

Welcome to BWINDI COMMUNITY HOSPITAL



BCH 14th ANNUAL REPORT

OUR VISION: A healthy and productive community free from preventable diseases and with excellent health services accessible to all.

Our Mission: Serving Jesus Christ through giving healthcare and life in its fullness to the staff, patients, clients and visitors in the Hospital and Community



Vision 2020: A regional centre of excellence offering tertiary health care, training top notch nurses and leading in Innovations through research.

Message from the Executive Director



Dear partner,

This has been yet another year of exciting challenges and progress as we strive to provide excellent healthcare accessible to all in the region. It has been a wonderful year!

I therefore take this opportunity to thank you, in the first instance, to have spared your precious moments to read through this report, but equally as well, for your fervent support of any form and measure for the work we do transforming lives for better health.

Dr. Birungi Mutahunga R

We have so far graduated 36 nurses and midwives and hope to graduate another 67 in the coming year to contribute to the health work force critical to the much desired socio economic transformation of the country.

Our graduates, from Uganda Nursing School Bwindi- UCU affiliate, are skilled beyond ordinary nurses with high competences in the areas of family planning and sonography.

Our volume of services generally grew by 20% especially in the maternal and child health and outpatient clinic attendance. Institutional deliveries increased by 43% effectively reducing home births and without skilled attendant to only 10% compared to 65% seven years ago.

Child mortality, as measured last year, stands at 51/1000 live births and we are on track of hitting our target of 30/1000 live births by 2020. We hope this will be accelerated by the mobile Community Health Information System (mCHIS), a platform we are launching next year to promote maternal and child health at the community level. This innovation is supported by Grand Challenges Canada's Stars in Reproductive, Maternal, Newborn and Child Health (RMNCH), Stars in Global Health Round 8 award to our hospital. Regarding financial self-reliance, we were able to generate 42% of the USD 1.23 million that we spent for operations compared to 29% the previous year, again re-assuring that we may hit our target of reducing donor dependency to 40% by 2020.

Over the coming year, our goals are to upgrade our laboratory microbiology section to do culture, improve care for the newborn, begin providing minimal access surgeries, and improve care for trauma patients and those with chronic diseases, particularly high blood pressure, diabetes and HIV/AIDS. We also hope to foster more collaboration with institutions and individuals to do research and innovation. The total projected running cost for the coming year is USD 1.26 million.

Over all, we are on our path to become a regional center of excellence, offering tertiary health care, training top notch nurses, and leading in innovation and research

Our hearts will forever bear the longest part for the far we have journeyed together to leave our world a better place for everyone!

Thank you

A handwritten signature in black ink, appearing to read "Dr. Birungi Mutahunga R".

Dr. Birungi Mutahunga R
Executive Director, BCH



The new Emergency room



Nutrition teaching at BCH



Launch of the water filtration plant



New incubators that were bought after the Easter appeal



Ariel Club at BCH

The first Lady & Min. of Education and Sports, Hon. Janet K Museveni visits BCH and UNSB.



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Uganda Nursing School Bwindi- *Uganda Christian University Affiliate*

Vision: An outstanding institution in health care training to solve health challenges in the community.

Vision 2025: To become a University.

Top Achievements:

- Held the first UNSB graduation; all 36 graduates have found employment.
- 100% of diploma students passed state final exams on first attempt. (achieved only by UNSB)
- Collaborated with national and international institutions in training, curriculum development, and internships including: Scranton, Dominican Republic, Stanford, Colgate, and Uganda Christian universities, University of Vermont and University of San Francisco.
- Acquired additional land for future school expansion as per Vision 2025.
- Started a banana garden reduce food expenses and piggery project to raise income.
- Constructed the principal's house and expanded the girls' dormitory to accommodate 40 more students
- Obtained additional licenses for electronic textbooks.
- Increased enrollment to 218 students from 155

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UNSB Students undergoing a training on “helping a baby to breathe “ by Vital Health Africa

Aspirations:

- Continue marketing the school.
- Upgrade staff qualifications to meet Vision 2025.
- Accredite a sonography course and recruit a sonography tutor. Cost - \$500USD per month.
- Equip the library with more titles as per the recommendations of Ministry of Education.
- Construction of a library and hands-on skill lab building. Cost - \$200,000 USD
- Establish a fully equipped computer laboratory with electronic copies of textbooks on each computer and Kindles.
- Introduce e-learning and weekend programs.
- Create more collaborations with both academic and financial institutions.

