DEDER GENERAL HOSPITAL

NURSING AND MIDWIFERY DEPARTMENT

CAPACITY BUILDING PLAN

PREPARED BY: HQU

DEDER, EASTERN ETHIOPIA

JULY 2016 E.C

PROTOCOL APPROVAL SHEET

NAME OF PROTOCOL: NURSING AND MIDWIFERY DEPARTMENT CAPACITY BUILDING PLAN

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THIS PROTOCOL IS EFFECTIVE

FROM

JULY 2016 E.C TO JUNE 2018 E.C

Contents

Introduction

Capacity building activities encompass anything that enables an organization (or team) to do its job better. Whether capacity improvement leads to a greater scope or increased efficiency, it optimizes the ability of individuals, organizations, communities, and systems to achieve a positive impact on those they serve. For health service organizations, capacity building represents a long-term effort to promote and support healthy, sustainable behaviors and environments.

To deliver high-quality healthcare while health service utilization increases, an Integrate Health Clinical Mentor, trained in adult learning theory, provides peer-to-peer coaching to nurses and midwives in public sector clinics. Clinical Mentors guide nurses and midwives through behavior change and quality improvement techniques to arrive at a higher quality of care for all patients.

Nursing and midwifery in East Africa are critical components of the healthcare system but are challenged by low wages, lack of respect, and poor working conditions that lead to a 'brain drain' as nurses emigrate to higher income countries. By building capacity in professional associations representing this cadre, the associations may become better equipped to improve these professions. Improved ability to mobilize resources, raise funds, and manage finances supports the overall sustainability and growth of these associations.

Strategic planning allows organizations to focus their resources on their top priorities, which may include influencing national policy to improve salaries and working conditions. Such efforts are further supported via rigorous monitoring and evaluation to help guide their activities and decisions. Building capacity among these and related areas within professional associations

enables the represented workforce to have a cohesive voice and facilitates positive change in their environments. Ultimately, this allows nurses and midwives to provide a higher quality of care to their patients. Nurses as health workers have the greatest opportunity to provide health services, especially comprehensive nursing, holistically helping clients meet their basic needs. That a deeper understanding is needed of the key behaviors and attitudes that lead to improvement through compassionate care.

 Spiritually positive and significant influence on the quality of performance can be explained through exploratory indicators which characterize whether a person will be satisfied precisely.

Vision of the Hospital

☞ To see healthy, productive and prosperous catchment area population and be the premier hospital in Ethiopia recognized nationwide for the quality of health care service for all.

Mission of the Hospital

☞ To reduce morbidity, mortality, disability and improve the health status of surrounding people through providing comprehensive curative, preventive, rehabilitative health service & improve the use of patient information standardization & evidence-based care.

Definition of capacity building

Capacity building is defined as an approach to 'the development of sustainable skills, structures, resources and commitment to health improvement in health and other sectors to prolong and multiply health gains many times over' (Hawe, King et al. 2000). 2

Types of capacity building.

Main components of capacity building are: -

1. **Individual Capacity Building**:

Successful implementation begins at the individual level, where capacity building activities increase a worker's knowledge and skill. An individual who's been empowered to facilitate change can impact their organization and their community, and they can further work to effect systemic change.

At the individual level, examples of capacity building activities include:

   A. **Training**: **One-on-one or group training**, whether face-to-face or online, can increase personal knowledge and skills surrounding an issue. Individuals receive the tools they need to take meaningful actions and advocate and help educate others in their organization, community, or personal sphere.
   B. **Mentorships:** Mentoring provides intensive, personalized guidance and builds knowledge and skills. By learning from those with expertise and experience, mentees can gain confidence and build personal and professional networks.

2. **Organizational Capacity Building**

- For organizations, capacity building activities may focus on shoring up sustainability, improving governance, supporting collaboration, or strengthening infrastructure.
- All have a common goal: Strengthening the skills, resources, and abilities that allow an organization and its workers to grow and thrive.
- **Examples of capacity building activities at the organizational level include**:

A. **Fundraising:** Raising the funds to keep nonprofits operating is always a challenge. Capacity building activities that focus on fundraising lead to improved sustainability; this may include training on fundraising techniques, fiscal management, or developing skills.

