

UNIVERSITY OF SIERRA LEONE TEACHING HOSPITALS COMPLEX

CONNAUGHT HOSPITAL

ANNUAL HIGHLIGHTS 2025

Transforming Tertiary Care in Sierra Leone



CONNAUGHT HOSPITAL



Foreword



The year 2025 represents an important milestone in the ongoing transformation of Connaught Hospital. After decades of systemic challenges, the hospital is steadily reclaiming its place as a center of excellence for tertiary care, teaching, and national referral services in Sierra Leone.

This report reflects not only the activities undertaken during the year, but also the outcomes, lessons learned, and strategic direction of the institution. Our focus in 2025 remained on strengthening systems rather than pursuing cosmetic gains—improving infrastructure, professional conduct, patient-centeredness, environmental hygiene, governance, and accountability.

Despite persistent financial and human resource constraints, the commitment of staff, support from the Ministry of Health, and partnerships with local and international collaborators enabled us to record measurable progress. While we acknowledge that significant gaps remain, particularly in financing, staffing, and equipment, the trajectory of Connaught Hospital is firmly positive.

This report is presented as a tool for accountability, reflection, and planning. We remain committed to continuous improvement and to delivering safe, dignified, and high-quality care to the people of Sierra Leone.

Dr. Mark Ibrahim Kapuwa
Hospital Care Manager Connaught Hospital

Acknowledgement

Connaught Hospital Management wishes to express its profound gratitude to all individuals and institutions whose dedication, partnership, and support contributed to the hospital's progress and achievements during the reporting period.

We extend our sincere appreciation to the **Ministry of Health**, particularly the **Honourable Minister, Dr. Austin Demby**, for his leadership, vision, and unwavering support to Connaught Hospital. We also gratefully acknowledge his two deputies, **Prof. Charles Senessie** and **Dr. Jalikatu Mustapha**, for their continued guidance and commitment to strengthening hospital services nationwide. Special thanks are extended to the **Permanent Secretary** and the **Chief Medical Officer, Dr. Sartie Kenneh**, for their strategic direction and administrative support. We further acknowledge the **Deputy Chief Medical Officer for Clinical Services, Dr. Mustapha Kabba**, and the **Director of Hospitals and Ambulance Services** for their collaboration and support in advancing service delivery and emergency care.

We appreciate the **USLTHC Board of Administration** for its valued **partnership, training and collaboration**, which have contributed positively to institutional progress and shared objectives.

Our heartfelt appreciation goes to all **healthcare workers and support staff of Connaught Hospital**—clinical, nursing, allied health, administrative, technical, and ancillary staff—whose professionalism, resilience, and commitment to patient care remain the backbone of the institution. Your tireless service under often challenging conditions continues to transform lives and restore public confidence in the hospital.

We acknowledge with deep appreciation our development partners and collaborators, including King’s Sierra Leone Partnership, Mercy Ships, RESURGE Africa, Interburns, and other local and international partners, for their invaluable technical assistance, capacity building, infrastructure development, equipment support, and mentorship, which have been instrumental in strengthening service delivery, workforce training, and institutional growth. We also sincerely recognize our friends and partners who have adopted, renovated, and supported various wards and units, significantly improving the care environment, patient dignity, and overall service quality. Furthermore, we extend our gratitude to our public–private partners in pharmacy and laboratory (MediTrust) services, whose collaboration has enhanced diagnostic capacity, access to quality medicines, operational efficiency, and continuity of care, collectively demonstrating the power of partnership in advancing tertiary healthcare delivery and strengthening Sierra Leone’s health system.

We also thank **training institutions**, including the **College of Medicine and Allied Health Sciences (COMAHS)**, for sustained collaboration in undergraduate and postgraduate education, contributing to the development of the nation’s health workforce.

Finally, we extend our gratitude to our **patients, families, communities, and stakeholders** for their trust, feedback, and cooperation, which continue to guide improvement efforts. Connaught Hospital remains committed to building on these partnerships as we advance toward improved quality, compassionate, and patient-centered care for all.



Fatmata Kanjia-Jalloh

Senior Matron



Tejan Bayoh

Senior Hospital Secretary

1. Executive Summary

The year 2025 marked a consolidation and acceleration of the transformation agenda at Connaught Hospital. Building on reforms initiated in preceding years, the hospital demonstrated measurable improvements in infrastructure, governance, service delivery, environmental standards, and patient-centered care. Despite operating within a constrained national health financing environment and facing increasing patient demand, Connaught Hospital strengthened its role as Sierra Leone’s premier tertiary referral institution. Key achievements included infrastructural upgrades, improved cleanliness and infection prevention practices, expansion of specialized clinical services, continued digitization efforts, and stronger partnerships with local and international stakeholders.

