

# GHANA HEALTH SERVICE

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## FRAMEWORK FOR GHS 2024 EXCELLENCE AWARDS

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# 1. INTRODUCTION

## 1.1 Background

The Ghana Health Service (GHS), as the largest Agency of the Ministry of Health, is responsible for providing and prudently managing comprehensive and accessible health services with emphasis on primary, and secondary healthcare. Our vision in pursuing this mandate is to have a healthy population with universal access to quality health services.

In our quest to enhance performance and accelerate progress towards achieving Universal Health Coverage, which is key to realising our vision, the Service has instituted an Awards Scheme known as GHS Excellence Awards. This innovative scheme, embedded within the Service's staff welfare and performance management system, seeks to motivate, recognize, and reward individual health workers for their exceptional performance and achievements in healthcare delivery at various service levels. It also acknowledges and appreciates health institutions in GHS that have demonstrated excellence over the previous years. The primary goal is to instill a sense of national pride, patriotism, and professionalism among our public-sector health workers, encouraging them to continually strive for excellence in improving healthcare quality and outcomes for the good citizens of our country. Moreover, the Awards Scheme aligns with the Service's broader rebranding initiative to raise awareness of the contribution of health workers to improving health outcomes and the country's socio-economic development.

Launched at the Labadi Beach Hotel in Accra on December 19, 2022, the scheme is structured to be competitive, starting from the district level and progressing to regional and national levels. The maiden awards, which took place in 2023, covered the performance and achievements of the previous year, 2022. These awards were presented during the annual performance review meetings held at district and regional levels in 2023. The pinnacle of these events was a national awards ceremony, hosted in November 2023 at the Grand Arena, Accra International Conference Centre.

This document serves as a comprehensive guide for the 2024 awards. It outlines the categories of awards, their respective eligibility criteria, the composition of the awards panel, the criteria for assessment, the process for nominations and submissions, and the timeline for the 2024 awards at various service levels.

## 1.2 Objectives

The objectives of the awards scheme are to:

- Promote excellence in healthcare delivery through professionalism, innovation, good governance, efficiency, and best practices.
- Improve and sustain quality healthcare in Ghana.
- Encourage high patronage of services provided by GHS.
- Motivate health workers at all service levels to perform at their best.
- Encourage health workers to serve in the deprived areas.
- Foster strong partnerships with stakeholders to enhance participation in healthcare delivery.
- Enhance the image of the Service.

### 1.3 Principles

The Awards Scheme is guided by the following principles:

- **Public participation:** Celebrating healthcare workers and organizations dedicated to public service; Engaging diverse stakeholders in the award process.
- **Equity:** Ensuring equal opportunities for all GHS health workers to be nominated and selected for the awards based on merit, while also addressing the need to encourage the health workers to serve in the deprived areas; Focusing on merit-based recognition.
- **Transparency:** Clearly defined eligibility and assessment criteria to maintain transparency throughout the awards process.
- **Sustainability:** Recognizing long-term impact, innovative solutions, and the importance of healthcare accessibility in underserved regions.

## **2. AWARD CATEGORIES**

### **2.1 Categories of the Awards in Broad Terms**

The GHS Excellence Awards comprises three broad Awards Categories:

- i. General Staff Awards
- ii. Institutional and Leadership Excellence Awards
- iii. Special Awards

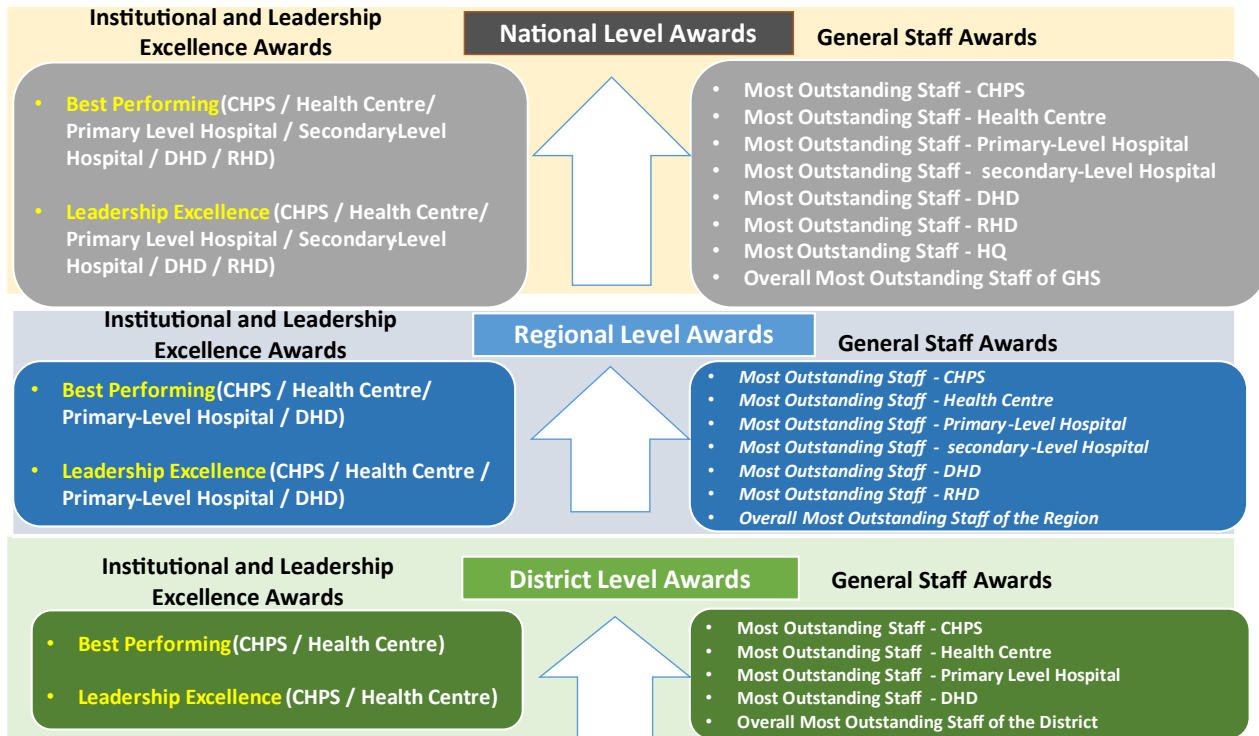
### **2.2 Structure of the Awards at the Various Service Levels**

The awards are structured at three competitive levels:

- i. District Level
- ii. Regional Level
- iii. National Level

The General Staff Awards, along with the Institutional and Leadership Awards, shall commence at the district level. Winners from each district will then advance to the regional level, where they will compete with winners from other districts in the region. The regional winners, along with those from Headquarters, will further progress to the national level. Here, they will compete for the national awards against winners from other regions. Special Awards, however, will only be presented at the national level.

The Figure below illustrates the structure.



