



Ministry of Health



# ZOMBA MENTAL HOSPITAL



## Strategic Plan 2024 - 2030



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## 1.0 Introduction

The following plan will outline a strategic direction for Zomba Mental Hospital (ZMH) over the next four years. The plan aims to describe where the institution is at present; ask where the institution wants to be by setting a vision, mission statement and institutional objectives; analyze what factors will impact on the institution reaching its objectives; set out a framework outlining how the institution will meet its objectives and finally indicate how the institution will be evaluated on implementing the plan.

In addition to the strategic plan outlining the strategies and actions to meet the institutional objectives, each department will follow an implementation plan specific to that department outlining the activities that need to be carried out for the strategic plan to be implemented effectively (figure 1). These plans will be held by Heads of Departments and they will be responsible for their implementation. It is also expected that regular departmental meetings will be held to review the progress of the department's implementation plan.

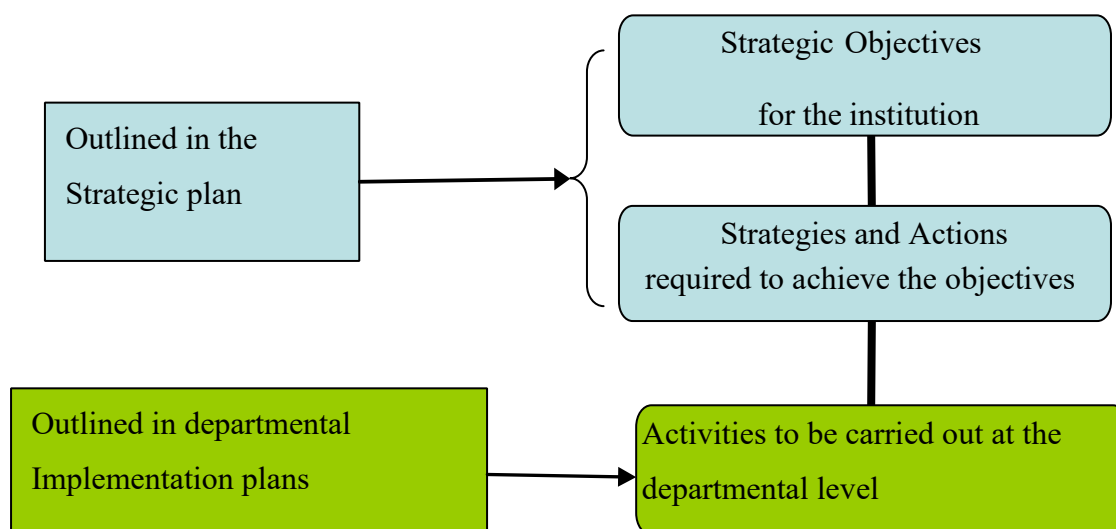


Figure 1: The strategic plan and its implementation

## 2.0 A description of Zomba Mental Hospital institution: Where are we now?

Before starting the strategic planning process, we need first to acknowledge where the institution is at present in terms of its development.

### 2.1 Background to Mental Health in Malawi

Zomba Mental Hospital is a national hospital covering the entire Malawi population. Total catchment population: 22, 374, 810. Total District and Central Referral Facilities: 34. Mental health facilities within Malawi constitute 0.3% of all the health facilities existing in the country. These services are mainly urban-based, with services primarily being provided by Zomba Mental Hospital in Zomba, St John of God Community Services in

Mzuzu and Lilongwe, and the small psychiatric units at Kamuzu Central Hospital, Lilongwe, and Queen Elizabeth Central Hospital, Blantyre. Some psychiatric services are available at the district hospital level throughout the country. To date, there has been little decentralization or integration into the national primary healthcare delivery system.

The first legislation on mental health treatment in Malawi was passed in 1948. An updated version of the ‘Mental Health Bill’ was written in 2005 and is currently waiting to be passed by parliament after going through a stakeholders’ consultation.

In 2001, the Ministry of Health published the ‘National Mental Health Policy’ for Malawi. This was designed to address the lack of a formal policy framework and to define the scope and future direction of these services in line with the aspirations of other national health plans for the country. The policy identifies issues that need to be addressed to assist in the implementation of effective mental health services in Malawi. These are listed as:

- Programme Development and Management
- Decentralization and Integration of Mental Health Services into General Health Services at all Levels.
- Human Resources Development
- Mental Health Education
- Psychosocial Rehabilitation
- Mental Health Care Needs of Special Groups
- Mental Health Legislation
- Quality Assurance
- Research
- Mental Health Information System
- Mental Health Programme Financing
- Mental Health Essential Drug List for use at the primary health care Level (Malawi National Mental Health Policy, 2001)

While some progress may have been made on these issues, a great deal of work still needs to be done to deliver satisfactory mental health care for Malawi

## **2.2 Zomba Mental Hospital and the services that it provides**

Built in 1953, the Zomba Mental Hospital (ZMH) is a 400-bedded psychiatric hospital located in Zomba District in the southern region of Malawi. As the only government-run specialist mental hospital, it serves the whole country as its key tertiary mental health service, serving patients referred nationwide, with 82.9% of patients coming from the southern region, 13.2% from the central region, 3.0% from the northern region, and 0.9% from countries outside of Malawi, especially Mozambique.

The hospital houses eight wards, which are configured as follows:

- 1 acute female ward
- 1 female rehabilitation ward
- 2 general acute male wards
- 2 male rehabilitation wards
- Infirmary ward
- 1 paying ward for both male and female patients

In addition to these wards, the hospital has Occupational Therapy, Outpatient, and Antiretroviral Therapy Clinic (ART) and Pharmacy departments. Other services the hospital offers include forensic assessment of criminal offenders, as requested by the police, and a general psychiatric clinic at Zomba Central Prison

The hospital adheres to the biopsychosocial model in its patient-centered care

activities: □ mental health/ psychiatric assessments at initial and subsequent visits.