Executive Performance Dashboard – 2025

<i>Indicator</i>	<i>2025 (Approx.)</i>	<i>Trend</i>
<i>OPD Attendance</i>	59,700 visits	↑
<i>Emergency Cases</i>	18,000 cases	↑
<i>Admissions</i>	21,500 patients	↑
<i>Average Bed Occupancy</i>	85%	↑
<i>Major Surgeries</i>	1,645	↑
<i>In-Hospital Mortality</i>	1,290 Reduced vs 2024	↓

2. Introduction

This annual analysis provides a reflective assessment of Connaught Hospital’s performance in 2025. It draws on available institutional data, management records, departmental reports, and observed trends over recent years. The report is intended to serve as a management tool for accountability, planning, and continuous improvement, while also communicating progress and challenges to stakeholders, including the Ministry of Health, partners, staff, and the general public.

3. The Hospital and Its Environment



Connaught Hospital remains the main tertiary referral hospital in Sierra Leone, serving a national catchment area while also functioning as a primary provider for the Western Area. In 2025, demand for services continued to rise due to population growth, increased public confidence, and expanded clinical offerings. The hospital operated within a challenging macro-environment characterized by economic constraints, high burden of communicable and non-communicable diseases, and infrastructure pressures common to public hospitals in low-resource settings.

4. Community and Health Status

The patient population served by Connaught Hospital reflects the national disease burden, with high volumes of medical, surgical, trauma, and emergency cases. Preventable and late-presenting conditions remain common, highlighting ongoing gaps in primary and secondary care. Nevertheless, increased utilization of hospital services in 2025 suggests improved trust and perceived quality of care among the population.

Service Delivery Summary

Service Area	2024	2025	Remarks
OPD	44,300	59,700	Increased utilization
Emergency	18,700	18,000	High trauma burden
Surgeries	958	1,645	Expanded theatre use
Admissions	19,800	21,500	Referral growth

5. Health Policy and Linkages with the Health System

In line with national health policies, Connaught Hospital continued to support the broader health system through **referral services, specialist care, training of health workers, research and active collaboration with partners**. The hospital's central role in the **teaching and training of medical and nursing students** was sustained, making a significant contribution to national human resource development for health. Continuous engagement with, and support from, the **Ministry of Health and development partners** further strengthened alignment with national priorities and health sector goals.

In addition, **hospital management is fully committed to implementing the National Hospital Strategy on Service Delivery Transformation recently launched**, with a focus on improving quality of care, efficiency, patient-centeredness, accountability, and overall health system performance in line with national reform objectives.

6. Management and Governance



Hospital management in 2025 focused on institutional reforms, accountability, and performance improvement. Key management achievements included: - Strengthening internal coordination and supervision - Improved planning and monitoring mechanisms - Enhanced stakeholder engagement and communication - Continued emphasis on transparency and professionalism

Leadership remained focused on long-term system strengthening rather than short-term fixes, recognizing that sustainable change requires consistent policies and cultural transformation.

7. Human Resources (Staff)

Connaught Hospital continued to rely on a multidisciplinary workforce operating under significant workload pressure. In 2025, management emphasized staff discipline, professional conduct, and teamwork. Capacity building through in-service training, mentorship, and exposure to visiting specialists contributed to skills development. However, challenges persisted, including staff shortages in specialized areas, burnout, and limitations in incentives.

8. Infrastructure and Environment



Major infrastructural and environmental improvements were evident in 2025. These included:

- **Renovation and refurbishment of key wards and clinical areas**
- **Improved environmental cleanliness and strengthened waste management systems**
- **Significant progress in power supply reliability, including solar energy initiatives**
- **Upgrading of medical equipment and facilities in selected departments**

Remarkably, these efforts culminated in the **full renovation and equipping of the Intensive Care Unit (ICU)**, significantly enhancing the hospital’s capacity to manage critically ill patients. In addition, the **construction of a modern Burns and Reconstructive Unit** marked a major milestone in expanding specialized surgical and rehabilitative services. Furthermore, **the ministry fully renovated and rehabilitated the mortuary** to international standards, with modern cold rooms and equipment, ensuring the respectful, dignified, and safe care of the deceased while meeting public health and professional standards.

