

Success Story

Determination and Participatory Management: the Model Ward at Beira Central Hospital Strengthening Safe Hospitals and Clinics in HIV/AIDS Prevention Activities, HHS/CDC

If there are hospitals that are considered among the most difficult to change, Beira Central Hospital would be at the top of the list. The largest facility in Sofala province, Beira Central Hospital was considered a nightmare for managers and providers alike. However, by October 2011, all that had changed when the Minister of Health recognized the Medicine IV ward as a Model In-Patient Ward.

The improvements in Medicine IV came about as part of the Ministry of Health's implementation of the Model In-Patient Wards strategy, with technical support from JHPIEGO. The strategy, implemented in 39 wards at central, provincial, and district hospitals throughout Mozambique, aims to improve the quality of care at facilities to serve as models for clinical training of students.

The Director of Beira Central Hospital, Dr. C. Macome explains, "Since the start of the model wards strategy in our hospital, in September 2008, Medicine IV has been showing remarkable improvements both on infrastructures and patient care. The internal and external assessments have shown that, as often the performance was above 90%." The Medicine IV staff actively participated in several infrastructure improvements, creatively renovating hospital furniture, assigning new uses to obsolete furniture, and leveraging funds to buy paint. Staff were so dedicated they even painted the entire ward themselves as volunteers.

These investments show. Visitors of HC Beira notice that the ward is different than others – it may be the clean infrastructure or the professional treatment of patients – but satisfaction is visible. Without increased pay, workers show greater determination, will power, and engagement in the management of the ward. Patients maintain the infrastructure and more effectively communicate with providers, offering practical suggestions to improve their experiences. When asked about the ward, workers refer to stronger infection prevention and control, improved clinical and nursing practice, and appropriate interaction with clients and interns.

The Medicine IV's Head Nurse, Dr. A. Firmino, highlights support of the management in facilitating improvements on the ward, "What we accomplished in this ward is the result of excellent commitment and involvement of the hospital management and the health professionals. Both workers and patients have the privilege of a weekly visit by the hospital management team, a proof that the management is with us in this process. We have good communication and collaboration with training institutes. Our clients recognize our effort and concerns into improving the conditions and the quality of health assistance." Furthermore, the Minister of Health's comment during his visit to the ward, "The recognition of Medicine IV is a merit of each worker effort, who day after day are committed to care of utmost quality and hold high ethical and human values," demonstrates that the accomplishments of the Medicine IV team not only are visible among patients.

In light of Medicine IV's Model In-Patient Ward status, it does not come as a surprise that many other wards at Beira Central Hospital, particularly outpatient consultations and the emergency unit, are striving to become Model In-Patient Wards, as well.



A Medicine IV staff person receives a Best Health Worker award from the Minister of Health