B. **Hiring new people or seeking volunteers with expertise**: Recruiting (and retaining) staff or volunteers with relevant knowledge and expertise means they can then pass their knowledge along to the rest of the organization. A focus on staffing, both selection and development, can promote organizational stability.

C. **Forging partnerships with other organizations**: Which other organizations are working in your field? Could a partnership complement your mission? In many cases, collaboration makes sense, both in terms of avoiding duplication of services and optimizing the work both groups perform.

D. **Investing in new IT capacity**: New technological innovations can cut down on busywork, freeing staff to do more important tasks. If applicable, new IT systems or platforms represent a smart investment in your organization's future efficiency.

3. **Systemic Capacity Building**

- At the systemic level, capacity building can be more complex. With multiple layers and moving parts involved, capacity building activities may focus on policy development, allocation of resources, and political advocacy efforts.
- Examples may include:
  - o **Lobbying elected officials and lawmakers**: Public policy decisions can affect entire populations. Strong, visible, and vocal lobbying efforts have the potential to challenge a range of systemic and cultural norms.

- **Raising public awareness**: Collaborative action can have a powerful effect, changing public opinion and raising awareness of issues. This may be especially true in the case of healthcare issues. Capacity building is investment in the long-term health and success of your organization. Engaging in capacity building activities at various levels — individual, organizational, and systemic — can help take your nonprofit to the next level.

Capacity Building Frame Work Model of Nursing & Midwifery Care Delivery

- Nursing &midwifery care can be carried out through a variety of organizational methods. The model of nursing &midwifery care used varies greatly from one facility to another and from one set of patient circumstances to another.
- **Team Nursing:** 4 Originated in the 1950s and 1960s. Involves use of a team leader and team members to provide various aspects of nursing care to a group of patients.
  - In team nursing, medications might be given by one nurse while baths and physical care are given by a nursing assistant under the supervision of a nurse team leader.
  - Skill mixes include experienced and specially qualified nurses to nursing orderlies. The quality of patient care with this system is questionable, and fragmentation of care is of concern.
- **Primary Nursing**: Primary nursing refers to comprehensive, individualized care provided by the same nurse throughout the period of care.it emphasizes continuity of care by having one nurse provide complete care for a small group of inpatients within a nursing unit of a hospital.

- This type of nursing care allows the nurse to give direct patient care& accepts total 24-hour responsibility for a patient's nursing care.
- Nursing care is directed toward meeting all of the individualized patient needs.
- The primary nurse communicates with other members of the health care team regarding the patient's health care.
- This care method is rejected by many institutions as too costly.
- **Progressive Patient Care {PPC}**: A system of nursing care in which patients are placed in units on the basis of their needs for care as determined by the degree of illness rather than on the basis of a medical specialty.
  - Organization of medical and nursing care according to the degree of illness and care requirements in the hospital.
  - Progressive patient care is the systematic grouping of patients according to their degree of illness and dependency on the nurse rather than by classification of disease and sex.
  - It is a method of planning the hospital facilities, both staff and equipment, to meet the individual requirements of the patient. (Raven. RW, 1960)
  - PPC has been defined as "the right patient, in the right bed, with the right services, at the right time" (Haldeman JC, 1964).
  - The elements can also be named as intensive care, intermediate care, self-care, long-term care, and organized home care.
  - Major concepts of Progressive Patient Care {PPC}
    - Better patient care through the organization of hospital facilities, services and staff around the changing medical and nursing needs of the patient
    - Tailoring of hospital services to meet patients' needs

- Caring for the right patient in the right bed with the right services at the right time.
- systematic classification of patients based on their medical need

Objective

The objectives of this protocols are improved performance, innovation, the sharing of lessons learned, integration, and continuous improvement of quality health care in hospital.