- Managing and providing care to patients with mental health problems such as psychotic disorders, mood disorders, organic mental disorders, substance abuse, and anxiety disorders.
- Providing comprehensive nursing care by utilizing nursing care plans and progress notes for patients.
- Providing Occupational therapy activities for patients, including gardening, handicrafts, cookery, and indoor and outdoor games.
- Conducting group therapies.
- Providing mental health support structures for the district psychiatric teams.
- Providing forensic services NB: documentation of all activities done is a MUST

### **2.3 Hospital Infrastructure**

Currently, the following infrastructures have been rehabilitated with funding from the Malawi Government through the *health sector-wide approach* (SWAp) joint programme of work (2004-2010).

- Administration block
- Eight wards of 1 female rehabilitation ward, 2 male rehabilitation wards, 1 acute female ward, 2 general acute male wards
  - 1 Infirmary ward
  - 1 paying ward for both male and female patients

Construction of an Occupational Therapy Block funded by both SWAP and a donor from Holland through Malawi Care has been completed.

## 2.4 Staffing levels

The number of healthcare staff deployed by the Ministry of Health is outlined below:

<b>Professional Cadre</b>	<b>No. of Officers</b>
<b>Administration</b>	7
<b>Messengers</b>	4
<b>Drivers</b>	10
<b>PBX Operators</b>	4
<b>Accounts</b>	4
<b>Procurement</b>	2
<b>Nursing</b>	83
<b>Clinical</b>	16
<b>Pharmacy</b>	2
<b>Security Guards</b>	7
<b>Health Information Systems</b>	3
<b>Sanitation</b>	11
<b>Laundry</b>	12
<b>Kitchen/ Catering</b>	12
<b>Porters</b>	7
<b>Hospital Attendants</b>	126
<b>Rehabilitation</b>	6
<b>Incinerator</b>	1
<b>Tailoring</b>	1
<b>Human Resource Management</b>	4
<b>Maintenance</b>	5

Despite recent efforts by the government to recruit and retain healthcare professionals, the present staffing levels are inadequate to meet the needs of the hospital; this will be explained in detail later in this document. There is also a need for further specialized training for the staff, which will again be explained further in this document. In addition to the healthcare staff, there are other members of staff providing administrative support.

### **3.0 Institutional objectives: Where do we want to be?**

In defining the objectives of the institution, the section will first describe the hospital's vision and the mission statement. The SWOT and PEST analysis will identify issues and areas of improvement to help us achieve the strategic objectives for the institution.

#### **3.1 Vision**

- To provide comprehensive and high-quality mental health services to all.

#### **3.2 Mission statement**

- To conduct and promote excellence in the provision of mental health services in partnership with the public and private sectors as to prevent mental illness and promote mental health.

### **Core Values**

1. Professionalism.
2. Comprehensive patient care (Family care, Community Involvement, Patient Care).
3. Concussive environment.
4. Transparency and Accountability.
5. Availability of Medical Supplies.
6. Stakeholder collaboration.
7. Human Resource Management

### **4.3 Objectives**

The institution will aim to carry out its vision and mission by following five broad institutional objectives, which are listed below.

1. To improve the provision of quality mental health care to individuals, families, and communities at all times.
2. To increase and improve the quality of trained healthcare staff and distribute them effectively and equitably.
3. To ensure a good therapeutic environment for both patients and staff.
4. To improve the infrastructure and equipment.

<b>WEAKNESSES</b>	
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#### 4.4 SWOT analysis

A SWOT analysis outlines an institution's current strengths, weaknesses, potential opportunities, and threats that are applicable to how the institution functions. The findings from the analysis will help us identify the strategic aims for the hospital.

<b>STRENGTHS</b>	
<p><b>Service Provision</b></p> <ul style="list-style-type: none"> <li>• Regular established ward rounds</li> <li>• Regular clinical meetings</li> <li>• Well-developed nursing protocols</li> <li>• Regular rehabilitation programs are in place for each ward</li> <li>• Excellent infection prevention record</li> <li>• Centre for academic training and research in mental health for all relevant cadres</li> <li>• Good support structures for national mental health activities</li> <li>• Co-ordination of OT activities through the new OT block</li> <li>• Regular provision of medical and general supplies</li> <li>• Well-established outpatient department</li> <li>• Establishment of electronic medical record</li> </ul>	<p><b>Staff, Skills, and Competencies</b></p> <ul style="list-style-type: none"> <li>• Qualified heads of the clinical, nursing, administration, and rehabilitation departments</li> <li>• Specialist (post-basic training) and skilled clinical and nursing staff</li> <li>• Increase in clinical and nursing staff numbers (although still high vacancy rates at present)</li> <li>• Links with external organizations to help provide training, such as AMEOS, Scotland Malawi Mental Health Education Project (SMMHEP) and York PCT</li> <li>• Links with external organizations to cater for deficits in specialist human resources such as VSO</li> </ul>
<p><b>Infrastructure and equipment</b></p> <ul style="list-style-type: none"> <li>• Availability of enough space for expansion.</li> <li>• Programme of rebuilding the hospital infrastructure</li> <li>• Investment in new infrastructures (such as staff houses, resource center, diagnostic center, pharmacy)</li> <li>• Assistance in major maintenance work by PAM personnel from Zomba Central Hospital</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Financial support from the MoH to implement improvements, such as rebuilding the hospital infrastructure</li> <li>• Allocated funds to fill established vacant posts</li> <li>• Donations received from external organizations. Sports equipment purchased and provided by Malawi Mental Care.</li> </ul>
<p><b>Culture</b></p> <ul style="list-style-type: none"> <li>• Staff are dedicated, competent, and hard working</li> <li>• Good conflict resolution</li> </ul>	<p><b>Systems</b></p> <ul style="list-style-type: none"> <li>• Timely submission of reports such as staff returns, finance, drug, and HMIS to the ministry and responsible regulatory bodies</li> </ul>