## 2.3 General Staff Awards

In general, the General Staff Awards Category consists of eight (8) sub-categories:

- i. Most Outstanding Staff- CHPS
- ii. Most Outstanding Staff- Health Centre
- iii. Most Outstanding Staff- Primary Level Hospital (polyclinics, district, and related hospitals)
- iv. Most Outstanding Staff- Secondary Level Hospital (regional and related hospitals)
- v. Most Outstanding Staff- District Health Directorate (DHD)
- vi. Most Outstanding Staff- Regional Health Directorate (RHD)
- vii. Most Outstanding Staff- GHS headquarters (HQ)
- viii. Overall Most Outstanding Staff of GHS

### 2.3.1 General Staff Awards: District Level

At the district level, the General Staff Awards shall consist of five (5) sub-categories:

- i. Most Outstanding Staff- CHPS
- ii. Most Outstanding Staff- Health Centres
- iii. Most Outstanding Staff- Primary Level Hospitals (polyclinics, district, and related hospitals)
- iv. Most Outstanding Staff- DHD
- v. Overall Most Outstanding Staff of the District

Note:

- *In the event of a tie, priority shall be given to the work setting.*
- *The individual with the highest rating among the winners of the above awards (i-iv) will be recognized as the **Overall Most Outstanding Staff of the District.***
- *The winners of the above awards at the district level will progress to the Regional Level to compete for the Regional Awards against their counterpart winners from other districts within the region.*
- *The Office of the District Health Director shall fill out nomination forms for each winner at the district level and submit them to compete at the regional level.*

### **2.3.2 General Staff Awards: Regional Level**

The General Staff Awards at the regional level shall consist of seven (7) sub-categories:

- i. Most Outstanding Staff- CHPS
- ii. Most Outstanding Staff- Health Centres
- iii. Most Outstanding Staff- Primary Level Hospitals (polyclinics, district, and related hospitals)
- iv. Most Outstanding Staff- Secondary Level Hospital (regional and related hospitals)
- v. Most Outstanding Staff- DHD
- vi. Most Outstanding Staff- RHD
- vii. Overall Most Outstanding Staff of the Region

Note:

- *In the event of a tie, priority shall be given to the work setting.*
- *The individual with the highest rating among the winners of the above awards (i-vi) will be recognized as the **Overall Most Outstanding Staff of the Region.***
- *The winners of the above awards at the Regional Level will advance to the National Level to compete for the National Awards against their counterpart winners from other regions and headquarters.*
- *The Office of the Regional Health Director shall fill out nomination forms for each winner at the regional level and submit them to compete at the national level.*

### **2.3.3 General Staff Awards- Headquarters Level**

At the headquarters level, nominees from the Divisions shall compete for the Most Outstanding Staff Awards.

Note:

- *Where there is a tie, priority shall be given to the work setting.*
- *The winner of the headquarters awards will advance to the National Level to compete against his/her counterparts from the regions for the GHS Overall Outstanding Staff.*
- *The Office of the Director General shall fill out a nomination form for the winner at the headquarters and submit it to compete at the national level.*



### 2.3.4 General Staff Category: Grand National Awards

The Grand National Awards for the General Staff Awards shall consist of ten (10) sub-categories:

- i. Most Outstanding Staff- CHPS
- ii. Most Outstanding Staff- Health Centre
- iii. Most Outstanding Staff- Primary Level Hospital (polyclinics, district, and related hospitals)
- iv. Most Outstanding Staff- Secondary Level Hospital (regional and related hospitals)
- v. Most Outstanding Staff- District Health Directorate (DHD)
- vi. Most Outstanding Staff- Regional Health Directorate (RHD)
- vii. Most Outstanding Staff- GHS headquarters (HQ)
- viii. Overall Most Outstanding Staff of GHS (2<sup>nd</sup> Runner-up)
- ix. Overall Most Outstanding Staff of GHS (1<sup>st</sup> Runner-up)
- x. Overall Most Outstanding Staff of GHS

#### Note

- *In the event of a tie, priority shall be given to the work setting.*
- *Three individuals with the highest rating among the winners of the above awards (i-vii) will be acknowledged as follows:*
  - *Overall Most Outstanding Staff of GHS (2nd Runner-Up)*
  - *Overall Most Outstanding Staff of GHS (1st Runner-Up)*
  - *Overall Most Outstanding Staff of GHS*

### 2.4 Institutional and Leadership Excellence Awards

The Leadership Excellence Awards are aligned with the institutional awards at the various service levels. Hence, the heads of the winning institutions or facilities at the various service levels will also receive recognition for the Leadership Excellence Awards. Both the institutional and leadership excellence awards consist of six (6) sub-categories. These include the following:

#	<b>Institutional Awards</b>	#	<b>Leadership Excellence Awards</b>
<b>A</b>	<b><i>Facility Level</i></b>	<b>A</b>	<b><i>Facility Level</i></b>
1	Best Performing CHPS	1	Leadership Excellence Awards - CHPS
2	Best Performing Health Centre	2	Leadership Excellence Awards- Health Centre
3	Best Performing Primary Level Hospital	3	Leadership Excellence Awards- Primary-Level Hospital
4	Best Performing Secondary Level Hospital	4	Leadership Excellence Awards-Secondary-Level Hospital
<b>B</b>	<b><i>Administrative Level</i></b>	<b>B</b>	<b><i>Administrative Level</i></b>
5	Best Performing DHD	5	Leadership Excellence Awards- DHD
6	Best Performing RHD	6	Leadership Excellence Awards- RHD

#### 2.4.1 Institutional and Leadership Excellence Awards: District-Level

At the district level, both the Institutional and Leadership Excellence Awards shall consist of two (2) sub-categories as indicated in the Table below:

#	Institutional Awards	#	Leadership Excellence Awards
1	Best Performing CHPS	1	Leadership Excellence Awards - CHPS
2	Best Performing Health Centre	2	Leadership Excellence Awards- Health Centre

Note

- *In the event of a tie, the institutional score will be used as the tiebreaker, and vice versa. Should there still be a tie even after both scenarios, the panel will resort to a vote.*
- *The winners of the above awards at the district level will progress to the Regional Level to compete for the Regional Awards against their counterpart winners from other districts within the region.*
- *The Office of the District Health Director shall fill out nomination forms for each winner at the District level and submit them to compete at the regional level.*

#### 2.4.2 Institutional and Leadership Excellence Awards: Regional-Level

Both the Institutional and Leadership Excellence Awards at the Regional Level shall consist of four (4) sub-categories as indicated in the Table below:

#	Institutional Awards	#	Leadership Excellence Awards
1	Best Performing CHPS	1	Leadership Excellence Awards - CHPS
2	Best Performing Health Centre	2	Leadership Excellence Awards- Health Centre
3	Best Performing Primary Level Hospital	3	Leadership Excellence Awards- Primary-Level Hospital
4	Best Performing DHD	5	Leadership Excellence Awards- DHD

Note

- *In the event of a tie, the institutional score will be used as the tiebreaker, and vice versa. Should there still be a tie even after both scenarios, the panel will resort to a vote.*
- *The winners of the above awards at the Regional Level will progress to the National Level to compete for the Regional Awards against their counterpart winners from other regions for the Grand National Awards.*
- *The Office of the Regional Health Director shall fill out nomination forms for each winner at the regional level and submit them to compete at the national level.*

#### 2.4.3 Institutional and Leadership Excellence Awards: National-Level

The Grand National Awards for both the Institutional and Leadership Excellence shall consist of six (6) sub-categories as indicated in the Table below:

#	Institutional Awards	#	Leadership Excellence Awards
1	Best Performing CHPS	1	Leadership Excellence Awards - CHPS
2	Best Performing Health Centre	2	Leadership Excellence Awards- Health Centre

3	Best Performing Primary Level Hospital	3	Leadership Excellence Awards- Primary-Level Hospital
4	Best Performing Secondary Level Hospital	4	Leadership Excellence Awards-Secondary-Level Hospital
5	Best Performing DHD	5	Leadership Excellence Awards- DHD
6	Best Performing RHD	6	Leadership Excellence Awards- RHD

Note

- *In the event of a tie, the institutional score will be used as the tiebreaker, and vice versa. Should there still be a tie even after both scenarios, the panel will resort to a vote.*
- *Unlike the General Staff Awards Category, there will be no overall winners of both the institutional and Leadership Excellence Awards Categories.*

**2.5 Special Awards**

At the discretion of the Director-General of the Service, special awards will be presented to individuals or organizations that have made significant contributions to the progress of the Service. These special awards will be limited to three recipients.

