

**42 - HUMANIZATION, WELCOME, GOOD-CARE: QUALITY MANAGEMENT IN A UNIVERSITY HOSPITAL**

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**INTRODUCTION**

The adherence to the national policy of humanized care in the Unified Health System (UHS) is one of the significant factors involved in the quality management in the Ana Bezerra University Hospital of the Universidade Federal do Rio Grande do Norte (UFRN), in Brazil. The hospital is located in the city of Santa Cruz, RN. This management policy in the institution is conducted with the participation of the service providers, students, health unit managers, and the general community, that operate, construct, and perfect this practice, based on the mission statement of the institution that states "provide maternal-infant care, qualified and humanistic, for the formation of citizenship".

Humanized care in the health services is a management priority of the UHS as it aims to bring efficiency and efficacy to the practices. The practice is linked to the policy of favorable therapeutic relationships that might positively influence the health of the population. Therefore, the National Policy of Humanization points out diverse management mechanisms that indicate the development of a qualified care work process.

The Ana Bezerra University Hospital institutionalized a program for quality management entitled: Humanize, Wellcome, Good-care, with the objective to dignify the relations between the institution, the health professionals and the health user. It offers quality services and integral care from the entrance into the institution, to the various levels of care.

**OBJECTIVE**

The objective of this study is to describe the organization of the principles of quality care contained in a hospital management program that focuses on integral and humanized care.

**METHODOLOGY**

The study uses a case study design. It was conducted in a university hospital, Ana Bezerra University Hospital (HUAB), during the month of September 2009. Data were collected by means of documental analysis of registries and archives of the institution and free, non-structured observations of the health providers involved in the program under study.

The theoretical base for analysis was comprised of the National Policy for Humanization of Hospital Care and the principles of humanized care proposed

**RESULTS****Understanding the concept of humanized care**

The Ministry of health has traditionally demonstrated a preoccupation with the care provided by the health services, based on the assumption that change needed to be undertaken, as evidenced by the population dissatisfaction with the access to health services and the bad treatment they received in the hospitals. Initiatives were undertaken that sought the provision of quality humanized care that would be accessible to all.

Therefore, in 2001, the National Policy for Hospital Care (PNHAH) was instituted. A technical group in the subject area, and other regional groups were formed that would work the humanized care in the hospital settings. The regional work group had the preoccupation to discuss and disseminate the humanization initiatives in the various reference institutions. The PNHAH proposes a series of integrative activities that seek to substantially change the pattern of care provided to the client that seeks care in the public hospitals in Brasil. The idea was to improve the quality and the efficacy of the services providing care in those institutions (BRASIL, 2001).

At the time, there were many attitudinal initiatives were many but they were isolated, making the idea of humanization difficult to sustain. Advances were made in the process, however. The HUAB was part of this work regional group and in 1996 the title of Child Friendly Hospital was awarded to the institution. In 2000 an additional prize was granted to the hospital, the Galba Araújo award. This award is granted to by the Ministry of Health to institutions that have the humanized birth/ mother-centered birth policy in effect. Additionally, in 2002, the hospital was recognized by the Bank of Brasil as a health care institution that included social technology in its processes. Later, the National Policy for Humanized Care provided a wider perspective to this type of care already institutionalized in the HUAB, when the policy directives were disseminated throughout the country.

Therefore, the HUAB has been providing care in keeping with the proposals of the Ministry of Health and has invested in hospital management so that the humanization and integral care policy could be maintained and strengthened in the institution. The hospital delineated a decentralized and collaborative management process with the internal and external public, by change strategies that have favored the construction of this policy institutionally. Results of these efforts are evident. In 2004, the hospital was awarded a certificate by the Ministries of Education and Health for the examples of modern care provided and its academic responsibility. In 2007, the hospital was recertified for demonstrating the promotion of humanized care in its premises.