<p><b>Service Provision</b></p> <ul style="list-style-type: none"> <li>• Lack of multidisciplinary team approach (psychologists, social workers, rehabilitation officers, counsellors)</li> <li>• Limited direct patient interventions by OT</li> <li>• Limited support for rehabilitation/O OT from other ZMH staff due to work pressures</li> </ul>	<p><b>Skills and competencies</b></p> <ul style="list-style-type: none"> <li>• Staff in OT, HMIS department are not qualified for the job</li> <li>• More general nurses than specialized psychiatric nurses</li> <li>• Specialized services such as forensic, child and adolescent, and substance abuse</li> </ul>
<p><b>Infrastructure and equipment</b></p> <ul style="list-style-type: none"> <li>• Frequent vandalism of items in the wards.</li> <li>• Still using old buildings, not ideal for the purpose: storage of records; storage of maintenance equipment;</li> <li>• Lack of preventive maintenance of motor vehicles and medical equipment</li> <li>• Inadequate equipment being used in the kitchen departments, and laundry too.</li> <li>• Inadequate IT equipment available to staff in all departments and a lack of preventive maintenance.</li> <li>• Facility needs revision of the function review to add laboratory services, environmental services, IT services, and additional security guards.</li> <li>• Laundry needs to be renovated and improved.</li> <li>• Need OPD structures, additional modern paying rooms to improve revenue base.</li> <li>• Construction of hostels using PPP services as a funding mechanism.</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Inadequate funding.</li> <li>• Inappropriate allocation of resources</li> <li>• High infrastructure maintenance cost due to frequent damage caused by patients</li> <li>• lack of proper documentation and record keeping on resources used</li> <li>• lack of human resources in some departments due to unrealistic staff establishment</li> </ul>
<p><b>Culture</b></p> <ul style="list-style-type: none"> <li>• Apparent stigma attached to the mental health sector from other healthcare professionals</li> <li>• Limited motivating factors affecting service delivery among non-healthcare staff</li> <li>• Excessive and inappropriate demands by personnel for remuneration for activities performed, which are part of a normal defined job description, that strains the budget</li> </ul>	<p><b>Systems</b></p> <ul style="list-style-type: none"> <li>• Poor patient data quality</li> <li>• Lack of a Medical Record Office for data management.</li> </ul>

<b>OPPORTUNITIES</b>	
<p><b>Service Provision</b></p> <ul style="list-style-type: none"> <li>• Support from MoH, i.e., treatment guidelines, policy</li> <li>• Partnership with other organizations in the development of the services at ZMH, such as a specialist outpatient clinic</li> <li>• Existence of draft Malawi mental health policy and bill to enhance service provision through links with other stakeholders</li> <li>• Presence of a resource center equipment</li> </ul>	<p><b>Skills and competencies</b></p> <ul style="list-style-type: none"> <li>• Availability of post-basic training to aid the retention of professional staff in the country, such as the College of Medicine, St. John of God College of Health Sciences, and Malawi College of Health Sciences</li> <li>• Development of CPD programmes by regulatory bodies such as Medical Council and Nurses' and Midwives' Council of Malawi</li> <li>• Continue to develop the link with AMEOS and York PCT, and develop new links in training staff</li> <li>• Established links with academic institutions (inside and outside of Malawi) for the further training of staff</li> <li>• Skills transfer from volunteers from NGOs (such as VSO)</li> </ul>
<p><b>Infrastructure and equipment</b></p> <ul style="list-style-type: none"> <li>• Basket funding to continue the redevelopment of the infrastructure at ZMH</li> <li>• Equipment donations from SMMHEP</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• funding from the MoH to purchase equipment needed in all departments at ZMH</li> <li>• Establishment of links with institutions within and outside Malawi</li> <li>• Donations from other discrete agencies or countries, such as the Norwegian government</li> </ul>
<p><b>Culture</b></p> <ul style="list-style-type: none"> <li>• Commemoration of World Mental Health Day,</li> <li>• Attending and participating in the annual Mental Health Research and Practice Conference</li> </ul>	<p><b>Systems</b></p> <ul style="list-style-type: none"> <li>• Existing supply chain manager software and equipment</li> <li>• Existing human resource information management system</li> </ul>

<b>THREATS</b>	
<p><b>Service Provision</b></p> <ul style="list-style-type: none"> <li>• Delayed approval of staff establishment by Department of Human Resources</li> <li>• Poor and incomplete referral systems.</li> <li>• Frequent stockouts of essential medicines at Central Medical Stores Trust</li> </ul>	<p><b>Skills and competencies</b></p> <ul style="list-style-type: none"> <li>• Authority to fill staff posts is held by the Department of Human Resource Management and Development (DHRMD)</li> <li>• Opportunities for further training of staff to diploma and degree level are controlled centrally by the MoH</li> <li>• Training institutions are not producing enough specialist staff</li> <li>• Trained staff leaving for other posts (staff retention)</li> <li>• Marginalization by the health sector in general, leading to inadequate updating of skills and competences</li> <li>• Stigma and discrimination are not attracting staff to the mental health sector</li> </ul>
<p><b>Infrastructure and equipment</b></p> <ul style="list-style-type: none"> <li>• If the additional finances from the ministry decrease or cease, the improvement projects will be jeopardized</li> <li>• Lack of support from Department of Infrastructure Development</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• unavailability of specialized equipment and drugs on the local market</li> <li>• Lack of maintenance specialists for specialized equipment such as electroconvulsive therapy</li> <li>• Lack of consultation on making changes to the budget line from the ministry</li> </ul>
<p><b>Culture</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Because of how mental health is perceived, lack of recognition of ZMH by other stakeholders in national initiatives</li> </ul>	<p><b>Systems</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Designated medical records software is expensive</li> </ul>

#### 4.5 PEST analysis

<i>Political (Regulations, Policies, financial and legislative controls)</i>	<i>Economic (Financial factors that have a direct influence on the institution)</i>
<ul style="list-style-type: none"> <li>• Budget approval by the treasury.</li> <li>• National mental health policy and national mental health bill</li> <li>• Recruitment of senior staff is controlled centrally by the MoH</li> <li>• Limited number of posts on the establishments and qualified specialized personnel</li> <li>• Political will for control of over expenditure, accountability, and financial prudence</li> <li>• The establishment of the Anticorruption Bureau and the strengthening of the office of the Auditor General</li> <li>• Specific regulations around budgets and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Finances available from the MoH</li> <li>• Accounting system (new accounting system and regulations implemented by the ministry)</li> <li>• Procurement procedures: SWAp reporting and IPC recommendations</li> <li>• Little control over discretionary spending at the institution level (only ORT funding available for this)</li> </ul>
<i>Social (Cultural and demographic trends affecting the institution)</i>	<i>Technological (IT and data/knowledge systems)</i>
<ul style="list-style-type: none"> <li>• Referral patterns differ across the different regions in Malawi</li> <li>• Cultural and family beliefs play a part in how Mental Health is perceived by the communities</li> <li>• Stigma attached to and attitudes towards mental health</li> <li>• ZMH staff perceive a lack of respect and recognition from other healthcare professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Only a small amount of data used by the hospital staff is captured electronically</li> <li>• Patient notes are paper-based</li> <li>• Training in IT is required</li> <li>• In national HMI systems, only a limited number of mental health indicators are routinely recorded</li> <li>• Limited accessibility to fast internet</li> </ul>

#### 4.6 Findings from the SWOT and PEST analysis

The main issues highlighted by the SWOT and PEST analysis that will impact the institution reaching its objectives are around staffing levels, training, equipment, and infrastructure.