### 3. ESTIMATED NUMBER OF AWARDEES FOR 2024 GHS EXCELLENT AWARD

#### 3.1 General Staff Awards

**Table 3.1a: General Staff Awards: District-Level Awards**

#	Region	No. of Districts	Awardees					Total
			DHD	Primary Level Hospital	Health Centre	CHPS	Overall	
1	Ahafo	6	6	6	6	6	6	30
2	Ashanti	43	43	28	43	43	43	200
3	Bono	12	12	10	12	12	12	58
4	Bono East	11	11	8	10	11	11	51
5	Central	22	22	18	22	22	22	106
6	Eastern	33	33	26	33	33	33	158
7	Greater Accra	29	29	21	29	29	29	137
8	North East	6	6	4	6	6	6	28
9	Northern	16	16	14	16	16	16	78
10	Oti Region	9	9	8	8	9	9	43
11	Savannah	7	7	5	6	7	7	32
12	Upper East	15	15	7	15	15	15	67
13	Upper West	11	11	9	11	11	11	53
13	Volta Region	18	18	12	18	18	18	84
15	Western	14	14	12	14	14	14	68
16	Western North	9	9	6	9	9	9	42
	<b>Total</b>	<b>261</b>	<b>261</b>	<b>194</b>	<b>258</b>	<b>261</b>	<b>261</b>	<b>1,235</b>

**Table 3.1b: General Staff Awards: Regional Level**

#	Region	Awardees							Total
		RHD	DHD	Secondary Level Hospital	Primary Level Hospital	Health Centre	CHPS	Overall	
1	Ahafo	1	1	1	1	1	1	1	7
2	Ashanti	1	1	1	1	1	1	1	7
3	Bono	1	1	1	1	1	1	1	7
4	Bono East	1	1	1	1	1	1	1	7
5	Central	1	1	1	1	1	1	1	7
6	Eastern	1	1	1	1	1	1	1	7
7	Greater Accra	1	1	1	1	1	1	1	7
8	North East	1	1	1	1	1	1	1	7
9	Northern	1	1	1	1	1	1	1	7
10	Oti Region	1	1	1	1	1	1	1	7
11	Savannah	1	1	1	1	1	1	1	7
12	Upper East	1	1	1	1	1	1	1	7
13	Upper West	1	1	1	1	1	1	1	7
13	Volta Region	1	1	1	1	1	1	1	7
15	Western	1	1	1	1	1	1	1	7
16	Western North	1	1	1	1	1	1	1	7
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>112</b>

**Table 3.1c: General Staff Awards: National Level**

Awardees								
GHS HQ	RHD	DHD	Secondary Level Hospital	Primary Level Hospital	Health Centre	CHPS	Overall	Total
1	1	1	1	1	1	1	3	10

### 3.2 Leadership Excellence Awards

**Table 3.2a: Leadership Excellence Awards: District Level**

#	Region	No. of Districts	Awardees		
			Health Centre	CHPS	Total
1	Ahafo	6	6	6	12
2	Ashanti	43	43	43	86
3	Bono	12	12	12	24
4	Bono East	11	10	11	21
5	Central	22	22	22	44
6	Eastern	33	33	33	66
7	Greater Accra	29	29	29	58
8	North East	6	6	6	12
9	Northern	16	16	16	32
10	Oti Region	9	8	9	17
11	Savannah	7	6	7	13
12	Upper East	15	15	15	30
13	Upper West	11	11	11	22
13	Volta Region	18	18	18	36
15	Western	14	14	14	28
16	Western North	9	9	9	24
	<b>Total</b>	<b>261</b>	<b>258</b>	<b>261</b>	<b>519</b>

**Table 3.2b: Leadership Awards: Regional Level**

#	Region	Awardees				
		DHD	Primary Level Hospital	Health Centre	CHPS	Total
1	Ahafo	1	1	1	1	4
2	Ashanti	1	1	1	1	4
3	Bono	1	1	1	1	4
4	Bono East	1	1	1	1	4
5	Central	1	1	1	1	4
6	Eastern	1	1	1	1	4
7	Greater Accra	1	1	1	1	4
8	North East	1	1	1	1	4
9	Northern	1	1	1	1	4
10	Oti Region	1	1	1	1	4
11	Savannah	1	1	1	1	4
12	Upper East	1	1	1	1	4
13	Upper West	1	1	1	1	4
13	Volta Region	1	1	1	1	4
15	Western	1	1	1	1	4
16	Western North	1	1	1	1	4
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>84</b>

**Table 3.2c: Leadership Excellence Awards: National Level**

RHD	DHD	Secondary Level Hospital	Primary Level Hospital	Health Centre	CHPS	Total
1	1	1	1	1	1	6

### 3.3 Institutional Awards

**Table 3.3a: Institutional Awards: District Level**

#	Region	No. of Districts	Awardees		
			Health Centre	CHPS	Total
1	Ahafo	6	6	6	12
2	Ashanti	43	43	43	86
3	Bono	12	12	12	24
4	Bono East	11	10	11	21
5	Central	22	22	22	44
6	Eastern	33	33	33	66
7	Greater Accra	29	29	29	58
8	North East	6	6	6	12
9	Northern	16	16	16	32
10	Oti Region	9	8	9	17
11	Savannah	7	6	7	13
12	Upper East	15	15	15	30
13	Upper West	11	11	11	22
13	Volta Region	18	18	18	36
15	Western	14	14	14	28
16	Western North	9	9	9	24
	<b>Total</b>	<b>261</b>	<b>258</b>	<b>261</b>	<b>519</b>



**Table 3.3b: Institutional Awards: Regional Level**

#	Region	Awardees				
		DHD	Primary Level Hospital	Health Centre	CHPS	Total
1	Ahafo	1	1	1	1	4
2	Ashanti	1	1	1	1	4
3	Bono	1	1	1	1	4
4	Bono East	1	1	1	1	4
5	Central	1	1	1	1	4
6	Eastern	1	1	1	1	4
7	Greater Accra	1	1	1	1	4
8	North East	1	1	1	1	4
9	Northern	1	1	1	1	4
10	Oti Region	1	1	1	1	4
11	Savannah	1	1	1	1	4
12	Upper East	1	1	1	1	4
13	Upper West	1	1	1	1	4
13	Volta Region	1	1	1	1	4
15	Western	1	1	1	1	4
16	Western North	1	1	1	1	4
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>84</b>

**Table 3.3c: Institutional Awards: National Level**

RHD	DHD	Secondary Level Hospital	Primary Level Hospital	Health Centre	CHPS	Total
1	1	1	1	1	1	6

### 3.4 Special Awards

**Table 3.4: Special Awards: National Level**

DG Special Awards	Total
3	3

### 3.5 Aggregate of the Awardees: All Levels

**Table 3.5: Aggregate of the Awardees: All Levels**

Levels	General Staff Awards	Leadership Excellence Awards	Institutional Awards	Special Awards	Total
District	1,235	519	519	-	2,273
Region	112	84	84	-	280
National	10	6	6	3	25
Total	1,357	609	609	3	2,578

## **4. ELIGIBILITY CRITERIA**

### **4.1 General Staff Awards**

- a. The nominee should be either of the following:
  - An Employee of the GHS
  - Any health staff not employed by GHS who may be seconded or transferred to the Service.
  - Any health staff not employed by GHS who is working in a health facility recognized or designated by the Service as a district hospital, polyclinic, health center, clinic, or CHPS Centre and the facility is providing services in accordance with GHS-approved guidelines.
- b. The nominee must
  - have completed his/her probation period.
  - not have had any adverse report on his/her performance within the period under consideration.
  - not have any adverse track record on his/her conduct in the past 3 years i.e. 2021-2023.
  - not have been granted leave of absence (study leave or leave without pay) within the period under consideration.
- c. Facility heads at CHPS and health centers can compete for general staff awards. However, facility heads for primary and secondary-level hospitals, DHDs and RHDs, are not eligible to compete for these awards.