Child Health Programme Area

Goal: To improve child health through education, prevention and high quality treatment services in a child centered environment.

The BCH Pediatric Ward offers the only critical care pediatric services in a district of 280,000 people. In the 2016/2017 reporting year, we provided life-saving care to over 1000 critically ill children. Our specialized services include management of severe acute malnutrition, neonatal care, nutritional and health education counseling, and chronic disease care, among others.

We require \$159,600 USD every year to run this program area

Top achievements:

- Expanded our ability to serve fragile infants with the addition of new neonatal equipment - an apnea monitor, three incubators, a ventilator, a pulse oximeter, and a CPAP machine.
- Improved pre-transfer resuscitation of fragile newborns at hospital birth points by updating check lists, equipping resuscitation areas, and adding desk flip charts with protocols.
- Completed regular audits to monitor our performance in health education, infection control, neonatal services, and offering voluntary counseling and testing for HIV.
- Revitalized the children chronic care clinic.



Children with their care-takers after a health education talk.



Some of the neonates that have been supported in the unit

Aspirations:

- Train a pediatric nurse in physiotherapy skills to cater for children with neurological and physical disabilities. Cost – \$800 USD (cost of placing a nurse in the physiotherapy department in Mbarara regional referral hospital for one month apprenticeship.)
- Modify the child play area for better rehabilitation and child stimulation. Cost – \$1500 USD
- Modify and relocate the High Dependency Unit to better serve patients. Cost -\$4000 USD
- Acquire audio/visual equipment to aid in health education. Cost -\$1000 USD
- Recruit a full time neonatal nurse.

HIV/AIDS and TB

Goal: A community free from HIV/AIDS and TB transmission and with all infected clients accessing treatment programs in a safe, confidential and friendly environment.

Uganda still has a high HIV prevalence of 6% according to the 2016 Uganda population based HIV impact assessment report. Among people tested for HIV by BCH, the positivity rate was approximately 2%. BCH works closely with its partner, USAID Regional Health Integration to Enhance Services (USAID-RHITES), to continually improve services. Currently, 909 clients are enrolled in the HIV/AIDS program, with 62 of these under 15 years.

We need \$122,500 USD to run the HIV programme annually

Top Achievements:

- Tested 16,119 people for HIV, of those 256 tested positive.
- Achieved 99% coverage in viral load monitoring. Highest in the district. (USAID-RHITES)
- All identified HIV-exposed newborns were enrolled in Mother-Baby Care Point.
- Adopted new Ministry of Health TB diagnostic algorithm and TB treatment guidelines.
- 91.7 % of HIV-positive mothers registered in our clinic delivered from health facilities.
- Increased number of clients on antiretroviral therapy to 99% from 89.8% last year.
- Conducted fourteen Safe Male Circumcision camps, circumcising approximately 1080 males.
- Initiated drama training and presented two drama shows to fight HIV stigma.
- Held four Ariel club camps for HIV-positive children and approximately 240 outreach events.



Children in the Ariel clinic engage in different games at the hospital

Aspirations:

- Eliminate Mother-To-Child transmission of HIV.
- Offer continuing medical education to staff on the new pediatric tuberculosis, antiretroviral therapy, and tuberculosis diagnosis guidelines.
- Achieve the global targets of the World Health Organization in HIV identification, prevention, and care of clients.
- Build outreach to key populations such as discordant couples and sex workers.
- Increase number of drama presentations to four yearly.

Sexual And Reproductive Health

Goal: To reduce maternal morbidity and mortality, under-fives mortality and total fertility rate through quality antenatal and post-natal care, safe deliveries for all women in our catchment area, improved access to treatment for sexually transmitted infections and all individuals having access to family planning.

The department offers reproductive health services including emergency obstetric delivery and post-delivery care, family planning, sexually transmitted disease prevention, the Waiting Mothers' Hostel, adolescence reproductive health services, and other gynecological services.