##### Staffing levels and training

The shortage of trained healthcare staff in Malawi is recognised by the World Health Organisation in the *2006 World Health Report* (WHO, 2006), in which the human resources problem facing the world's developing countries is highlighted.

In response to this critical challenge affecting healthcare provision in Malawi, the MoH introduced an implementation programme of human resource policies in Malawi; a six-year emergency pre-service training plan, launched in 2002, and a subsequent emergency human resource program (EHRP) of April 2004 (Malawi Ministry of Health, 2006). While this has

increased in healthcare student places, it has still to resulted in a substantial increase in the number of trained healthcare staff at an institutional level.

**In common with the rest of the Healthcare system ZMH has real human resource pressure with 41% of authorized staff posts remaining vacant at the end of August 2006. These pressures acutely exist in the clinical, nursing, and rehabilitation services, for example, out of the total of six rehabilitation posts approved only the position of Chief Rehabilitation Officer (CRO) has been filled.**

Training of staff is also an issue that could influence the institution's reaching its objectives. The MoH, with ZMH having to seek approval via the annual budget or additional discretionary funds, controls all graduate and postgraduate training. This makes it very hard for the senior management to carry out long-term workforce planning.

### Equipment and infrastructure

Future building projects that have been identified by senior management at ZMH that we want to take place over the next five years are:

1. Construction of an academic and resource Centre
2. Construction of an Outpatients' department
3. Staff houses
4. New pharmacy facilities
5. Student Hostel
6. Occupational therapy room.
7. Diagnostic Centre
8. Short stay room
9. Executive paying room to improve revenue base.
10. Major rehabilitation of the hospital

Another issue highlighted by the analysis was the requirement for new equipment, such as ECT and Anesthetic machines. Most departments have identified a need for extra equipment to replace outdated, unreliable equipment and to be able to increase capacity and provide new services.

### The Way Forward and Recommendations

Through the analysis carried out, a number of issues have been identified. Actions to address these issues have been outlined below. These actions will facilitate the achievement of the broad aims of the institution as highlighted in this plan.

1. Installation of IFMIS will solve most of the gaps experienced at the institution.
2. There is a need to fill the gaps in staff at all levels.
3. Drug and Medical supplies gaps need to be addressed and improved.

4. The institution needs to integrate with other institutions in the district and at the central level so that there are proper guidance and support externally.
5. There is a need to establish further ways of revenue mobilization for the sustainability services.
6. Introduce performance appraisal systems to improve efficiency and retention of staff.
7. General cleanliness of the institution must be maintained, including IP and infrastructure management.
8. Quality management services should be maintained and strengthened at the facility.
9. There is need to have Mental Hospitals in all the regions of the country for better accessibility of the services.

Specific Objective	Actions	Timescales		Responsibility	Outcome
		Start	Completed		
To increase the capacity of early detection, assessment, diagnosis, and treatment of psychiatric conditions at the district and health center levels	To train 50% of nurses and clinicians in detecting and assessing mental health problems at the district and health center levels	October 2025	On-going	Heads of clinical and nursing departments	<ul style="list-style-type: none"> <li>Well-trained staff in relation to mental health problems, aiding early detection and assessment of potential patients</li> </ul>
	To conduct quarterly support supervisory visits to district hospitals	October 2025	On-going	Heads of the clinical and nursing departments	<ul style="list-style-type: none"> <li>Increase in the number of psychiatric patients seen and treated at the district level.</li> <li>Improved referral system from district hospitals to ZMH</li> </ul>
To provide quality mental healthcare to all inpatients	To conduct initial clinical patient assessment within the first hour of admission	October 2025	On-going	Heads of clinical and nursing departments	<ul style="list-style-type: none"> <li>100 % of attendees reviewed by a qualified mental health clinician</li> <li>Improved management of patients (Decreased Bed Occupancy Rate and Average Length of Stay)</li> </ul>

	To conduct daily nursing and weekly clinical patient reviews	October 2025	On-going	Heads of clinical and nursing departments	<input type="checkbox"/> Daily evaluation of patients' mental state
	To conduct biweekly scheduled meetings with all professional disciplines	October 2025	On-going	Head of the nursing department	<input type="checkbox"/> A forum to collaborate with other departments in the provision of care to patients

## 5.0 A planned framework for action: How do we get where we want to be?

### 5.1 To improve the provision of quality mental health care to the individual, families, and communities at all times

To improve the provision of forensic assessment to criminal offenders	To ensure that forensic assessments are being carried out when requested	October 2025	On-going	Head of clinical department	<input type="checkbox"/> Clinical assessment of <input type="checkbox"/> criminals is carried where appropriate multidisciplinary team forensic assessments are done once a month. <input type="checkbox"/> Increase the number of multidisciplinary forensic assessments done.
To conduct mental health-related clinical research	To carry out research projects in relation to mental health issues within Malawi	October 2025	On-going	Heads of clinical and nursing departments	<input type="checkbox"/> Number of mental health research projects conducted. It is expected that 3 projects will be carried out every year (dependent on funding).
To improve security and professional access to	To review the systems currently in place for	October 202	On-going	Hospital Administrator	<input type="checkbox"/> Existence of a secured patient database and highly