### **4.2 Institutional and Leadership Excellence Awards**

- a. The nominee should be either of the following:
  - An Employee of the GHS
  - Any health staff not employed by GHS who may be seconded or transferred to the Service.
  - Any health staff not employed by GHS who is working in a health facility recognized or designated by the Service as a district hospital, polyclinic, health center, clinic, or CHPS Centre and the facility is providing services in accordance with GHS-approved guidelines.
- b. The nominee should be a facility Head or the head of an administrative level.
  - CHPS
  - Health Centre
  - Primary level Hospital (This includes Polyclinics and District Hospitals and their equivalent)
  - Secondary Level Hospital (This includes Regional Hospitals and their equivalent)
  - DHD (District Health Directorate)
  - RHD (Regional Health Directorate)
- d. The nominee must not
  - have had any adverse report on his/her performance within the period under consideration.
  - have any adverse track record on his/her conduct in the past 3 years i.e. 2021-2023.

- have been granted leave of absence (study leave or leave without pay) within the period under consideration.
- e. Heads of Primary Level Hospitals and DHDs (District Health Directors) shall be evaluated and awarded at the Regional Level.
  - f. Heads of Secondary Level Hospitals and RHDs (Regional Health Directors) shall be evaluated and awarded at the National Level.
  - g. For one to be recognized for the leadership excellence awards, she/he must have been the longest (calendar days) serving head of that facility in the year 2023.

## **5. EVALUATION PANEL**

Evaluation panels shall be constituted at the various service levels to assess the nominees and institutions for the awards. The panel at each service level shall include the following members:

### **5.1 District Level**

The evaluation panel should comprise either 5 or 7 members elected from the following:

- a. District Health Director or representative from DHMT (mandatory)
- b. Rep from RHD
- c. Rep. from the District Assembly
- d. Rep from the District Health Committee (if any) or the Community
- e. Rep from the Traditional Authority
- f. Rep from the Local Media
- g. Retired Senior Health Professional
- h. Rep from the Private Health Sector

### **5.2 Regional Level**

The evaluation panel should comprise either 5 or 7 members elected from the following:

- a. Rep from the National level (Regional Parent) (mandatory)
- b. Regional Health Director or Rep from RHD (mandatory)
- c. Rep. from the Regional Coordinating Council (RCC) (mandatory)
- d. Rep from the Regional Health Committee
- e. Rep from the Media
- f. Rep from the community
- g. Retired Senior Health Professional
- h. Rep from the Private Health Sector

### **5.3 Headquarters Level**

The evaluation panel should comprise either 5 or 7 members elected from the following:

- a. Council Member (mandatory)
- b. Deputy Director General or Rep from ODG (mandatory)
- c. Rep. from the Regional Coordinating Council (RCC)
- d. Rep from MOH (Mandatory)
- e. Rep from Health Partners
- f. Rep from the Private Health Sector
- g. Rep from the Regional Health Directors Group
- h. Rep from CHAG
- i. Media
- j. Retired Senior Health Professional

## 5.4 National Level

The evaluation panel should comprise either 7 or 9 members elected from the following:

- a. Rep. from MOH
- b. Rep from GHS Council
- c. Deputy Director General
- d. Rep from Health Partners
- e. Rep from the Media
- f. Director HRD and Director of Nursing & Midwifery Services)
- g. Retired Senior Health Professional
- h. Rep from the Private health sector
- i. NGO in health
- j. Rep from CHAG
- k. KPMG (without voting role)

**Note:**

*In cases where the proposed panel members are not readily available, the Regional Health Director or District Health Director of that particular region or district can appoint a suitable substitute or replacement to join the panel.*

## 6. ASSESSMENT CRITERIA

### 6.1 Assessment Criteria Institutional and Leadership Excellence Awards

The evaluation of institutions and leadership shall be conducted using a combination of institutional performance and leadership qualities as outlined below:

Service Level		Assessment Criteria A: Institutional Performance			Assessment Criteria B: Leadership Qualities		
		Institutional Performance	Source of Information	Weight	Level of Leadership	Source of Information	Weight
Facility Level	CHPS	Facility Performance (CHPS)	DHIMS	70%	Head of CHPS	Nomination Form (Questionnaire)	30%
	Health Centre	Facility Performance (Health Centre)	DHIMS	70%	Head of Health Centre	Nomination Form (Questionnaire)	30%
	Primary Level Hospital	Facility Performance (Primary-Level Hospital)	DHIMS	70%	Head of Primary-Level Hospital	Nomination Form (Questionnaire)	30%
	Secondary level Hospital	Facility Performance (Secondary-Level Hospital)	DHIMS	70%	Head Secondary-Level Hospital	Nomination Form (Questionnaire)	30%
Administrative Level	DHD	District Performance	Holistic Assessment	70%	District Health Director	Nomination Form (Questionnaire)	30%
	RHD	Regional Performance	Holistic Assessment	70%	Regional Health Director	Nomination Form (Questionnaire)	30%

### 6.1.1 Detailed Assessment Criteria: Leadership Qualities

The assessment of leadership qualities shall be based on six key factors, each assigned a specific weight, as outlined below:

No.	Factors	Weighting (%)
1	Sustained leadership	10
2	Performance	25
3	Innovation	10
4	Customer Care	20
5	Stakeholder Engagement	10
6	Work Setting	25
	<b>Total</b>	<b>100</b>

To facilitate the scoring, the 6 factors have been subdivided into detailed indicators as outlined below:

Assessment Criteria	Metrics scores	Max. Score
<b>1.0 Sustained Leadership (10%)</b>		10
a. Consistency in Leadership	4	
b. Ability to Inspire and Motivate	3	
c. Fair and Transparent Management	3	
<b>2.0 Performance (25%)</b>		25
2.1. Appraisal Form		
Performance Ratings based on the Nominee's Appraisal Report	15	
2.2. Professionalism		
a. Adherence to Professional Standards	3	
b. Handling Difficult Situations with Tact	2	
2.3 Teamwork		
a. Collaboration with Team Members	3	
b. Willingness to Assist Colleagues	2	
<b>3.0 Innovation (10%)</b>		10
a. Originality and Novelty of Ideas & Implementation of those ideas	5	
b. Ease of Replicating Innovation	3	
c. Adaptability to Change	2	
<b>4.0 Customer Care (20%)</b>		20
a. Positive Interaction with Patients/Clients	10	
b. Positive Interaction with Colleagues	10	
<b>5.0 Stakeholder Engagement (10%)</b>		10
a. Collaboration with Stakeholders	5	
b. Community Engagement	5	
<b>6.0 Work Setting (20%)</b>		25
Service in Deprived Areas	15	
Length of Service	10	
<b>Total</b>	<b>100</b>	<b>100</b>