We require \$221,500 USD to run this department annually.

Top Achievements:

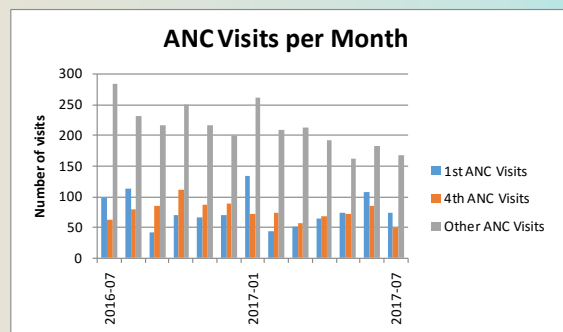
- Delivered 1632 babies.
- Reduced the average waiting time in the antenatal clinic from 45 to 29 minutes.
- Maintained our records in the antenatal care book with codes reflecting the HIV status of the mother.
- 100% of the HIV-positive mothers who delivered from BCH have been linked to the PMTCT midwife and have all accessed the service.
- Reduced birth asphyxia from 6.9% to 4.1%.
- Reduced perinatal deaths rate to 2.7%.

Aspirations:

- Acquire drapes and scrubs for midwives to wear in the labour ward for infection prevention.
- Acquire 15 modern hospital beds. Cost- \$5250 USD
- Acquire a trolley for carrying patients from the surgical room.
- Start giving incentive to all mothers who attend postnatal clinic at 6 weeks.
- Improve on the utilization of post natal services by having a dedicated room/clinic.
- Maintain the partnership with Uganda Health Marketing Group and Uganda Protestant Medical Bureau for supply of family planning commodities.



Dr Julius Nkalubo (Obgyn) having a chat with mothers at at the waiting mothers hostel



Surgery

Goal: Be able to offer emergency surgical care for obstetrics, trauma and non-trauma conditions at any time, as well as reducing disability through operative interventions.

We require \$139,700 USD to run this department annually.

Top Achievements:

- Completed 910 major and 128 minor surgeries.
- Recruited a surgeon, adding surgical capability including prostatectomy, thyroidectomy, patella tendon reconstruction, and urethroplasty, among others.
- Held three successful surgical camps with international partners. Approximately 72 people received life-changing surgeries, including vesicovaginal fistula and orthopedic surgeries.
- Provided surgical care for fourteen Safe Male Circumcision camps.
- Screened forty people at the Kanyashogye Outreach. Fifteen were scheduled for surgery.
- Started the expansion of the operating theatre.

Aspirations:

- Create a standard operating procedures manual for operative care.
- Develop a computerized patient booking system and post-operative notes.
- Increase ability to offer specialized surgeries such as endoscopy by 2020.
- Start rotation program for staff to train in other national and international hospitals.
- Recruit a second full-time anesthetic officer. Cost -\$700 USD per month
- Increase surgical outreaches to four a year.



Orthopedic camp patients awaiting review.

Community Health and Batwa

Goal: Effective and efficient Health promotion and disease prevention in the community

During the course of the year (2016/2017) the team was able to carry out 100% of the planned activities with major successes registered in the following activities; Food and Nutrition, Household Nutrition, Malaria Prevention & Control, Extended Program on Immunization, School Health & Child to Child Program and Maternal Health Program. Malaria accounted for 4.5% of the attendance at our outpatient clinics.

However, the village visits were not done as frequently as they were in the previous three years, after scaling down some activities in maternal and child health program.

We need \$97,300USD annually to run this department

Top Achievements:

- Expanded Programme on Immunisation – Coverage in catchment area for ages 1-4 years at 99%.
- Increased facility-based deliveries of babies, from 86% to 91%.
- Intensified social services to help reduce gender based violence in the community.
- Two community health research papers were published in peer reviewed journals.
- Four active Alcoholic Anonymous groups in our alcohol rehabilitation services with 92 members and a 12 month sobriety rate of 34%.