patient medical records	storing patients' data				professionally accessible
To strengthen information, education and communication on mental health issues among members of the general public	To distribute mental health education leaflets/posters/radio/TV programmes to communities within Malawi	October 2025	On-going	Hospital administrator	<input type="checkbox"/> Increased knowledge of mental health issues among members of general public
	To participate in World Mental Health Day activities and other world or national days	October 202	On-going (yearly)	Hospital administrator	<input type="checkbox"/> Raised awareness of mental health issues at a national event
To provide rehabilitative services to patients	To provide where possible education in literacy and numeracy classes to admitted patients  To improve already existing rehabilitation programmes	October 2025	On-going	Head of Rehabilitation	<input type="checkbox"/> Majority of patients are effectively rehabilitated and integrated into community
To provide mental health services following appropriate professionalism	To provide care utilizing appropriate policies, rules, regulations, standing operating procedures and code of ethics	October 2025	On-going	Heads of departments	<input type="checkbox"/> Availability of policies, rules, regulations, procedure manuals, and standing orders at the departmental level
	Accurate documentation of all information or records	October 2025	On-going	Head of departments	<input type="checkbox"/> All departmental activities are recorded accurately in

	utilizing the prescribed record forms				appropriate format
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**5.2 To increase and improve the quality of trained human resources and deploy them effectively and equitably.**

Objective	Actions	Timescales		Responsibility	Outcome
		Start	Completed		
To improve staffing levels	Lobbying for approval of filling the staff gaps as per establishment	October 2025	March 2026	Hospital Administrator	<input type="checkbox"/> Vacancies established
	Conducting an annual needs assessment pertaining to staffing, training and resources needs and submitting report to MoH	October 2025	March 2025	Heads of departments	<ul style="list-style-type: none"> <li>• Needs assessment done</li> <li>• increase in number of specialist personnel deployed or trained</li> </ul>
	Deploying staff equitably amongst the departments utilizing appropriate rotas	October 2025	On-going	Heads of departments	<input type="checkbox"/> Adequate staffing cover for departmental activities
To improve the skills and competencies of members of staff	Providing in-service training based on the training needs of staff	October 2025	On-going	Heads of departments	<input type="checkbox"/> Improved skills, abilities and competencies
	Conducting supportive supervision and performance monitoring of staff quarterly	October 2025	On-going	Heads of departments	<input type="checkbox"/> Senior staff to ensure that 'Best Practice' is taking place in their departments

To provide training in mental health treatment	Produce a training calendar of all student placements	October 2025	On-going	Heads of clinical and nursing departments	<input type="checkbox"/> effective coordination of teaching placements
to all cadres of student during their clinical placements					
	Provide daily supportive supervision of students during their mental health placement	October 2025	On-going	Heads of clinical/ nursing/ rehabilitation departments	Enhanced practical knowledge, confidence and positive attitude in managing people with mental health problems
To strengthen the link s between external institutions and ZMH	Sustain functional links and develop new the links with relevant stakeholders	October 2025	On-going	Heads of departments	functional links developed and sustained  Increase in number of assignments completed under each partnership
To provide incentive to members of staff to boost morale	Provision of best staff awards scheme based on individual and group achievements	October 2025	Annually	Heads of departments	Recognition of achievements of staff
To improve transport management systems and activities	Organize and co-ordinate transport to ensure vehicles are available for the transport of patients and hospital activities at all times	October 2025	On-going	Hospital administrator	Efficient transportation of patients and staff
To improve patient data management	Providing IT equipment	October 2025	On-going	Hospital administrator	Reliable and efficient patient data management system in place
To improve financial	Provide accurate, up-to-date and	October 2025	On-going	Accountant	Reliable and efficient financial

management system	timely reports of all financial transactions				management system in place
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Objective	Actions	Timescales		Responsibility	Outcome
		Start	Completed		
To improve drug and medical equipment management systems	Conduct regular Therapeutic reviews for ZMH patients every 4 weeks	October 2025	On-going	Clinical Department	<input type="checkbox"/> Regular availability of essential drugs
	Conduct quarterly checks on drugs levels and medical supplies/ equipment in all wards/dispensary/drugstore	October 2025	On-going	Pharmacist	<input type="checkbox"/> Proper usage of medications and medical supplies/ equipment
To provide adequate supplies for infection prevention procedures	Conducting monthly checks on stock levels of safety and cleaning materials for the provision of PPE to staff	October 2025	On-going	Chief Nursing Officer	<input type="checkbox"/> Regular supply of equipment for staff to work safely and carry out infection prevention activities
To improve the procurement system	Ordering hospital supplies using supply chain management procedures at all	October 2025	On-going	Heads of departments/ Hospital	<input type="checkbox"/> Regular availability of resources

Objective	Actions	Timescales		Responsibility	Outcome
		Start	Completed		
To build and rehabilitate old infrastructures	Submit departmental building requirements for inclusion in annual budget	October 2025	On-going	Heads of department	<input type="checkbox"/> Written reports submitted to Hospital administrator
	Devise a work plan outlining the infrastructure improvements planned for the next five years	October 2025	On-going	Hospital Administrator	<input type="checkbox"/> All old building is rehabilitated accordingly
To improve information management systems	Submit IT equipment requirements for inclusion in annual budget to purchase them annually	October 2025	On-going	Heads of departments/ Hospital administrator	<input type="checkbox"/> Reliable and efficient information management system in place

#### 5.4 To improve the infrastructure and equipment at ZMH

#### 6.0 Monitoring and Evaluation

Outcome	Measurement
Well-trained staff in relation to mental health problems, aiding early detection and assessment of potential patients	Review and record number of health workers trained  Evaluation of training using the form of pre and post training questionnaires assessing impact of the training delivered  Review and record number of psychiatric patient treated at the Mental Hospital.
Improved mental health activities at district level	Record number of supervisory visits conducted at each district per year
Increased number of multidisciplinary forensic assessments done	Record and count the number of multidisciplinary assessments being done.
Improved management of patients	Audits of clinical notes.