**DESCRIBING THE PROCESS**

The advances achieved after management adherence to the PNH and its mechanisms are presented as the basic pillars of the humanization policy of the HUAB. The policy is defined by the term: Humanize, Welcome, Good-care. The first initiative to promote the adherence of the community and the providers was comprised by the formation of the management council with 4 members of the community being represented, 4 HUAB providers and 2 government members.

All the institutional policies are discussed by the council. Recently, a functional unit was organized as a way to modernize management and give administrative rationality, and to favor the participation of the contributors to the administration of the Unit. Therefore, the work group is discussing changes in the organizational diagram with the objective to provide a more horizontal aspect to the service administration. Concomitant to this process, strategic planning activities are conducted in which all the professional categories of the hospital are represented. Thus, the collaboration of providers and of the management representatives is assured. In addition several mechanisms for more collaboration were instituted.

### **PARTICIPATION OF THE CLIENTS IN THE MANAGEMENT PROCESS OCCURS BY MEANS OF A QUALIFIED LISTENING SYSTEM PROVIDED TO THE SERVICE USER.**

This mechanism is currently directed at the health service user and is conducted by means of suggestion boxes available in three strategic sectors of the hospital (the central receptive area, internment sector and the pediatric sector). In addition weekly surveys are conducted to inquire the patients' satisfaction with quality of the services provided. This inquiry is conducted by the Psychology sector and the students of the Undergraduate Nursing Program of the UFRN that participate in the Welcome Care Project. Also, a welcome reception intervention with the incoming clientele is offered in various strategic places, such as the one named the child's corner, that favors play activities in the waiting room.

The formation of the Humanization Work Group (GTH) is necessary for the institutionalization of the policy and is composed of 10 representatives of the hospital service providers indicated by their coworkers. The GTH meets three times a semester and functions according to a semester work plan organized by its members and based on the precepts of the UHS.

The GTH is involved in the establishing of strategic methods for management. Its objective is to intervene in the work processes and in the quality health production (BRASIL, 2006). Currently, the GTH of the HUAB is working on the implementation of an open visiting policy. Questionnaires are being used for providers to give their opinion as to the best way that such a visit could occur in the reality of the local context.

The HUAB instituted the right to have another person accompanying during the hospitalization. This is permitted to the parturient woman during the pre-birth and in the birth unit in the cases of normal birth; in the pre-birth place and in the rooming-in facility (immediate post-birth), in the case of birth by cesarean section. The Law 11.108 of April 7, 2005, declares "that the health services of the Unified Health System – UHS, of the basic network or contracted, are obliged to permit the presence of one accompanying person with the parturient, during all the period of labor, birth, and immediate post-partum" (BRASIL, 2005). Additionally, in the pediatric clinic, all children have persons, usually parents, accompanying them during the hospital stay. This is in accordance to the specifications of the Child and Adolescente Legal Statute and the Children Rights Statement during Hospitalization.

The health record is also undergoing change. The transdisciplinary health record was instituted in the units as a pilot project to be used in three cases. This mechanism is believed to provide more communication among the team members and will facilitate the therapeutic process.

The quality of life project provides relaxing activities for the workers, so as to alleviate the stress during work processes. They are directed at prevention and control of occupational illnesses. It is believed that these cause a positive impact on the work relations, an improved organizational climate, and the integration of management and collaborators. Care, health promotion, and health vigilance activities are conducted with the workers. In addition, the accompaniment of the workers' health food consumption is provided by nutritionists. The objective is to orient alimentary reeducation in patients with obesity, hypertension and diabetes, so as to improve their quality of life.

With regards to physiotherapy, a work gymnastic strategy is conducted during the work hours. The idea is to integrate the team and to stimulate positive attitude for care in order for better attitude and well-being.

