

NOMINEE: Artur Carvalhinho
UNIT: Unidade de Hospitalização Domiciliária
ORGANIZATION: Unidade Local de Saúde de Coimbra

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NOMINATION STORY:

The Problem/Challenge

Artur Carvalhinho took on the leadership of the Home Hospitalization Unit (UHD) at the Local Health Unit of Coimbra in August 2024, with the mission of transforming it into a cutting-edge, national reference structure for healthcare provision. The central challenge was ambitious: to move beyond operational management and implement a strategic model that maximized the service's efficiency, quality, and sustainability, creating exceptional and quantifiable performance. The ultimate goal was clear—to prove, through robust results, that the UHD deserved institutional autonomy and recognition through the creation of an Integrated Responsibility Center (CRI). This new functional reorganization allows for salary supplements to all professionals involved upon achieving objectives, thereby stimulating commitment and dedication. To achieve this, it was necessary not only to ensure maximum capacity utilization and an increase in production compared to the national average but also to secure clinical excellence and promote humanization and inclusion at home.

The Action

Artur Carvalhinho led the transformation through a multifaceted approach:

Strategic Management and Rigor: He implemented a data-driven management model and strategic planning, optimizing workflows and processes, which allowed for significant improvement in some of the most important indicators.

Team Empowerment: He focused on creating a very strong team spirit, investing in the autonomy and specialized training of nurses, empowering them to manage complex cases and reinforcing their role as pillars of Home Hospitalization.

Clinical Innovation, Humanization, and Inclusion: He guaranteed excellence with the inclusion of his expertise in projects such as the “Elderly Health Management Team” and “Movimenta + em Casa” (Move More at Home), both finalists of the Integrar + Program of the Portuguese Association for Integrated Care (PAFIC)

(<https://www.pafic.pt/integrar/>)(<https://www.pafic.pt/integrar/>)). These projects were also both finalists for the ICA Awards, with “Movimenta + em Casa” obtaining an Honorable Mention.

National Leadership: He leads the working group for the proposal to create the Increased Competence in Home Hospitalization Nursing within the Order of Nurses, elevating the recognition of the area nationally.

The Outcome

The results achieved under his leadership were the irrefutable proof of merit for the UHD's autonomy project. In comparison with the homologous period (August 2025 data - <https://benchmarking-acss.min-saude.pt/MH>)(<https://benchmarking-acss.min-saude.pt/MH>)_ProdRacioEficDomiciliariaDashboard):

Maximum Efficiency: A 50% increase in UHD capacity (from 10 to 15 beds) without compromising quality. Even with this increase, the UHD reached and maintained the Capacity Utilization Rate close to 100% for several months (an increase in the available capacity utilization rate from 49.65% to 77.04% in the total year analyzed - concurrent with the increase from 10 to 15 beds).

Superior Production: He maintained the Total Visits consistently more than double the SNS homologous average (around 700 visits/month vs. 320 visits/month), demonstrating his impact on production and visibility (an increase from 2549 to 5489 in the total Home Hospitalization visits, representing a +115.3% increase), currently being the unit with the highest number of visits in the entire country.

An increase of 151% in the number of patients assessed for admission to UHD.

An increase of 73% in the number of patients discharged.

Institutional Recognition (CRI): The excellence in performance and sustainability demonstrated in these indicators were the logical culmination for the approval and creation of the Integrated Responsibility Center (CRI) at the UHD. The CRI is the reward for the work already done, establishing the UHD as a successful model for Home Hospitalization in Portugal.

Professional Legacy: His impact extends beyond the walls of the ULS of Coimbra, with active leadership in the qualification and recognition of Home Hospitalization Nursing

nationally.

In addition to several communications at congresses and events, he has developed or is currently developing various activities that promote the importance of Home Hospitalization:

Photo contest “Caring at Home - Photos from Home”

([\[https://www.facebook.com/profile.php?id=61578165583799\]](https://www.facebook.com/profile.php?id=61578165583799)[\]\(https://www.facebook.com/profile.php?id=61578165583799\)\)](https://www.facebook.com/profile.php?id=61578165583799), currently on physical exhibition at the ULS of Coimbra, with a traveling exhibition planned for various Local Health Units across the country.

Coordination of a working group to propose the recognition of Home Hospitalization Nursing as an Increased Competence in Nursing to the Order of Nurses.

In the final stages of completion, the book “Stories from Home” which compiles various true stories from several UHDs in the country, describing the humanization, importance, and added value of this type of care.

The Learning

The greatest lesson from this experience is that strategic Nursing leadership is the true engine of institutional transformation and autonomy. Artur Carvalhinho proved that by combining a vision of management and rigor (data-driven) with clinical excellence and humanization, it is possible to create the performance that institutions recognize and reward with autonomy and resources (the CRI). His journey demonstrates that the Nurse Manager, with the right competence and focus, is not just an administrator but a visionary leader capable of redefining the standards of quality, efficiency, and the future of the profession in the healthcare landscape. The success of the UHD teaches that investing in the autonomy and competence development of nurses is the most effective path to the sustainability of the National Health Service.

Why is the Nominee a Leader

Artur Jorge Dias Carvalhinho is an IHCNONurseLeader because his leadership is transformative and has a deep and quantifiable impact both locally (ULS Coimbra) and nationally (in Portugal).

Visionary Leader and Creator of Results: He did not wait for the CRI; his leadership created the performance (proven by ACSS data) that made the CRI's creation inevitable, redefining the role of the nurse manager proactively.

Driver of the Profession: His most impactful action is leading the national working group for the Increased Competence in Home Hospitalization Nursing at the Order of Nurses, ensuring formal recognition and qualification for professionals in the field.

Innovator and Humanizer: His commitment to excellence is visible in the integration of humanization projects (“Elderly Health Management Team” and “Movimenta + em Casa”).

Artur Carvalhinho is the personification of DAISY Award excellence: a leader who uses his strategic knowledge to elevate nursing and redefine the quality of healthcare provided at home.

This entire journey is reflected in the dynamism, commitment, and dedication of his team, with a significant impact on the well-being and satisfaction of the nurses who make up his team, and with a very significant improvement in the quality of care provided, which has been verified through the significant increase in acknowledgements received by the unit.