Aspirations

- Do more research in public health in support of the BCH 2020 vision.
- Conduct malnutrition screening and rehabilitation for all children under 5 in Kayonza, Mpungu and Kanyantorogo.
- Start a mobile community health information system using cell phones to promote maternal and child health in the community.
- Immunise 100% of all children under 5 born at BCH.
- Teach all children in upper primary schools about HIV Prevention, Teenager Pregnancy Prevention and Life Skills.
- Reduce child mortality by 5% by end of FY 2017/2018.
- Sensitise community about child health and rights.
- Provide mental health services to all clients who require them at the hospital.
- Maintain and strengthen the four Alcoholics Anonymous groups in our immediate catchment area and establish groups for other conditions;
 1. Parents to children with cerebral palsy.
 2. Patients with epilepsy and their attendants.
 3. Patients with other mental health challenges.



Home visit for the community team

Byumba & Kanyashogye Satellite Clinics

Goal: Sustainable quality healthcare with focus on disease prevention and improving utilization of health services.

Byumba and Kanyashogye are both satellite clinics of BCH, set up in the more remote sub counties of Kayonza and Mpungu, respectively, to overcome challenges of healthcare access by the surrounding communities.

We need \$51,300 USD annually to run these two clinics

Top Achievements:

- Attendencies increased from 6000, people in the previous year to 8,000 this year, including 230 Batwa.
- Distributed insecticide treated mosquito nets to all pregnant mothers and children under five for malaria prevention.
- Had over 600 consultations for family planning including providing long acting reversible contraception.
- Conducted all planned vaccination clinics.
- Maintained monthly antenatal clinic and obstetric sonography outreaches from BCH.

Aspirations:

- Acquire vaccine fridge for Byumba for uninterrupted immunization services.
- Promote eQuality health insurance in the surrounding areas.
- Continue with malaria prevention campaign.
- Renovate Kanyashogye health facility. Cost- \$5,000 USD.
- Continue with vaccine services.
- Integrate Option B plus in our antenatal services for elimination of mother -to -child transmission of HIV.
- Maintain ultrasound scan services for the pregnant women.



Medical camp outreach at Kanyashogye clinic

Out Patient, Dental and Eyes Program Area (OPD)

Goal: Any person with a health problem can access prompt and high quality Services including health promotion and education.

The Out Patient Department (OPD) treated approximately 80 patients per day during the 2016/2017 reporting year. Respiratory tract infections were the top contributors to the burden of disease, followed by motorcycle-related road traffic accidents, and malaria. One of our most important new achievements is our Chronic Care Clinic. Since opening, this clinic has seen a 40% growth in patient enrollment, particularly cases of diabetes and hypertension.

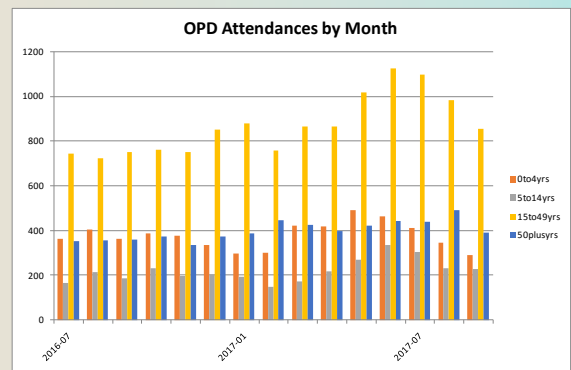
This program area requires \$100,100 USD annually to run.

Achievements:

- Opened an Emergency and Trauma Center accessible at the entrance to the hospital allowing the treatment of multiple medical emergencies.
- Recruited a full time dental officer and acquired x-ray and ultrasonic scalar machines.
- Trained an ophthalmology assistant to run the reinstated eye care services.
- Recruited a full time chronic care nurse to coordinate our clinic for the growing non-communicable disease burden in our community.
- Facilitated the development of patient support groups for people with chronic diseases.
- Improved access to diabetes and hypertension care for the poorest in our community with a subsidy from our partner, AfricoMed-Switzerland.
- Updated treatment protocols for diabetes and hypertension and trained staff and students with help from volunteer Internal Medicine specialist, Dr. Bruce Murray.

Aspirations:

- Build and equip an ophthalmology examination room. Cost - \$15,000.
- Boost the Chronic Care Clinic and patient support groups.
- Employ a full time medical officer at OPD to attend to complicated and special conditions and supervise emergency services. Cost - \$14,000 per year.