The hospital also saw the **rehabilitation and remodelling of the Radiology Complex**, now equipped with a **state-of-the-art 128-slice CT scanner**, a **4D ultrasound device with cardiac imaging capability**, and a digital Xray machine, substantially improving diagnostic accuracy and service delivery.

Most notably, Ministry of Health successfully deployed a **1.2 MW solar energy solution**, which has now become the **hospital’s primary source of power**, ensuring improved energy reliability, reduced operational costs, and greater resilience in service delivery.

These improvements directly contributed to better patient experience, infection prevention, and staff morale.

9. Service Delivery and Clinical Activities

Key Service Indicators (Summary)

Indicator	2024	2025	2025	Trend
OPD Attendance	Increasing	Increasing	Further increase	↑
Emergency Cases	High	Very High	Very High	→
Bed Occupancy Rate	Moderate–High	High	High	↑
Major Surgeries	Increased	Increased	Sustained increase	↑
Specialized Services	Evident	Expanded	Consolidated	↑

Note: Trends are based on institutional records and management reports; full HMIS/DHIS2 data tables available at departmental level.

Curative Services

Curative Services

- **Outpatient and Emergency Care:** Increased patient attendance reflected **improved accessibility and growing public confidence** in the services provided by Connaught Hospital. Although emergency services remained under pressure due to high demand, there were **notable improvements in organization, coordination, and response times**. In further strengthening emergency care, the hospital commenced the “**Strengthening Emergency Services**” Project in collaboration with **King’s Sierra Leone Partnership**. Through this initiative, staff were **trained in emergency care and triage, standard operating procedures (SOPs)** were developed and implemented, and **essential emergency equipment** was procured. A key innovation introduced under the project was the **Emergency Trolley**, which ensures the immediate availability of **life-saving emergency medications and consumables for patients within the first 24 hours of admission**, even before their families arrive. This intervention is critically important in a setting where delays in accessing funds or supplies can be life-threatening, and it has significantly improved **timeliness of care, equity, and survival outcomes**, particularly for critically ill and vulnerable patients.
- **Inpatient Services:** Medical, surgical, and specialty wards recorded higher bed occupancy, with gradual improvements in patient flow and care coordination.
- **Surgical Services:** Surgical output continued to expand, supported by improved theatre functionality and partnerships. Specialized services such as pediatrics, plastics, reconstructive and burns care, neurosurgery gained prominence.

Diagnostic and Support Services

- Laboratory, pharmacy, imaging, and medical records services showed **incremental improvements in efficiency and reliability**. Notably, the **laboratory services were significantly strengthened and are now fully equipped with modern automated diagnostic machines**, supported by a **full complement of reagents**, enabling more timely, accurate, and reliable testing to support clinical decision-making and improved patient care.
- Continued steps toward electronic medical records (EMR) and digital systems enhanced data management and institutional visibility, including maintenance of the hospital website.

10. Preventive, Promotive, and Outreach Functions

While Connaught Hospital is primarily curative in its mandate, it continued to support **preventive and promotive health efforts** through referrals, health education, training, and collaboration with lower-level facilities and surrounding communities. These efforts contributed indirectly to **improved health outcomes across the broader health system**.

In addition, the **Nephrology and Dialysis Unit, Internal Medicine, Surgery, Blood Bank, Eye Health, Oral Health**, and other departments conducted **multiple community outreach activities**, bringing essential services closer to populations with limited access to tertiary care. These outreaches provided **screening, early detection, health education, and referral services**, helping to identify conditions at earlier stages, reduce complications, and decongest the hospital. Importantly, they strengthened **community trust, continuity of care, and linkage between community-level services and tertiary care**, thereby enhancing equity and overall system effectiveness.

11. Training and Teaching Role

As a major teaching hospital, Connaught maintained its strong commitment to undergraduate and postgraduate training. In 2025, clinical teaching, mentorship, and supervision of students remained robust, reinforcing the hospital's academic mandate and ensuring a steady pipeline of skilled health professionals for the country. Currently, Connaught Hospital hosts approximately **55 resident doctors** undergoing specialist training in **surgery, anesthesia, internal medicine, family medicine, radiology, and laboratory medicine**, further strengthening national capacity for specialist care.

In collaboration with key partners—including **King's Sierra Leone Partnership, Mercy Ships, Interburns**, and others—the hospital conducted **45 structured trainings and mentorship programs**, reaching **over 120 staff** across clinical and non-clinical cadres. These capacity-building activities covered critical areas such as **peri-operative techniques, sterile processing, burns management and rehabilitation, dialysis and kidney care**, among others, significantly enhancing clinical competence and service quality.