Number of mental health research projects conducted	Published findings for the research carried out Record number of research projects carried out by staff at ZMH
100 % of attendees reviewed by clinician	Audit of case files and register
Improved access to patients' records	Record time taken to retrieve old case files
Daily evaluation of patient's mental state	Audit of patient notes to evaluate the frequency that patients are being reviewed
Number of patients effectively rehabilitated and integrated into community	Review of reports from the rehabilitation department evaluating the rehabilitation programmes being delivered at ZMH
Availability and utilization of policies, rules, regulations, procedure manuals, and standing orders at the departmental level	Checklist for each department
Patient reviews and assessments are recoded accurately in patient notes	Audit of patients notes to ascertain the quality of recorded patient reviews and assessments within the notes
Incident reports are to be completed to keep an up to date record of all untoward incidents and the recording of risks occurring at ward level	Audit of incident reports to identify any recurring risks contributing to incidents at the ward level

In order to achieve our objectives, there is need to do evaluation on the main measurable outcomes from section 5, the planned framework for action.

**To improve the provision of quality mental health care to the individual, families and communities at all times**

**To increase and improve the quality of trained human resources and deploy them effectively and equitably**

Outcome	Measurement
Vacancies filled	Identify and advertise for vacant posts is better
Improved skills, abilities and competencies	In-service evaluation reports
Effective coordination of teaching placements	Evaluation of placement using pre and post tests on knowledge, attitude and confidence
Increased number of trained specialized staff	Review and record number of staff in short- and long-term training

‘Best Practice’ is taking place in all departments	<p>Audit of the number of clinical supervision sessions taking place for staff</p> <p>Audit of adherence to procedures and practices</p> <p>Audit of appraisal documentation to ensure staff are receiving their appraisal annually</p>
Availability of policy documents and updated staff records	Annual audit of staff records and policy files to be carried out

**To provide an adequate supply of resources used in the provision of a therapeutic environment for patients and staff.**

Outcome	Measurement
Regular availability of essential drugs	Monthly stock check of drugs and medical supplies to be carried out
Conduct quarterly checks on drugs levels and medical supplies/equipment in all wards/dispensary/drugstore	Quarterly stock check of drugs and medical supplies to be carried out
Regular supply of equipment for staff to work safely and carry out infection prevention activities	Stock check for equipment and supplies for IP
Efficient transportation of patients and staff	Review of monthly reports to management meetings on transport management

**To improve the infrastructure and equipment at ZMH**

Outcome	Measurement
All old buildings are rehabilitated accordingly	Checklist/ Progress report
Reliable and efficient information management system in place	Checklist/ Progress report

These outcomes will be reviewed on a quarterly basis (unless otherwise stated).

## **7.0 Conclusion**

Zomba Mental Central Hospital Strategic Plan 2023-2030 aims to provide a direction for the hospital to follow and offer a framework by which it can reach its strategic objectives. The key to the success of the plan will depend on how effectively it will be implemented. In attempt to ensure that implementation takes place supplementary Implementation Plans relating to this document have been provided to the head of every department. These Implementation Plans contain activities that must be completed by the departmental level to ensure the objectives of the strategic plan are met. Responsibility therefore rests with the head of each department to ensure the activities take place to ensure the plan is implemented successfully.

## REHABILITATION IMPLEMENTATION PLAN

### 5.1: To improve the provision of quality mental health care to the individuals, families and communities at all times

<b>Objective</b>	<b>Departmental activities to ensure the action is carried out</b>	<b>Requirement</b>	<b>Responsibility</b>	<b>Timescale</b>
To ensure early detection of functional problems, diagnoses and rehabilitation of people with mental health problems	conducting functional assessment and evaluation on every patient referred for rehabilitation within a period of 24 hours of referral	Human resource Time	Head of rehabilitation department	July 2025 - on-going
	developing assessment tool for individual needs	Drafting or downloading or developing the tools	Head of rehabilitation department	September – November 14
	OT staff to be involved in MDTR of all patients	Human resource Time	Head of rehabilitation department	July 2025 - on-going
	provide OT equipment in each ward	Funding	Head of rehabilitation department	July 2025 - on-going
	Placement of rehabilitation patients in functional departments such as carpentry, kitchen	Timetable	Head of rehabilitation department	July 2025 - on-going
To equip nursing staff and hospital attendants in rehabilitation/OT techniques	Provide training on rehabilitation techniques to nursing staff and hospital attendants	Timetable Funds	Head of rehabilitation department	July 2025 - On-going
To provide clinical teaching and supervision of rehabilitation technicians students during their 6-week	Conduct induction training in the first week of attachment and weekly supervision.	Time	Head of rehabilitation department	July 2025 - on-going

mental health placement				
To develop partnerships with other stakeholders in provision of trades skills	Develop a sustainable OT farm	Funding	Head of rehabilitation department	July 2025 – on-going
	Lobby with TEVETA for certification of trades and writing a proposal to TEVETA		Head of Rehabilitation dept.	September to December 14

### 5.2 To increase and improve the quality of trained human resources and distribute them effectively and equitable

Objective	Departmental activities to ensure the action is carried out	Requirement	Responsibility	Timescale
To fill existing vacancies according to revised staff establishment	Lobby for additional staff 3 rehabilitation technicians per year 2 social workers 1 physiotherapist 1 clinical psychologist 1 special needs teacher	Updated Staff Returns	Head of rehabilitation department	July 2025 – on-going
	Submitting situational training needs assessments	Reports	Head of rehabilitation department	July 2025 - on-going
	Allocate Rehabilitation Technician in each ward to make sure rehabilitation activities are being done	Human resource work plans	Head of Rehabilitation department	July 2025 - on-going
	Redeploy 6 hospital attendants to the rehabilitation department on full time basis to sustain the skills	Human resource	Head of rehabilitation department	July 2024 - June 2025
	Train 4 hospital attendants in short courses to learn trade skills biannually	Funding	Head of rehabilitation department	July 2025 - on-going

**5.3 To provide a supply of resources in the provision of a therapeutic environment for both patients and staff**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
To improve infrastructure and equipment in the new OT block	Submitting requirements to the procurement office for the following yearly Computers with internet connection; Carpentry; Library; Gymnastic; Sewing; Tinsmith; Drawing; Painting; Welding; Home management; Cooking	Funding	Head of Rehabilitation department	July 2025 - on-going