Adult Inpatient (AIP)

Goal: Provide excellent, efficient healthcare to treat disease and promote preventive health practices using evidence based medicine.

The Adult in Patient ward (AIP) is the only admission ward at BCH for all medical, surgical, and psychiatric patients above 14 years, except pregnant women. With a total of 30 beds, in 2016/2017 we cared for an average of 80-100 patients per month. High quality services were provided to all patients including intensive medical and psychological management as well as patient education.

This program area requires \$95,100 USD annually to run.

Top achievements:

- Wrote and updated multiple protocols including blood transfusions, hepatitis B, head injury management, and antibiotic prescribing guidelines.
- Maintained regular audits of staff offering family planning and HIV testing, surveying alcohol use, patient deaths, and case discussions of critically ill patients.
- Continuously hosted volunteer doctors to improve staffing as well as knowledge sharing.
- Initiated an electronic record management system for patient records.
- Ensured a timely and proper referral system.

Aspirations:

- Build a lecture theatre and new ward to separate medical and surgical patients. Cost – \$190,000 USD.
- Acquire suction machine and cardiac monitor for High Dependency Unit. Cost -\$2000 USD.
- Equip the premium ward with modern hospital beds and other equipment and add two sinks to the corridor for hand washing.
- Develop funding source(s) to assist patients unable to afford key investigations for example, CT scan, histology, and endoscopy.
- Increase health education talks to patients on the ward.



Julia and Mark officially opening the AIP Premium ward

Diagnostics

Goal: To offer affordable, sustainable and high quality lab, radiology and imaging services for better patient management.

The Diagnostics Department focuses on continuous quality improvement and quality assurance to provide excellent services to all stakeholders.

This program area requires \$62,600 USD annually to run.

Top Achievements:

- Acquired a modern blood storage refrigerator.
- Registered the lab with Ministry of Health and Uganda Allied Health Professionals Council.
- Began the process of accrediting the laboratory to meet international standards.
- Ensured timely ordering of blood and maintained cold-chain during transport.
- Installed a new x-ray machine with fluoroscopy (real time radiology).
- Developed radiology, safety, and standard operating procedures manuals.
- Conducted refresher training for staff in radiology and sonography.
- Received a portable Philips ultrasound machine from Africomed enabling bi-monthly outreaches to underserved areas.



Christopher doing investigations



The newly acquired blood bank refrigerator

Aspirations:

- Upgrade the microbiology department to carry out culture and drug sensitivity testing. Cost- \$28,000 USD
- Develop an updated laboratory quality assurance manual and clinician's handbook.
- Upgrade storage for laboratory reagents, samples and acquire a biosafety cabinet. Cost- \$6500 USD.
- Develop a stable power supply or backup.
- Maintain and update an electronic reporting system.

Nutrition and Dietetics Program

Goal: To improve the quality of life through promotion of sustainable production and consumption of quality foods and nutrition.

Top Achievements:

- Screened 15,878 hospital patients and 5,520 pregnant or lactating mothers.
- Achieved a 97% cure rate for patients with moderate or severe acute malnutrition.
- Had our proposal for nutrition and dietetics outreach program accepted by Sustain for Life. We will focus on 45 villages with 1575 beneficiaries who are the poorest of the poor in these villages.
- Raised funds to support the hospital demonstration gardens and a recovered mental health patient who helps in the nutrition and dietetics activities in the hospital.
- Integrated the nutrition out-patient therapeutic care program in the satellite clinics which has reduced the defaulter rate by 20%.
- Achieved sustainability for the hospital gardens without donor funding.
- Attracted international schools for study purposes, for example, Kent University, USA.

Aspirations:

- Continue to integrate nutrition program into appropriate hospital programs.
- Work hand-in-hand with the HIV/AIDS and Chronic Care Clinic to help patients meet their nutrition needs.
- Employ a community/nutrition nurse. Cost-\$3,000 USD annually.
- Maintain hospital nutrition demonstration gardens.