Immunization is a condition "sine qua non" for the prevention of the major transmissible diseases during the work process. Therefore, vaccines are offered periodically. In addition, periodic exams are provided by the occupational physician that works with the program and referrals are made to health units of higher complexity. Additionally, the preoccupation with oral health is guaranteed by the Project activities. Also instituted, was the psychological watch, as a form of guaranteeing the worker the activities of nursing care, such as the cervical preventive exam, vital signs verification, health advice and gynecological referrals, after the results of the exams are obtained.

It is therefore, obvious that the hospital provides multiprofessional care and has had positive results in the development of diverse activities that favor the humanization of the care taker and the receptor of the care. Diverse program activities have been developed with this perspective, such as: the SPACe for health; the Person Management Project; the REICLAR project; the Humanization of the pre-natal and birth; the Mother Citizen Project; Promotion of Integral Care of High Risk Pregnant Women; among others.

### **FINAL CONSIDERATIONS**

The modernization management in health is an important tool in promoting quality care; it shows the involvement of employees of the institution, and encourages the empowerment of users in the improvement of health services.

The Policy for Humanized Care brings positive effects in the care of the recipients and it provides understanding of citizenship to the users and to the health professionals. In HUAB, major advances took place over the past few years, primarily in the implementation of the provisions members of the HNP. These initiatives demonstrate the relevance of the hospital in the municipal, state and national contexts. Some awards have been obtained that have given recognition to these initiatives. However, various reflective processes are necessary with respect to the mechanisms that are being instituted or for their improvement, thereby widening the discussion to include the collaborators of HUAB.

The national health policy and the current university situation have contributed to the enhancement of management instruments that promote the good use of resources and that qualify the care. The initiatives are many and the results become evident when the manager has sensibility.

Therefore, the plan is to maintain the progress and the daily qualification of the care and the management of the HUAB, so as to promote it as a reference for the National Policy of Humanized Care in Brazil.

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#### **HUMANIZATION, WELLCOME, GOOD-CARE: QUALITY MANAGEMENT IN A UNIVERSITY HOSPITAL ABSTRACT**

The aim of this paper is to describe the organizing principles of quality care conducted in hospital management that focuses on the practice of quality management in a teaching hospital of the Federal University of Rio Grande do Norte, in accordance with the National Hospital Humanization. The program in focus aims to classify the care and labor relations, provide administrative rationality, encourage teamwork and be an important scenario for humanizing practices. We used a case study design and the analysis was performed on documents and experiential observations coming from the professionals who develop activities. The framework that guided the interpretation consisted of the principles of humanization contained in the National Hospital Humanization and comprehensive care. As a result, the study provides an understanding of humanizing practices that positively influence the quality management through extension projects involving employees, students and teachers of the institution. It is concluded that modernization in health management involves various levels of teaching and that service is an important tool in promoting quality care. It is believed that this form of management indicates the involvement of the hospital, as a teaching institution, in the promotion of humanization care and in the empowerment of users for the improvement of health services.

**KEYWORDS:** management, medical quality.

#### **HUMANISATION, D'ACCUEIL, BIEN-CARE: GESTION DE LA QUALITE DANS LES HOPITAUX UNIVERSITAIRES RÉSUMÉ**

Le but de cet article est de décrire les principes d'organisation des soins de qualité inscrits dans la direction de l'hôpital qui se concentre sur la pratique de la gestion de la qualité dans un hôpital d'enseignement de l'Université fédérale de Rio Grande do Norte, grâce à des arrangements de l'humanisation de l'hôpital national de . Le programme vise à se concentrer sur le classement des soins et des relations de travail, fournir rationalité administrative, d'encourager le travail en équipe et être scénario important d'humanisation des pratiques. Nous avons utilisé une étude de cas randomisés. A été réalisée par l'analyse de documents et d'observations provenant de l'expérience des professionnels qui développent des activités. Le cadre qui a guidé l'interprétation de l'analyse a consisté à les principes de l'humanisation contenues dans l'humanisation Centre national hospitalier et des soins complets. En conséquence, l'étude permet une compréhension de l'humanisation des pratiques qui influence positivement la qualité de la gestion grâce à des projets d'extension impliquant des employés, étudiants et enseignants de l'institution. Il est conclu que la modernisation dans la gestion de la santé impliquant différents niveaux de l'enseignement et le service est un outil important dans la promotion des soins de qualité. On croit que cette forme de gestion indique l'implication de l'hôpital comme une institution d'enseignement, à promouvoir le plein emploi et à l'humanisation des soins, et favorise la responsabilisation des usagers dans l'amélioration des services de santé.