**ACCOUNTS IMPLEMENTATION PLAN**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
To provide advisory role in all financial matters	Accountant or accounts representative to attend all budget allocation, review and IPC meetings	Time	Accountant	July 2025 - on-going
To improve timely and accurate financial reporting	carry out the following accounting activities by the dates specified: <ul style="list-style-type: none"> <li>Salaries prepared by the 5<sup>th</sup> of each month</li> <li>Financial status returns sent by 5<sup>th</sup> each month</li> <li>Reconciliation at the accounts office and CPO (central payment office) on quarterly basis</li> </ul>	Human resource  Time	Accountant	July 2025 - on-going

	<ul style="list-style-type: none"> <li>• All outstanding commitments should be paid before the following month funding</li> <li>• Maintain, balances and expenditures and close vote ledgers by 31<sup>st</sup> of each month</li> </ul>			
To improve human resource levels and skills	submitting training needs	Funds	Accountant	July 2025 on-going
To improve Information Technology equipment	submit IT equipment needs to procurement office <ul style="list-style-type: none"> <li>□ 2 desktop computers and 2 laptops</li> </ul>	Funds	Accountant	July 2025 - June, 2025

## Administration Implementation plan

### 5.1 To improve the provision of quality mental health care to the individual, families and communities at all times

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
To ensure adequate and proper use of supplies at all times	Monitor and check weekly the amounts of food stuffs, clothing and other consumables	Stock control. Funding Human resource	Administrator	July 2025 - on-going
	Establish management 10 subcommittees and conduct quarterly meetings	Funding Human resource	Administrator	July 2025 - on-going
To improve transport management system	<ul style="list-style-type: none"> <li>• Devise a timetable for preventive maintenance of all hospital vehicles</li> <li>• Certification of all motor vehicles in use yearly</li> <li>• Produce rotas to make sure 3 drivers are on duty on daily basis to cover transport activities</li> </ul>	Maintenance schedule Funds Completed driver rotas	Hospital administrator	July 2025-ongoing

	Check log books for mileage and fuel used to calculate fuel consumption at driver handovers	logbook	Hospital administrator	July 2025 – on-going
	Send monthly returns to the MoH reporting the information relating to transport activities	funding Human resource Time Written report	Hospital administrator	July 2025-ongoing
	Formulate transport Policy	Funds	Hospital administrator	July 2025 - Jan, 2025
	Allocate a specific ambulance for patient care daily	Availability of ambulance	Hospital administrator	July 2025 - on-going

**5.2 To increase and improve the quality of trained human resources and distribute them effectively and equitable**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
Filling of vacant posts as per revised hospital establishment	Send requests to the MoH for the:  Establishment and authority to recruit extra staff	written communication Funding	Hospital administrator	July 2025- on-going
To improve skills of human resource	Conducting need-based in-service training quarterly	Funding Training schedule	Hospital administrator	July 2025- on-going
	Submit training needs to the ministry yearly	Written communication	Hospital administrator	July 2025 - on-going
	Facilitate performance appraisal exercise and submit reports to the ministry yearly	Written communication	Hospital administrator	July 2025- on-going

**5.3 To provide a supply of resources in the provision of a therapeutic environment for both patients and staff**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
To provide conducive environment for staff and patients	Carry out monthly inspection and maintenance of all equipment	Maintenance schedules	Hospital administrator/	July 2025 – on-going
	provide equipment for fire-fighting, infection prevention, and other supplies	Funding	Hospital Administrator	July 2025 - on-going
	provide nutritious meals to patients and staff on night duty	Funding	Hospital Administrator	July 2025 - on-going
	Conduct weekly IP inspection	Human resource Time	Hospital administrator	July 2025- on-going

**5.4 To improve the infrastructure and equipment at ZMH**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
To improve infrastructure and equipment	<p>Lobbying and follow up for funding to build</p> <ul style="list-style-type: none"> <li>• 10 senior staff houses</li> <li>• 20 junior staff houses</li> <li>• OPD building</li> <li>• Laboratory building</li> <li>• Pharmacy building</li> <li>• Laundry building</li> <li>• Maintenance workshop building</li> </ul>	written communication	Hospital administrator	<b>July 2025- Dec 2025</b>

	<p>Lobbying for funding to purchase 2 ambulance and 4 utility vehicles and the following Equipment</p> <ul style="list-style-type: none"> <li>• 5 new cooking pots</li> <li>• 1 new cold room</li> <li>• 1 iron roller</li> <li>• 1 Lathe machine</li> <li>• 1 Grinder</li> <li>• 1 Heavy duty vice</li> <li>• 1 Welding machine</li> <li>• 1 Heavy duty Generator</li> <li>• Procurement of spare parts for Lawn mowers</li> <li>• 1 Lockable shelf for the Registry</li> <li>• 1 Binding and lamination machine</li> <li>• 2 electric sewing machines</li> </ul>	Written communication	Hospital administrator/	July 202 - on-going
	<ul style="list-style-type: none"> <li>• 1 chain saw</li> <li>• <b>8 electric food trolleys</b></li> </ul>			
	submit requirements to procurement office for 3 laptop computers; 3 desktop computers; 1 heavy duty printer	funding	Hospital administrator	July 2024 - June 2025
	conduct quarterly preventive maintenance for the following machines, generator, laundry machines, cooking pots boiler, autoclave and vehicles	Funding	Hospital administrator	July 2024 and on going

	conduct routine maintenance of machines like photocopying machines, computers, fax every six months	Funding		July 2024 - On going
	compile inventory sheets for every office quarterly	Funding	Hospital Administrator	July 2024 and On going
	conduct board of survey for unserviceable stores annually	Funding	Hospital Administrator	July 2024 and on going

## CLINICAL IMPLEMENTATION PLAN

### 5.1 To improve the provision of quality mental health care to the individual, families and communities at all times

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
To train 50% of nurses and clinicians in detecting and assessing mental health problems at district and health center level	Conduct educational training to clinicians and nurses at the district and health center level	Timetable Time	Head of clinical department & Desk officer for Mental Health	<b>July 2024- on-going</b>
To ensure that clinical staff assess ALL new patients on admission or within 24hours	Ensure that clinical assessments of all new patients must take place on admission during daytime	Clinicians' OPD duty rota Human resource	Head of clinical department	July 2024 to June 2028