### 5.1.2 Metrics and Description: Leadership Qualities

Metrics	Description
<b>1.0 Sustained Leadership (10%)</b>	
a. Consistency in Leadership	The nominee consistently demonstrates leadership skills over an extended period, providing stable and reliable guidance to their team.
b. Ability to Inspire and Motivate	The nominee has a proven ability to encourage, nurture, and positively influence colleagues; fostering a conducive work environment.
c. Fair and Transparent Management	The nominee manages their team with fairness, openness, and honesty.
<b>2.0 Performance (25%)</b>	
2.1. Appraisal Form	
a. Performance ratings based on Nominee's appraisal	The criteria for scoring is as follows: >0-1=1.5; >1-2=3; >2-3=4.5; >3-4=6; >4-5=7.5; >5-6=9; >6-7=10.5; >7-8=12; >8-9=13.5; >9-10=15
2.2. Professionalism	
a. Adherence to Professional Standards	The nominee adheres to professional standards, demonstrating expertise and competence.
b. Handles challenging situations effectively (crisis management)	The nominee maintains composure when dealing with challenging situations, handling them professionally.
2.3 Teamwork	
a. Collaboration with Team Members	The nominee actively collaborates with team members, valuing their opinions and contributions.
b. Willingness to Assist Colleagues	The nominee willingly assists colleagues, promoting a spirit of mutual support and cooperation.
<b>3.0 Innovation (10%)</b>	
a. Originality/Novelty of Ideas & Implementation of Innovative Solutions	The nominee demonstrates the ability to generate original and novel ideas that contribute to the progress of the organization
b. Ease of Replicating Innovation	The nominee's innovative solutions are easy for others to reproduce, contributing to broader adoption.
c. Adaptability to Change	The nominee shows flexibility to change and is open to new ways of doing things.
<b>4.0 Customer Care (20%)</b>	
a. Positive Interaction with Patients/Clients	The nominee consistently interacts with patients/clients in a positive and respectful manner, promoting a welcoming environment.
b. Positive Interaction with Colleagues	The nominee consistently interacts with colleagues in a positive and respectful manner, promoting a welcoming environment.
<b>5.0 Stakeholder Engagement (10%)</b>	
a. Collaboration with Stakeholders	The nominee actively collaborates with various stakeholders, including private sector organizations, NGOs, philanthropists, traditional, and political authorities, to foster productive partnerships and initiatives.
b. Community Engagement	The nominee engages with the community in a meaningful way, involving them in decision-making processes and initiatives that benefit both the institution and the community.
<b>6.0 Work Setting (25%)</b>	
Service in Deprived Areas	15= Evidence of serving or having served in a deprived area for more than 12 years 12= Evidence of serving or having served in a deprived area (greater than

Metrics	Description
	<p>10 and less than/ equal to 12)</p> <p>9 = Evidence of serving or having served in a deprived area (greater than 6 and less than/ equal to 10</p> <p>6 = Evidence of serving or having served in a deprived area (less than/equal to 6 but greater than 3 years years)</p> <p>3 = Evidence of serving or having served in the deprived area (less/equal to than 3 years)</p> <p>0 = No evidence of serving or having served in a deprived area</p>
Length of Service	<p>The employee has been in the Service for the following number of years:</p> <p>Greater than or equal to 20 years = 10</p> <p>Greater than or equal to 15 years but less than 20 years = 8</p> <p>Greater than or equal to 10 years but less than 15 years =6</p> <p>Greater than or equal to 5 years but less than 10 years = 4</p> <p>Less than 5 years = 2</p>

## 6.2 Assessment Criteria for General Staff Awards

The assessment of the General Staff Awards shall be based on Four (4) key factors, each assigned a specific weight, as outlined below:

No.	Factors	Weighting (%)
1	Performance	40
2	Innovation	15
3	Customer Care	20
4	Work Setting	25
	<b>Total</b>	<b>100</b>

### 6.2.1 Detailed Assessment Criteria for General Staff Awards:

To facilitate the scoring, the 4 factors for assessing the nominees for the General Staff Awards have been subdivided into detailed indicators as outlined below:

Assessment Criteria	Metrics scores	Max. Score
<b>1.0 Performance (40%)</b>		40
1.1. Appraisal Form		
Performance Ratings based on the Nominee's Appraisal Report	20	
1.2 Professionalism		
a. Adherence to Professional Standards	3	
b. Handling Difficult Situations with Tact	2	
1.3 Teamwork		
a. Collaboration with Team Members	5	
b. Willingness to Assist Colleagues	5	
c. Demonstrated Leadership in Performance	5	

Assessment Criteria	Metrics scores	Max. Score
<b>2.0 Innovation (15%)</b>		15
a. Originality and Novelty of Ideas & Implementation of those ideas	7	
b. Ease of Replicating Innovation	5	
c. Adaptability to Change	3	
<b>3.0 Customer Care (20%)</b>		20
a. Positive Interaction with Patients/Clients	10	
b. Positive Interaction with Colleagues	10	
<b>4.0 Work Setting (25%)</b>		25
a. Service in Deprived Areas	15	
b. Length of Service	10	
<b>Total</b>	<b>100</b>	<b>100</b>

### 5.2.2 Metrics and Description: General Staff

Metrics	Description
<b>1.0 Performance (40%)</b>	
1.1. Appraisal Form	
a. Performance ratings based on Nominee's appraisal	The criteria for scoring is as follows: >0-1=2; >1-2=4; >2-3=6; >3-4=8; >4-5=10; >5-6=12; >6-7=14; >7-8=16; >8-9=18; >9-10=20
1.2 Professionalism	
a. Adherence to Professional Standards	The nominee adheres to professional standards, demonstrating expertise and competence.
b. Handles challenging situations effectively (crisis management)	The nominee maintains composure when dealing with challenging situations, handling them professionally.
1.3 Teamwork	
a. Collaboration with Team Members	The nominee actively collaborates with team members, valuing their opinions and contributions.
b. Willingness to Assist Colleagues	The nominee willingly assists colleagues, promoting a spirit of mutual support and cooperation.
c. Demonstrated Leadership in Performance	The nominee exhibits qualities in driving and inspiring performance improvements.
<b>2.0 Innovation (15%)</b>	
Originality/Novelty of Ideas & Implementation of Innovative Solutions	The nominee demonstrates the ability to generate original and novel ideas that contribute to the progress of the organization
Ease of Replicating Innovation	The nominee's innovative solutions are easy for others to reproduce, contributing to broader adoption.
Adaptability to Change	The nominee shows flexibility to change and is open to new ways of doing things.
<b>3.0 Customer Care (20%)</b>	

a. Positive Interaction with Patients/Clients	The nominee consistently interacts with patients/clients in a positive and respectful manner, promoting a welcoming environment.
b. Positive Interaction with Colleagues	The nominee consistently interacts with colleagues in a positive and respectful manner, promoting a welcoming environment.
<b>4.0 Work Setting (20%)</b>	
4.1 Service in Deprived Areas	<p>15= Evidence of serving or having served in a deprived area for more than 12 years</p> <p>12= Evidence of serving or having served in a deprived area (greater than 10 and less than/ equal to 12)</p> <p>9 = Evidence of serving or having served in a deprived area (greater than 6 and less than/ equal to 10)</p> <p>6 = Evidence of serving or having served in a deprived area (less than/equal to 6 but greater than 3 years years)</p> <p>3= Evidence of serving or having served in the deprived area (less/equal to than 3 years)</p> <p>0 = No evidence of serving or having served in a deprived area</p>
4.2 Length of Service	<p>The employee has been in the Service for the following number of years:</p> <p>Greater than or equal to 20 years = 10</p> <p>Greater than or equal to 15 years but less than 20 years = 8</p> <p>Greater than or equal to 10 years but less than 15 years =6</p> <p>Greater than or equal to 5 years but less than 10 years = 4</p> <p>Less than 5 years = 2</p>