Activities

Activities that should be done for capacity building in our hospital stated as the following steps:-

Step 1: Assess resources, knowledge, and skills

Description of activities conducted to assess needs and resources.

- ✓ Identify Number and description of resources.
- ✓ Number and description of expert involved in assessment activities.
- ✓ Identify List of current capacities.
- ✓ Identify List of identified capacity needs.
- ✓ Description of skill to address gaps.

Step2 :- Build Hospital capacity

• Expanding and supporting the workforce by:

- ✓ Recruiting and hiring employees.
- ✓ Mentoring staff and participants.
- ✓ Growing a volunteer program.
- ✓ Securing expert support.

• Defining Hospital hierarchy and roles by:

✓ Forming the basic structure of hospital (for example, bringing together staff members)

✓ With similar goals to form hospital staff capacities building.

✓ Establishing lines of communication (for example, creating an email account, Telegram page, whatsup, etc for the hospital,

✓ Checking it regularly, and ensuring staff members know the address.

✓ Creating a directory of participants and an organizational chart.

• **Setting up procedure of hospital by outlining how to:**

✓ Honor their wright and responsibility

✓ Write ground rules.

✓ Respecting for patient privacy

✓ Conduct effective meetings

✓ Smooth conflicts.

✓ Support members.

Step3 :- Obtain and build physical and communication infrastructure

Physical infrastructure is the basic equipment and building space needed for the operation of a hospital. Communication infrastructure is the foundation for an organization's data, voice, and video systems. Examples of approaches to building organizational and communication infrastructure include:

• Building or maintaining physical infrastructure:

✓ Skill lab

✓ Spaces for meetings

✓ Equipment (such as computers, telephones, emails, and supplies)

✓ Research tools

✓ Computer access

• Creating and maintaining communication infrastructure by setting up:

✓ Directory and rosters

✓ Email list service

✓ Website forums

✓ Creating Different social media like telegram, whatsup group etc..

Step4 : Build knowledge and skills

Expanding knowledge and skills is an integral part of building capacity of individuals and hospital as whole.

Knowledge is.-

1. The theoretical or practical understanding of a subject acquired through experience or education.
2. The facts and information known in a particular field, and
3. Awareness or familiarity gained by experience of a fact or situation.
   Skills are the proficiency, facility, or dexterity that is acquired or developed through training or experience. To strengthen skills, individual groups and participants might need to learn first about quality nursing care in our hospital.

Capacity building involves enhancing the knowledge and skills of the individuals within an organization, as well as developing the knowledge and skills of professional. We will be used many approaches to build our staff knowledge and skills. These include:

• Knowledge and skills development

- Mapping knowledge repositories (databases, bookmarking engines, etc.).
- Creating or maintaining expert directories (office access to experts).
- Learning from other groups and reviewing lessons learned.
- Measuring and reporting intellectual capital.
- Utilizing collaborative technologies

- **Training**

  - Participating in formal and informal education and training.
  - Developing and delivering site-specific training for instructional staff.
  - Testing the knowledge of participants with quizzes or tests.
  - Training knowledge brokers (some group members take on responsibility for a specific "field" and act as first reference for discussing a particular subject).
  - Forming master-apprentice or mentoring relationships.

- **Research**

  - ✓ We will Recruiting and training volunteers to assist with research, e.g. quality department, Plan department
  - ✓ Involving experts in multiple stages of research.

- **MDT Round**
  - ✓ Participating in MDT patient rounds benefits members of the health care team on more than a professional level.
  - ✓ It encourages collaboration and makes the most of what each discipline has to offer.

- ✓ Care is optimized, and the patient benefits, but no one member must shoulder the burden.
- ✓ During MDT round there are experience sharing from different discipline and the participant developed their skill and knowledge

- **Nurse round**
  - ✓ Nurses participating in patient rounds benefit from a set of skills that help them contribute successfully.
  - ✓ These skills include good communication, organizational skills, confidence, and compassion.