	Submitting requirement to Procurement office following equipment for the on-call room.	funding	Head of clinical department	July 2024 – June 2024
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To increase access to forensic services	Review and evaluate referral protocol in place with the police and judicial system to determine if all requests for forensic assessments are being carried out	Data on referrals for forensic assessments	Head of clinical department	<b>July 2024 - ongoing</b>
To carry out research projects and audits in relation to mental health issues within Malawi	<b>Call for submission of research proposals</b>	Funding Time Human resource	Head of Clinical department	July 2024- Ongoing
To improve patient's Information Management system	Conduct quarterly review of information management systems for patients	Review of information management systems to take place	Head of clinical department	<b>September 2024 &amp; ongoing</b>
	Conducting trainings of clinical and nursing staff in ICD10	Timetable for ICD-10 training		<b>August-December 2024</b>

**5.2 To increase and improve the quality of trained human resources and distribute them effectively and equitably.**

<b>Action from strategic plan</b>	<b>Departmental activities to ensure the action is carried out</b>	<b>Requirement</b>	<b>Responsibility</b>	<b>Timescale</b>
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To improve specialised care	Submitting training needs to the Ministry of Health for funding to train psychiatrists, psychiatric clinical officers, psychologists/ counsellors, , and other specialties (short-term and long-term)		Head of clinical department	July 2024 and on-going
	Filling of vacancies as per revised staff establishment	written communication	Head of Clinical Department	July 2024 and on-going
To improve clinical teaching for students	produce training calendar for all student placements and a timetable for 2-day induction course and weekly tutorials	Written communication	Head of clinical department	July 2024 - on-going
	conduct daily supervision of clinical students	timetable	Head of clinical department	July 2024 – on-going
	Conduct pre and post placement knowledge, attitude and confidence assessments	Assessment tools i.e. logbook, questionnaires Time Funding	Head of clinical department	July 2024 - on-going

**5.3 To provide adequate supply of resources used in the provision of a therapeutic environment for patients and staff.**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirement	Responsibility	Timescale
To conduct routine checks on drug levels and medical supplies in all wards	Review levels of drugs stocks and medical supplies biweekly to ensure adequate sufficient amounts are available for the treatment of patients	Tools for checking drug and medical supplies	Head of clinical department	July 2024 and on-going

#### 5.4 To improve the infrastructure and equipment at ZMH

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirement	Responsibility	Timescale
	Lobby for construction of 4 houses for clinicians per year	Funding	Head of Clinical Department	July 2024 - on-going
To procure additional IT equipment	Submitting requirement to procure following: <ul style="list-style-type: none"> <li>• 3 laptops</li> <li>• 10 computers (2 for records – stat plus 2 printers)</li> <li>• 10 heavy duty printers</li> <li>• 1 antivirus software for 20 PCs</li> <li>• 2 external hard drive (for records)</li> <li>• 1 digital projector</li> <li>• 1 heavy duty photocopier (for records)</li> <li>• 2 filing cabinets for records (to check with stores)</li> </ul>	Funding	Head of clinical department	July 2024 – on going

#### Nursing Implementation plan

#### 5.1 To improve the provision of quality mental health care to the individual, families and communities at all times

Action	Departmental activities	Requirements	Responsibility	Time scale
To provide comprehensive individualized care	Conduct proper assessment of patients at the Out Patient Department (OPD) and refer to appropriate services.	Funding Human resource Time	Head of Nursing Department	July 2024 and on-going

	<ul style="list-style-type: none"> <li>• carry out nursing ward reviews within 24 hours of admission</li> <li>• advocate for clinical patient reviews within 24 hours of admission</li> <li>• prepare and facilitate ward rounds twice a week</li> <li>• conduct subsequent nursing ward reviews on daily basis</li> </ul>	Time Human resource	Head of Nursing Department	July 2024 and on going
	conduct research yearly	Funding Time Human resource	Head of Nursing Department	July 2024 and on going
	Conduct proper documentation and recordkeeping all activities performed.	Time Human resource funding	Head of Nursing Department	July 2024 and on going
	lobby for functional phones to be available in all wards	Written communication	Head of Nursing Department	July 2024 and on going
	conduct meetings monthly to discuss progress of nursing care (Ward/ Unit/ Department)	Time	Head of Nursing Department	July 2024 and on going

**5.2 To increase and improve the quality of trained human resources and distribute them effectively and equitable**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
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To improve knowledge and skills in mental health nursing	<ul style="list-style-type: none"> <li>• develop training programme and curriculum for general nurses</li> <li>• write and submit proposal for funding</li> <li>• Conduct training within 6 months of deployment</li> </ul>	Funding  Time Written communication	Head of nursing department	July 2024 - On going
	<ul style="list-style-type: none"> <li>• submit training needs for Post basic/ Postgraduate training for nursing staff (BSc/ MSc ) within 3years of deployment</li> <li>• conduct refresher courses quarterly based on the training needs</li> </ul>	Time Funding Human resource  Time Human resource		

**5.3 To provide a supply of resources in the provision of a therapeutic environment for both patients and staff**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirements	Responsibility	Timescale
To provide adequate resources	Conduct daily check and ordering of resources for patients	funds	Head of nursing department	July 2024 ongoing
	submit annual needs assessment of the section pertaining to resource needs	Written communication	Head of nursing department	July 2024 On going
To provide a safe environment for patients and staff	Conducting daily cleaning and general scrubbing once a week Conducting weekly inspection Conducting climate meetings every fortnight	Human resource Funding Time	Head of nursing department	July 2024 ongoing
To provide security of hospital property	Conduct daily and monthly inventory exercise	Funding Time Human resource	Head of nursing department	July 2024 and on going

#### **5.4 To improve the infrastructure and equipment at ZMH**

Action from strategic plan	Departmental activities to ensure the action is carried out	Requirement	Responsibility	Timescale
To procure additional IT equipment	submit departmental needs 2 laptops, 2 desktops 1 printer	Funding	Head of nursing department	July 2024 - on-going
To maintain functional equipment and infrastructure	Timely reporting of faults to maintenance supervisor	Written communication	Head of nursing department	July 2024 - ongoing
To build and rehabilitate/ infrastructure	advocate for houses of staff 6 per year	Written communication	Head of nursing department	July 2024 - ongoing