## 7. NOMINATIONS & SUBMISSION PROCESS

### 7.1 General Staff

- a. A nominator is required for each nomination submitted for eligibility consideration for the General Staff Awards Category.
- b. A staff can be nominated by their colleagues, former colleagues, a supervisor, the head of the facility, a community member, or any other staff who is not a member of the Committee.
- c. Each nomination submission must specify the award category for which an individual is being nominated.
- d. An individual may serve as a nominator for three (3) nominations.
- e. The nominator must provide two references: one must be the immediate supervisor of the nominee in his or her current facility, while the other can be any staff member in his or her current facility, a community member, a staff in his or her previous facility, or a senior retired health professional. For CHPS facilities, a referee may be any staff member within the sub-district or a community member.
- f. An individual may serve as a referee for three (3) nominations.
- g. Nomination forms at the district level can be completed either manually or electronically. The office of the District Health Director shall receive, collate, and transfer the information on the manually completed forms into electronic format and submit them to the designated file repository.
- h. The completed manual forms together with copies of other necessary documents such as CVs and appraisal forms of the nominees shall be scanned and also submitted electronically to the designated file repository.
- i. Forms at the regional and headquarters levels must be completed electronically and submitted together with the required attachments to the designated file repository.
- j. The folders containing all necessary information of the nominees shall be shared with the panel members from the centrally managed file repository during evaluation at the various service levels.
- k. Nominations shall be closed strictly based on the deadline for submissions.

## 7.2 Leadership

- a. All facility and administrative heads at the district and regional levels shall participate in the awards by self-nomination.
- b. Each nominee must provide two referees: one must be a member of the core management team of the entity, while the other can be an immediate supervisor, a community member, a staff in the facility, or a senior retired health professional. For CHPS facilities, a referee may be any staff member within the sub-district or a community member.
- c. Each nomination submission must specify the award category for which an individual is being nominated.
- d. Nomination forms at the district level can be completed either manually or electronically. The office of the District Health Director shall receive, collate, and transfer the information on the manually completed forms into electronic format and submit them to the designated file repository.
- e. The completed manual forms and copies of other necessary documents such as CVs and appraisal forms of the nominees shall be scanned and submitted electronically to the designated file repository.
- f. Forms at the regional and headquarters levels must be completed electronically and submitted together with the required attachments to the designated file repository.
- g. The folders containing all necessary information about the nominees shall be shared with the panel members from the centrally managed file repository during evaluation at the various service levels.
- h. Nominations shall be closed strictly based on the deadline for submissions.

## 8 AWARD PRIZES

<b>Service Levels</b>	<b>Award Prizes</b>
District	<ul style="list-style-type: none"><li>• Certificates</li></ul>
Regional	<ul style="list-style-type: none"><li>• Certificates</li><li>• Plaques</li></ul>
National (Grand Awards)	<ul style="list-style-type: none"><li>• Certificates</li><li>• Plaques</li><li>• Cash</li><li>• Fridges</li><li>• TV Sets</li><li>• Laptops</li><li>• All-in-one Computer</li><li>• Printers</li><li>• Photocopier</li><li>• Motorcycles</li><li>• Vehicle</li><li>• Study Leave with a Scholarship</li><li>• All-expense paid trip abroad with spouse</li><li>• A fully covered weekend stay for 2</li></ul>

## 9. TIMELINES

#	Activity	Start Date	End Date	Status
1	Updates of Framework- Completion of 1st Draft	Monday, May 6, 2024	Monday, May 6, 2024	Completed
2	Validation and Approval of Framework & Tools	Wednesday, May 8, 2024	Wednesday, May 8, 2024	Completed
3	Validation and Approval of Framework & Tools - Divisional & Regional Directors	Monday, May 13, 2024	Monday, May 13, 2024	Completed
4	Training & Sensitization on the Awards Framework & Tools- Regional Teams	Thursday, May 24, 2024	Tuesday, June 4, 2024	Completed
5	Piloting of the tools	Thursday, May 24, 2024	Tuesday, June 4, 2024	Completed
6	Review and Finalisation of the Draft Framework based on the inputs from the Field	Monday, June 4, 2024	Monday, June 4, 2024	Completed
7	Sensitization of GHS Staff At HQ	Tuesday, June 18, 2024	Tuesday, June 18, 2024	Ongoing
8	Circulation of the Revised Framework, Tools & DHIMS Indicators to the Regions	Wednesday, June 19, 2024	Wednesday, June 19, 2024	Yet to start
9	Test Link For Nomination	Wednesday, June 19, 2024	Wednesday, June 19, 2024	Yet to start
10	Sensitization of Staff on the Awards Framework and Nomination Forms across the country	Monday, June 24, 2024	Monday, July 15, 2024	Yet to start
11	Animation PVD Development for Sensitization of Staff	Friday, June 21, 2024	Friday, June 21, 2024	Yet to start
12	PRO submission of Videos/Banners	Monday, June 24, 2024	Monday, June 24, 2024	Yet to start
13	Uploading of Nomination forms	Monday, June 24, 2024	Monday, June 24, 2024	Yet to start
14	Submission of extracted DHIMS data for indicators from the Regions to the Head of CHIM for validation	Tuesday, June 25, 2024	Tuesday, June 25, 2024	Yet to start



#	Activity	Start Date	End Date	Status
15	Media Launch of the GHS 2024 Excellence Awards	Monday, July 1, 2024	Thursday, June 27, 2024	Yet to start
16	Nomination Opens/Closes	Tuesday, July 2, 2024	Tuesday, July 23, 2024	Yet to start
17	Formation of District and Regional Evaluation Teams	Wednesday, July 3, 2024	Friday, July 12, 2024	Yet to start
18	Evaluation Team Capacity Building/Orientation	Monday, July 15, 2024	Monday, July 29, 2024	Yet to start
19	Review & Sorting of Nomination Forms by KPMG	Monday, July 22, 2024	Thursday, July 25, 2024	Yet to start
20	Validation of Nomination Data by Regional Focal Persons	Friday, July 26, 2024	Tuesday, July 30, 2024	Yet to start
21	Submission of Validated Nomination Forms to Evaluation Panel	Friday, August 2, 2024	Friday, August 2, 2024	Yet to start
<b>22</b>	<b>District Level Evaluation &amp; submission</b>	<b>Monday, August 5, 2024</b>	<b>Friday, August 16, 2024</b>	<b>Yet to start</b>
23	Validation of District Level Evaluation Results	Saturday, August 17, 2024	Tuesday, August 20, 2024	Yet to start
24	Submission of District Level winners to Region	Wednesday, August 21, 2024	Friday, August 23, 2024	Yet to start
25	Regional/ HQ Level Evaluation & Submission	Monday, August 26, 2024	Friday, September 6, 2024	Yet to start
26	Validation of Regional/ HQ Level Evaluation Results	Monday, September 9, 2024	Wednesday, September 11, 2024	Yet to start
27	Submission of Regional/HQ Level winners to National	Wednesday, September 11, 2024	Friday, September 13, 2024	Yet to start
<b>28</b>	<b>National Level Evaluation</b>	<b>Monday, September 16, 2024</b>	<b>Friday, September 20, 2024</b>	<b>Yet to start</b>
29	Validation of National Results by KPMG	Friday, September 20, 2024	Wednesday, September 25, 2024	Yet to start
<b>30</b>	<b>GHS Excellence Awards 2024</b>	<b>Thursday, October 10, 2024</b>	<b>Friday, October 11, 2024</b>	<b>Yet to start</b>