Nursing audit

- ✓ Participating during Audit Enables the professional group to highlight the deficiencies and how good they are in giving care

Outputs

The following output should be expected from hospital capacity building

- ➢ Increased capacity can lead to improved ability of a person, group, organization, or system to meet its objectives or perform better.
- ➢ Subsequently, increased capacity increases the likelihood of improvements in hospital performance.
- a. **Possible approaches to assessing the increased strength of individuals include:**
- Periodic assessments of the capacity needs of staff.
- Pre- and post-testing for trainings and other self-evaluation tools.

- Comprehension tests for nurse.
- Surveys and discussions regarding the progress of capacity building activities.

  Output 2:- strong group

b. Health Professionals

  • Number of health professionals those took capacity building.

  • Skill lab and training center used for capacity building

  • Number of health professionals specializing in quality nursing care.

  • Description of the diversity of decision-makers' staff.

  • Description of changes in leaderships support for nursing care interventions.

  • Number of nurse professional consortium agreements with researchers and others

Output 3: Stronger activities

  • Description of knowledge, skills, infrastructure, and resources of individual and group in hospital.

  • Measures of changes in the knowledge, skills, infrastructure, and resources of individual and group in hospital.

  • Description of improved efficiencies.

  • Description of the level of coordination of group.

  • Measures of capacity building progress toward goals.

Impacts

Impacts are benefits or changes resulting from the activities and outputs. We identify the following four examples of impacts that can result from effective capacity-building activities.

• Impact 1: More effective and efficient individuals, group

• Impact 2: Empowered groups

• Impact 3: Changes in quality nursing care in hospital

• Impact 4: Programme sustainability

Deder General Hospital Nursing & Midwifery Department Capacity Building Plan.

SN	Capacity building activities	Responsible body	Place of work	Time frame			
				Q1	Q2	Q3	Q4
1.	Identify Number and description of resources.	Metron & vise	IN Hospital	x			
2.	Identify List of current capacities.	"	IN Hospital	x			
3.	Identify List of identified capacity needs	Metron & vise	IN Hospital	x			
4.	Description of skill to address gaps.	"	IN Hospital	x			
5.	Preparing Number and description of expert involved in assessment activities	Metron & vise	IN Hospital	x			
6.	Recruiting and hiring employees.	HR	IN Hospital	x			
7.	Mentoring staff and participants	Metron & vise	IN Hospital	x			
8.	Growing a volunteer program.	Metron & vise	IN Hospital	x			
9.	Securing expert support	Metron & vise, skill lab FP	IN Hospital	x			
10.	Forming the basic structure of hospital (for example, bringing together staff members)	Management	IN Hospital	x			
11.	Form Groups With similar goals to form hospital staff capacities building	MD, metron	IN Hospital	x			
12.	Establishing lines of communication (for example, creating an email account, Telegram page, whatsup, etc for the hospital staff	Metron & vise, skill lab FP	IN Hospital	x			
13.	Checking it regularly, and ensuring staff members know the address	Metron & vise, skill lab FP	IN Hospital	x			
14.	Creating a directory of participants and an organizational chart.	Metron & vise, skill lab FP	IN Hospital	x			

15.	Establishing Skill lab	SMT	IN Hospital	x			
16.	Creating Spaces for meetings	SMT	IN Hospital	x			
17.	Preparing Equipment (such as computers, telephones, emails, and supplies	Finance	IN Hospital	x			
18.	Preparing Research tools	SMT	IN Hospital	x			
19.	Making Computer access	Metron & vise, skill lab FP	IN Hospital	x			
20.	Creating Directory and rosters	Metron & vise, skill lab FP	IN Hospital	x			
21.	Creating Email list service	Metron & vise, skill lab FP	IN Hospital	x			
22.	Creating Different telegram, whatsUp group	Metron & vise, skill lab FP	IN Hospital	x			
23.	Creating Website forums	Metron & vise, skill lab FP	IN Hospital	x			
24.	Practical training for Expanding skill	Metron & vise, skill lab FP	IN Hospital	X	x	x	x
25.	Training for Expanding knowledge	Metron & vise, skill lab FP	IN Hospital	X	x	x	x