Response options:* Regular and systematic review / No systematic review / Not reviewed

7. Allocation of financial resources for the center is based on performance evaluation results.

*Response options:* Fully based on results / Partially based / Not based

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## **EQUITY**

1. Health service programs are available for all age and population groups.

*Response options:* Yes / Partially / No

2. Staff apply administrative rules and regulations fairly.

*Response options:* Yes / Partially / No

3. Service recipients are treated fairly according to rules and regulations.

*Response options:* Yes / Partially / No

4. Performance-based payments or bonuses are distributed fairly among staff.

*Response options:* Fair / Partially fair / Not fair

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## RESPONSIVENESS

1. Staff responsibilities are clearly defined, specifying accountability lines.

*Response options:* Clear / Partially clear / Not clear

2. Services are delivered promptly, meeting user needs, and respecting clients.

*Response options:* Yes / Partially / No

3. Principles such as respecting clients' choices and maintaining confidentiality are upheld.

*Response options:* Yes / Partially / No

4. The center provides clear information about services, operating hours, and programs through a website or other public platform.

*Response options:* Complete and accurate / Exists but incomplete or poorly publicized / No website

5. Staff are accountable to higher management for their performance.

*Response options:* Yes / Partially / No

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# TRANSPARENCY

1. A charter has been prepared and made publicly accessible.  
*Response options:* Prepared and displayed / Prepared but not displayed / Not prepared
2. Monthly or periodic performance indicators are published on the center's website and accessible to the public.  
*Response options:* Published and accessible / Prepared but not posted or outdated / Not posted
3. Information about the center's functions, rules, and operational procedures is provided transparently to clients.  
*Response options:* Yes / Partially / No
4. Standard evaluation criteria for staff are publicly announced and accessible.  
*Response options:* Yes / Partially / No
5. Procedures for staff incentives and penalties are transparent to all stakeholders.  
*Response options:* Yes / Partially / No
6. Financial information, including allocation and expenditure details, is transparent and regularly updated for staff.  
*Response options:* Fully transparent / Partially transparent / Not transparent
7. Staff names, positions, and roles are clearly displayed on clothing or at their workplace.  
*Response options:* Fully displayed / Partially displayed / Not displayed
8. Job descriptions for all personnel are posted at their workplace.  
*Response options:* All posted / Some posted / Not posted

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# Efficiency

1. Quarterly and annual reviews of revenue and expenditure trends are conducted.

*Response options:* Regular and systematic / Irregular / Not conducted

2. The revenue-to-cost ratio of the center is analyzed regularly.

*Response options:* Regularly / Partially / Not analyzed

3. Any deductions or withholdings are calculated, and measures to reduce them are implemented.

*Response options:* Fully implemented / Partially implemented / Not implemented

4. Resources (human, equipment) are supplied according to assessed needs and proportional to services provided.

*Response options:* Fully aligned / Partially aligned / Not aligned

5. Available equipment is used optimally, with preventive maintenance carried out.

*Response options:* Yes / Partially / No

6. Resource and budget allocations are consistent with operational objectives.

*Response options:* Yes / Partially / No

7. Allocated operational resources and budgets are spent according to approved goals and programs.

*Response options:* Fully aligned / Inappropriate or non-transparent / Not aligned

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## QUALITY

1. A clinical governance model for service-quality improvement exists and is implemented.

*Response options:* Exists and implemented / Exists but not fully implemented / Does not exist

2. A quality improvement officer is appointed, and related activities are ongoing.

*Response options:* Designated and active / Designated but inactive / Not designated

3. A quality improvement committee has been established and meets regularly.

*Response options:* Formed and meets regularly / Formed but irregular / Not formed

4. A system for measuring client satisfaction exists; indicators are analyzed and intervention plans developed.

*Response options:* Fully implemented / Exists but no analysis or interventions / None

5. An error-reporting process is in place, and reported errors are categorized.

*Response options:* Exists and categorized / Exists but not categorized / None

6. Incidents involving staff (e.g., needlestick injuries) are systematically recorded and reported.

*Response options:* Systematic / Irregular / Not recorded

7. Best practices and service delivery methods are shared among staff and peer centers.

*Response options:* Yes / Partially / No

8. The center meets physical and structural standards.

*Response options:* Yes / Partially / No

9. Unique medical equipment is identified and tagged.

*Response options:* Yes / Partially / No

10. A dedicated educational space is available for holding classes.

*Response options:* Adequate / Inadequate / None

11. All health team members wear standard uniforms appropriate to their role.

*Response options:* All / Some / None

12. A safety and risk management committee is established and meets regularly.

*Response options:* Formed and meets regularly / Formed but irregular / Not formed

13. Safety standards are observed within the center.

*Response options:* Acceptable / Partially acceptable / Not acceptable

## Effectiveness

1. Vaccination coverage in the population meets the target, both in type and dose.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

2. Service indicators for health workers align with targets.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

3. Adverse events following immunization are monitored and reported.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

4. Non-communicable disease management and follow-up are conducted according to the operational plan.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

5. Communicable disease management and follow-up are conducted according to the operational plan.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

6. Child health care services are implemented in accordance with the operational plan.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

7. Antenatal care for pregnant women is provided according to the operational plan.

*Response options:* Satisfactory / Partially satisfactory / Unsatisfactory

8. Middle-aged adult care is provided according to the operational plan.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

9. Elderly care is provided according to the operational plan.

*Response options:* Satisfactory / Partially satisfactory / Unsatisfactory

10. Youth screening, referral, and follow-up programs are carried out according to the operational plan.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

11. Coverage of self-care programs (individual and community) meets targets.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

12. Oral and dental care services are provided according to the operational plan.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

13. Exclusive breastfeeding rates for infants under six months meet maternal and infant nutrition program targets.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

14. Educational sessions for clients or visitors are held regularly.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

15. Environmental health inspections and monitoring of businesses are conducted, with necessary warnings issued.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory

16. Monitoring of workplace conditions and local workshops/factories is performed by the environmental health unit.

*Response options:* Satisfactory / Relatively satisfactory / Unsatisfactory