## APPENDICES

### APPENDIX 1: NOMINATION FORMS FOR GENERAL STAFF AWARDS

#### 1. AWARD CATEGORY FOR WHICH THE STAFF IS NOMINATED

Most Outstanding Staff for:		Please tick (√)
<b>District</b>	CHPS	
	Health Centre	
	Primary Level Hospital (Polyclinics, Districts and Related Hospitals)	
	District Health Directorate (DHD)	
<b>Regional</b>	Secondary Level Hospital (Regional & Related Hospital)	
	Regional Health Directorate (RHD)	
<b>National</b>	Headquarters	

#### 2. NOMINEE'S INFORMATION

Surname	
First Name	
Other Names	
Grade	
Staff Category (Please tick (√))	Mechanized <input type="checkbox"/> Non-mechanized <input type="checkbox"/>
Staff ID (if a Mechanized staff)	
Region/ <i>Headquarters</i>	
District	
Place of work (Facility or Division)	
Number of Years with the Current Place of Work	
Length of Employment with the Service	
Tel. (Mobile No.)	<b>1.</b>

	<b>2.</b>
Email	

### 3. NOMINATOR'S INFORMATION

Name	
Occupation	
Place of Work (Facility or Division)	
Tel. (Mobile No.)	<b>1.</b> <b>2.</b>
Email	
Signature	
Date	

### 4. DETAILS OF REFEREES

#### *1<sup>st</sup> Referee*

Name	
Grade / Position / Rank / Designation	
Place of Work (Facility or Division)	
Tel. (Mobile No.)	<b>1.</b> <b>2.</b>
Email	
Signature	

#### *2<sup>nd</sup> Referee*

Name	
Grade / Position / Rank / Designation	
Place of Work (Facility or Division)	

Tel. (Mobile No.)	1. 2.
Email	
Signature	

*NB. One of the Referees must be staff of the facility where the nominee works, while the other can be a Community Member or any officer outside the facility who is acquainted with the nominee's work.*

## 5. REASONS FOR NOMINATION

Why does this employee deserve to be nominated for the award?

Provide information for the following:

*(If additional space is needed, please attach information to the form)*

### 5.1 Outstanding Accomplishments

Please attach the CV of the nominee, outlining his or her work profile and **specifying any outstanding accomplishments in his/her field of work** that have positively impacted healthcare delivery in his/her facility or healthcare delivery in general in Ghana.

***Please Note:** The CV should be supported by evidence such as copies of letters of appreciation, pictures of previous awards, and pictures of innovations, quality improvements, successful project delivery, etc. The focus of the CV should be on the nominee's professional achievements to facilitate the evaluation of his/her performance and not on academic credentials.*

### 5.2 Performance

#### 5.2.1 Appraisal Report

Indicate the total score for performance assessment as stated in the 2023 Appraisal Report of the Nominee. **Attach a signed copy of the Appraisal Report.**

#### 5.2.2 Professionalism

Describe how the nominee exhibits excellence in professionalism by:

(a) Upholding professional standards and demonstrating competence and expertise. Give specific examples:

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b. Handling challenging situations effectively (crisis management). Give specific examples.

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**5.2.3 Teamwork**

*Describe how the nominee exhibits excellence in teamwork by:*

a. Actively collaborating with team members (valuing their opinions and contributions). Give specific examples.

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b. Assisting colleagues (promoting mutual support and cooperation). Give specific examples.

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c. Driving performance improvements (inspiring team achievements). Give specific examples.

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**5.3 Innovation**

a. Describes how the nominee exhibits excellence in innovation by generating fresh ideas and implementing solutions to improve service quality. Give specific examples.

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b. Describe how the nominee’s innovative solutions are easy for others to replicate. Give specific examples

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c. Describe how the nominee demonstrates flexibility and openness to new ways of doing things. Give specific examples.

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**5.4 Customer Care**

a. Describe how the **nominee’s attitude** towards clients promotes good customer care. Give specific examples.

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d. Describe how the nominee demonstrates excellence in interacting with colleagues and always upholding the dignity and interest of staff. Give specific examples.

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**5.5 Work Setting**

a. Has the nominee ever served or is currently serving in any of the following districts?

Please indicate by ticking (✓)

Yes ( )                      No ( )



<b>DEPRIVED DISTRICTS</b>		
<b>Ahafo Region</b>	<b>Oti Region</b>	<b>North East Region</b>
Asutifi South	Biakoye	Bunkurugu -Nakpanduri
	Guan	Chereponi
<b>Ashanti Region</b>	Jasikan	East Mamprusi
Amansie South	Kadjebi	Mamprugu - Moaduri
Amansie West	Krachi East	West Mamprusi
Bosome Freho	Krachi Nchumuru	Yunyoo-Nasuan
Ejura-Sekyedumase	Krachi West	
Sekyere Afram Plains	Nkwanta North	<b>Northern Region</b>
Sekyere Central	Nkwanta South	Gushiegu
		Karaga
<b>Bono Region</b>	<b>Savannah Region</b>	Kpandai
Tain	Bole	Kumbungu
Dormaa West	Central Gonja	Mion
Jaman South	East Gonja	Nanton
Banda	North Gonja	Nanumba North
Jaman North	North-East Gonja	Nanumba South
	Sawla-Tuna-Kalba	Saboba
<b>Bono East Region</b>	West Gonja	Savelugu
Atebubu Amantin		Tatale-Sangule
Sene East	<b>Upper East Region</b>	Tolon
Sene West	Kassena Nankana	Yendi
Nkoranza South	Builsa North	Zabzugu
Pru East	Bawku	
Pru West	Kassena Nankana West	<b>Volta Region</b>
	Buisa South	Agortime-Ziope
<b>Central Region</b>	Bongo	Akatsi North
Upper Denkyira East	Bolgatanga East	Anloga
Upper Denkyira West	Talensi	North Tongu
Assin North	Nabdam	South Dayi
Assin South	Bawku West	
Twifo Hemang Lower Denkyira	Binduri	<b>Western Region</b>
	Garu	Ellembelle
<b>Eastern Region</b>	Tempene	Wassa East
Ayensuano	Pusiga	Jomoro
Fanteakwa North		Wassa Amenfi East
Kwahu Afram Plains North	<b>Upper West Region</b>	Wassa Amenfi Central
Kwahu Afram Plains South	Wa West	Wassa Amenfi West
Upper Manya-Krobo	Wa East	
	Nadowli-Kaleo	<b>Western North Region</b>
<b>Greater Accra Region</b>	Jirap	Bodi
Ada East	Lawra	Akontombra
Ada West	Nandom	Suaman
Ningo Prampram	Lambussie	Juaboso
	Sissal East	Aowin
	Sissala West	Bia East
	Daffiamah-Bussie-Issah	Bia West

If Yes, please specify in the Table below, the Region, District, the specific facility within the district, and the year(s) the nominee worked or has been working over there.

#	Region	District	Facility	Year (from – to )
1				
2				
3				
4				
5				
6				
7				
8				

b. Please provide the following information on the nominee’s year of service.