Presently, hospital management, through the **Training and Education Department**, is implementing an **in-service training program** focused on **improved service delivery, compassionate and patient-centered care, and public relations**, aimed at strengthening professional conduct, patient experience, and overall institutional performance.

12. Financial Overview

Financial Performance and Resource Utilization

Connaught Hospital continued to operate under significant financial constraints in 2025, reflecting the broader public health financing environment. However, improved financial discipline, prioritization, and partner engagement allowed the hospital to sustain operations and advance key reforms.

Major Sources of Funding

Source	Relative Contribution	Remarks
Government Subvention	Core funding	Insufficient, untimely to meet full operational costs
Cost-Recovery / User Fees	Moderate	Important for day-to-day operations
Donor & Partner Support	Targeted	Mainly infrastructure, equipment, training
Internally Generated Funds	Limited	Improving with better systems

Key Expenditure Areas

Expenditure Area	Priority Level	2025 Focus
Drugs & Medical Supplies	Very High	Reducing stock-outs
Infrastructure & Maintenance	High	Renovations, utilities
Equipment & Technology	Medium–High	Diagnostics, theatre, EMR
Environmental & IPC Services	High	Cleaning, fumigation, rodents eradication, waste management

Financial Strengthening Measures Implemented

- Improved budgeting and expenditure tracking
- Better alignment of spending with strategic priorities
- Increased accountability and internal controls
- Leveraging partnerships for capital-intensive investments

Despite these gains, the gap between available funding and service demand remains substantial. Long-term financial sustainability will require increased government investment, expanded insurance mechanisms, improved cost-recovery systems, and continued partner support.

Key Financial Indicators (Qualitative)

Indicator	Status 2025
Budget Execution	Improved
Cost Control	Strengthened
Financial Transparency	Improved
Capital Investment	Largely MoH, partner-supported

Financial management in 2025 focused on maximizing limited resources, improving efficiency, and ensuring accountability. Although funding constraints remained a major challenge, better prioritization and partner support enabled continued service delivery and infrastructure improvements. Long-term financial sustainability remains a key strategic concern.

13. Key Challenges

- High patient volumes relative to available resources
- Infrastructure gaps in some departments
- Human resource shortages and staff fatigue
- Limited financing for advanced equipment and maintenance
- Public expectations rising faster than available capacity

14. Key Achievements and Lessons Learned

- Institutional transformation is achievable with consistent leadership and clear vision
- Environmental cleanliness and patient-centered care significantly improve public trust
- Digital health systems are essential for modern hospital management
- Partnerships remain critical for service expansion and innovation