**MOTS-CLÉS:** gestion, qualité médicale.

#### **HUMANIZACIÓN, DE ACOGIDA, BIEN CUIDADO: GESTIÓN DE LA CALIDAD EN UN HOSPITAL UNIVERSITARIO RESUMEN**

El objetivo de este trabajo es describir los principios organizativos de una atención de calidad en la dirección del hospital que se centra en la práctica de la gestión de la calidad en un hospital docente de la Universidad Federal de Rio Grande do Norte. El trabajo es conducido a través de acuerdos de la Humanización del Hospital Nacional . El programa tiene como objetivo debatir sobre la clasificación de la atención y las relaciones laborales, proporcionar la racionalidad administrativa, fomentar el trabajo en equipo y ser escenario de importantes prácticas de humanización. Se utilizó un diseño de estudio de caso. Se realizó mediante el análisis de documentos y observaciones de la experiencia procedente de los profesionales que desarrollan actividades. El marco que guió la interpretación de los análisis consistió en los principios de la humanización de la Política Nacional de la Humanización Hospitalar y la atención integral. Como resultado, el estudio ofrece una comprensión de la humanización de las prácticas que influyen positivamente en la calidad de la gestión a través de proyectos de extensión de la participación de empleados, estudiantes y profesores de la institución. Se concluye que la modernización en la gestión de salud que implican diferentes niveles de la enseñanza y el servicio es una herramienta importante en la promoción de una atención de calidad. Se cree que esta forma de gestión indica la participación del hospital como una institución de enseñanza, en la promoción de la humanización y de la atención, y promueve el empoderamiento de los usuarios en la mejora de los servicios de salud.

**PALABRAS CLAVE:** gestión, calidad médica.

#### **HUMANIZAR, ACOLHER, BEM-CUIDAR: QUALIDADE NA GESTÃO DE UM HOSPITAL UNIVERSITÁRIO RESUMO**

O objetivo deste artigo é descrever a organização dos princípios de qualidade assistencial inseridos no programa de gestão hospitalar que focaliza a prática de qualidade na gestão de um hospital de ensino da Universidade Federal do Rio Grande do Norte, através de dispositivos da Política Nacional de Humanização Hospitalar. O programa em foco objetiva qualificar a assistência e as relações de trabalho, proporcionar racionalidade administrativa, incentivar o trabalho em equipe e ser importante cenário de práticas humanizadoras. Utilizou-se um delineamento de estudo de caso. Foi realizado por meio de análise de documentos e de observações experienciais oriundas dos profissionais que aí desenvolvem atividades. O referencial que embasou a interpretação das análises consistiu dos princípios de humanização contidos na Política Nacional de Humanização Hospitalar e de integralidade da atenção. Como resultado, o estudo providencia o entendimento das práticas humanizadoras que influem positivamente na qualidade da gestão, por meio de projetos de extensão envolvendo os colaboradores, discentes e docentes da instituição. Conclui-se que a modernização na gestão em saúde envolvendo diversas instâncias de ensino-serviço é uma importante ferramenta na promoção da qualidade assistencial. Acredita-se que essa forma de gestão denota o envolvimento da hospital, como instituição de ensino, na promoção da integralidade e humanização do cuidar, bem como favorece o empoderamento dos usuários na construção da melhoria de serviços de saúde.

**PALAVRAS-CHAVES:** gestão, humanização, qualidade

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