Year of the nominee’s 1 <sup>st</sup> appointment	
Year the Nominee had a break in service (if applicable)	
Year the nominee was re-appointed (if applicable)	

*The Ghana Health Service greatly appreciates your time in completing the nomination form and participating in its Excellence Awards Process. Best wishes to your nominee in the race for the awards.*

## APPENDIX 2: NOMINATION FORMS FOR LEADERSHIP EXCELLENCE AWARDS

### 1. AWARD CATEGORY FOR WHICH THE LEADERS IS NOMINATED

Leadership Excellence Award for:		Please tick (√)
<b>District</b>	CHPS	
	Health Centre	
<b>Regional</b>	Primary Level /District Hospital	
	District Health Directorate (DHD)	
<b>National</b>	Secondary Level / Regional Hospital	
	Regional Health Directorate (RHD)	

### 2. NOMINEE'S INFORMATION

Surname	
First Name	
Other Names	
Position	
Staff ID	
Region	
District	
Place of Work (Facility / DHD / RHD)	
Number of Years with the Current Place of Work	
Length of Employment with the Service	
Tel. (Mobile No.)	1. 2.
Email	
Tel. (Mobile No.)	
Email	

## 1. DETAILS OF REFEREES

**Referee should be part of the core management team of the institution.**

### *1<sup>st</sup> Referee*

Name	
Grade / Position / Rank / Designation	
Place of Work (Facility or Division)	
Tel. (Mobile No.)	<b>1.</b> <b>2.</b>
Email	
Signature	

### *2<sup>nd</sup> Referee*

Name	
Grade / Position / Rank / Designation	
Place of Work (Facility or Division)	
Tel. (Mobile No.)	<b>1.</b> <b>2.</b>
Email	
Signature	

*NB. One of the referees should be a Core Management member of the facility, while the other can be the Immediate Supervisor / Community Member/District Health Committee Member/Regional Health Committee Member/Council Member/District Parent/Regional /Parent/National Parent/ a retired Officer or any officer outside the nominee's institution who is acquainted with the nominee's work.*

**5. REASONS FOR NOMINATION**

Why do you deserve to win this award?

Provide information for the following:

*(If additional space is needed, please attach information to the form)*

**5.1 Outstanding Accomplishments**

Please attach the CV of the nominee, outlining his or her work profile and **specifying any outstanding accomplishments in his/her field of work** that have positively impacted healthcare delivery in his/her facility or healthcare delivery in general in Ghana.

*Please Note: The CV should be supported by evidence such as copies of letters of appreciation, pictures of previous awards, and pictures of innovations, quality improvements, successful project delivery, etc. The focus of the CV should be on the nominee's professional achievements to facilitate the evaluation of his/her performance and not on academic credentials.*

**5.2 Sustained Leadership**

Describe how the nominee consistently demonstrates leadership by:

a. Providing guidance to improve work processes and performance. Give specific examples.

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b. Positively influencing and nurturing colleagues; and fostering a conducive work environment. Give specific examples.

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c. Managing his or her team with fairness, openness, and honesty. Give specific examples.

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**5.3 Performance**

**5.3.1 Appraisal Report**

Indicate the total score for performance assessment as stated in the 2023 Appraisal Report of the Nominee. *Attach a signed copy of the Appraisal Report.*

**5.3.2 Professionalism**

Describe how the nominee exhibits excellence in professionalism by:

(a) Upholding professional standards and demonstrating competence and expertise. Give specific examples:

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b. Handling challenging situations effectively (crisis management). Give specific examples.

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**5.3.3 Teamwork**

*Describe how the nominee exhibits excellence in teamwork by:*

- a. Actively collaborating with team members (valuing their opinions and contributions). Give specific examples.

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- b. Assisting colleagues (promoting mutual support and cooperation). Give specific examples.

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- c. Driving performance improvements (inspiring team achievements). Give specific examples.

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**5.4 Innovation**

a. Describes how the nominee exhibits excellence in innovation by generating fresh ideas and implementing solutions to improve service quality. Give specific examples.

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b. Describe how the nominee’s innovative solutions are easy for others to replicate. Give specific examples

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c. Describe how the nominee demonstrates flexibility and openness to new ways of doing things. Give specific examples.

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**5.5 Customer Care**

a. Describe how the **nominee's attitude** towards clients promotes good customer care. Give specific examples.

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b. Describe how the nominee demonstrates excellence in interacting with colleagues and always upholding the dignity and interest of staff. Give specific examples.

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**5.6 Stakeholder Engagement**

a. Describe how the nominee demonstrates excellence in actively collaborating with various stakeholders, including private sector organizations, NGOs, philanthropists, traditional, and political authorities, to foster productive partnerships and initiatives. Give specific examples

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b. Describe how the nominee demonstrates excellence in actively engaging with the community in a meaningful way, involving them in decision-making processes and initiatives that benefit both the institution and the community. Give specific examples.

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**5.7 Work Setting**

Has the nominee ever served or is currently serving in any of the following districts?

Please indicate by ticking (✓)

Yes ( )                      No ( )



<b>DEPRIVED DISTRICTS</b>		
<b>Ahafo Region</b>	<b>Oti Region</b>	<b>North East Region</b>
Asutifi South	Biakoye	Bunkurugu -Nakpanduri
	Guan	Chereponi
<b>Ashanti Region</b>	Jasikan	East Mamprusi
Amansie South	Kadjebi	Mamprugu - Moaduri
Amansie West	Krachi East	West Mamprusi
Bosome Freho	Krachi Nchumuru	Yunyoo-Nasuan
Ejura-Sekyedumase	Krachi West	
Sekyere Afram Plains	Nkwanta North	<b>Northern Region</b>
Sekyere Central	Nkwanta South	Gushiegu
		Karaga
<b>Bono Region</b>	<b>Savannah Region</b>	Kpandai
Tain	Bole	Kumbungu
Dormaa West	Central Gonja	Mion
Jaman South	East Gonja	Nanton
Banda	North Gonja	Nanumba North
Jaman North	North-East Gonja	Nanumba South
	Sawla-Tuna-Kalba	Saboba
<b>Bono East Region</b>	West Gonja	Savelugu
Atebubu Amantin		Tatale-Sangule
Sene East	<b>Upper East Region</b>	Tolon
Sene West	Kassena Nankana	Yendi
Nkoranza South	Builsa North	Zabzugu
Pru East	Bawku	
Pru West	Kassena Nankana West	<b>Vollta Region</b>
	Buisa South	Agortime-Ziope
<b>Central Region</b>	Bongo	Akatsi North
Upper Denkyira East	Bolgatanga East	Anloga
Upper Denkyira West	Talensi	North Tongu
Assin North	Nabdam	South Dayi
Assin South	Bawku West	
Twifo Hemang Lower Denkyira	Binduri	<b>Western Region</b>
	Garu	Ellembelle
<b>Eastern Region</b>	Tempane	Wassa East
Ayensuano	Pusiga	Jomoro
Fanteakwa North		Wassa Amenfi East
Kwahu Afram Plains North	<b>Upper West Region</b>	Wassa Amenfi Central
Kwahu Afram Plains South	Wa West	Wassa Amenfi West
Upper Manya-Krobo	Wa East	
	Nadowli-Kaleo	<b>Western North Region</b>
<b>Greater Accra Region</b>	Jirap	Bodi
Ada East	Lawra	Akontombra
Ada West	Nandom	Suaman
Ningo Prampram	Lambussie	Juaboso
	Sissal East	Aowin
	Sissala West	Bia East
	Daffiamah-Bussie-Issah	Bia West

If Yes, please specify in the Table below, the Region, District, the specific facility within the district, and the year(s) the nominee worked or has been working over there.

#	Region	District	Facility	Year (from – to )
1				
2				
3				
4				
5				
6				
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8				

*The Ghana Health Service greatly appreciates your time in completing the nomination form and participating in its Excellence Awards Process. Best wishes to your nominee in the race for the awards.*