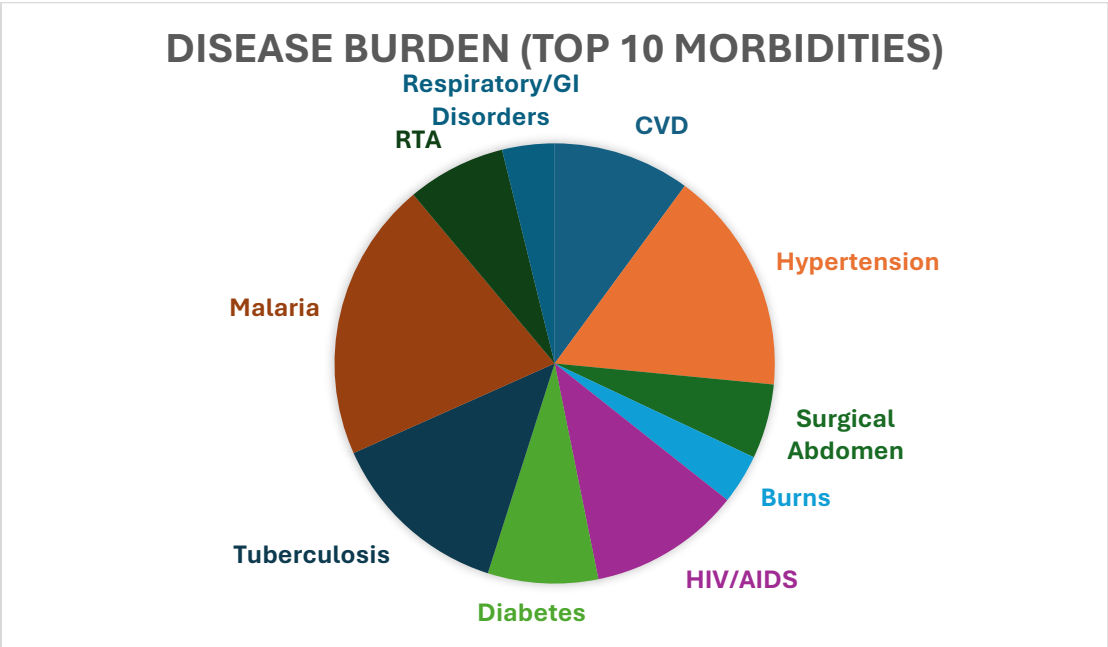
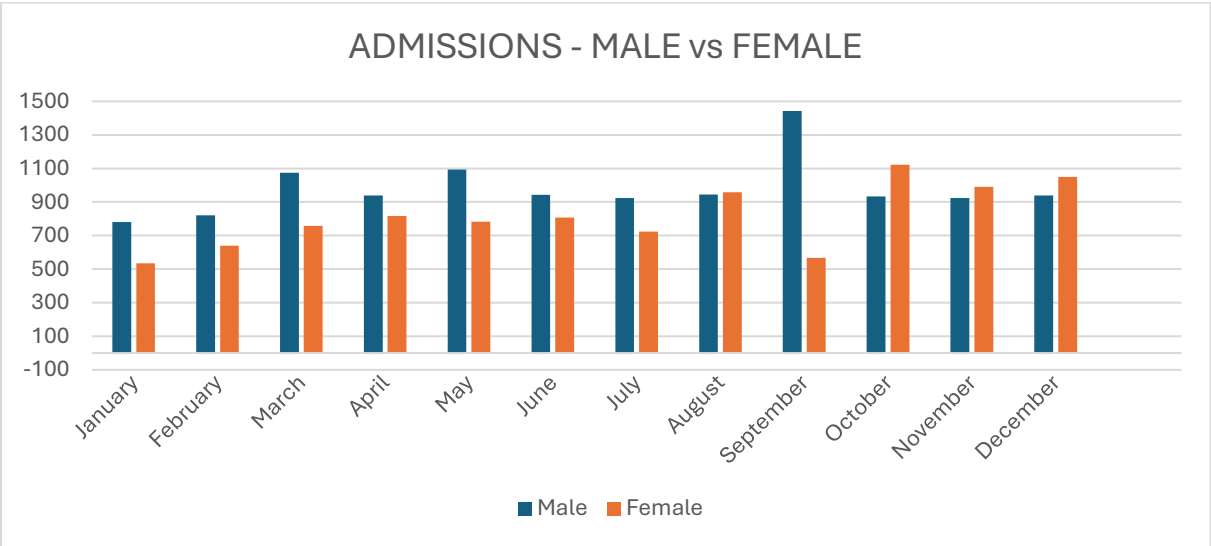
15. Planning and Priorities for the Future

Based on the 2025 analysis, priority areas moving forward include: - Deepening digitization and full implementation of EMR - Further infrastructure expansion and maintenance - Strengthening human resource capacity and staff welfare - Enhancing quality improvement and patient safety systems - Sustaining stakeholder and partner engagement

16. Conclusion

The year 2025 represents a period of consolidation and steady progress for Connaught Hospital. While challenges remain, the trajectory is clearly positive. With sustained leadership, policy support, and investment, Connaught Hospital is well-positioned to continue its transformation into a resilient, patient-centered, and high-performing tertiary institution serving Sierra Leone and the sub-region.

ANNEXE



Leading Causes of Adult Mortality

No.	Cause of Mortality	Key Notes / Context
1	Cardiovascular Diseases (Stroke, Heart Failure, Hypertension)	Frequently reported as the #1 or #2 cause of adult mortality
2	HIV/AIDS and Associated Opportunistic Infections	Leading cause, particularly within the first 72 hours of admission
3	Tuberculosis (TB)	Major cause of death, often as TB–HIV co-infection
4	Respiratory Infections (Pneumonia / Severe ARI)	Includes bacterial pneumonia and non-TB respiratory infections
5	Sepsis	Critical cause of mortality across surgical, medical and emergency wards
6	Cancer (Malignancies)	Includes breast, cervical, liver, and prostate cancers
7	Chronic Kidney Disease (CKD) / Acute Kidney Injury (AKI)	Rising mortality trend, especially in patients with hypertension or diabetes
8	Chronic Liver Disease / Cirrhosis	Often related to chronic viral hepatitis
9	Diabetes Mellitus and Complications	Includes diabetic ketoacidosis and hyperglycemic emergencies
10	Injuries / Road Traffic Accidents (RTA)	Particularly prevalent in emergency department settings