Massimo from Sustain for Life having a light moment with BCH Staff in the Vegetable garden

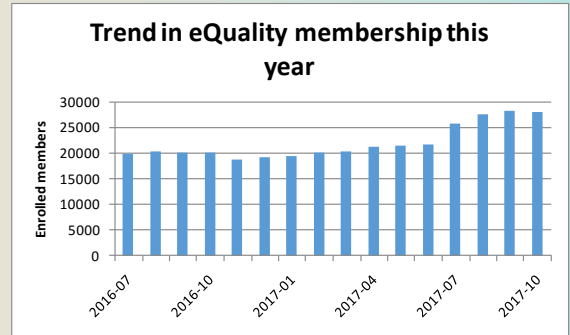
eQuality Health Bwindi

Goal: To ensure that all people in our catchment area can access quality health care irrespective of their financial means.

eQuality Health Bwindi is an innovative health insurance program launched in 2010. Its unique structure utilizes already established traditional community “Bataka” groups to enroll members, and aims to support the community in accessing quality and affordable health services.

Top Achievements:

- Completed 354 of 360 planned outreaches, a 98.3% completion rate.
- Participated in thirty-six radio talk shows promoting eQuality.
- Increased Batwa membership from 344 to 610 members, a 44% increase.
- Increased membership of general subscribers from 19,948 to 21,750.
- Completed quarterly patient satisfaction surveys, shared results with hospital departments.
- Acquired two new laptops which eased service delivery.



Aspirations:

- Increase enrollment in catchment area to 40% and scale up in non-catchment areas.
- Print and distribute 400 eQuality t-shirts to Bataka leaders and other stakeholders for publicity. Cost: \$3,500 USD
- Increase enrollment of non-Bataka group institutions from eight to fifteen.
- Enable more eQuality members from distant areas to access services from their local clinics.
- Use equality insurance data to inform and help development of health insurance plan in the country.
- Introduce electronic medical cards.



Members waiting to be enrolled for equality

Administration

Goal: Effective governance that ensures achievement of organizational core values and, efficient support to deliver the Hospital Mission and Vision.

Administration is the core department in support services that ensures the hospital core values are observed through: Making Christ the kingpin of all our activities, demonstrating excellence in all we do, being mindful of empowering the community in all aspects, setting milestones as an institution which are innovative and being efficient and effective through collaborative efforts.

Top Achievements:

- Provided Ministry of Health, Uganda Protestant Medical Bureau, the Diocese, the District, Kellermann Foundation and other stakeholders with appropriate documentation informative of the Hospital plans.
- Maintained good working relations with governmental and non-governmental bodies.
- Maintained insurance of all hospital properties.
- Formed a hospital security committee and met with security personnel regularly.
- Trained staff in security awareness.
- Ensured that all planned meetings for staff, hospital management and the board happen.
- Designed and implemented a complaint policy for staff and patients.
- Lobbied and obtained additional \$72,000 USD funding for the hospital from government.

Aspirations:

- Redesign the structure of incinerator - explore possibility of a bigger incinerator that serves the hospital and community.
- Build shaded parking for hospital vehicles and improve the general hospital parking lot. Cost-\$6,000 USD.
- Construct and remodel eQuality office.
- Construct more staff housing units. Cost-\$300,000 USD.
- Extend the existing lab to accommodate microbiology section. Cost- \$11,000 USD
- Procure 100 modern hospital beds
- Erect a chain-link fence(s) to take care of security at both the hospital and staff village.



BCH staff and stakeholders after the handover of the water filtration plant.

Information and Technology Department

Goal: To implement and maintain excellent communications, data collection and management systems that meet the needs of BCH.

The IT department is responsible for developing and maintaining the core IT infrastructure that underpins every aspect of the hospital's current operations, and is critical to the achievement of its vision.

Implementation of real-time data collection and management systems and their security, overseeing the voice and data networks, computer training. IT offers full-time technical support in various disciplines to enhance better service delivery to the staff, patients, clients, and visitors in the hospital and community.

Top Achievements:

- Extended the patient electronic system to the wards for better services. Data have been availed to different support organizations as required.
- Improved the integrity of data generated within the hospital.
- Set up an electronic reporting system for the whole hospital.
- Continued sensitisation of staff about the hospital data policies.

Aspirations:

- Have highly manageable and steady internet speeds.
- Air-condition server room.
- Develop a 'road map' for bringing all the different operational databases together into a single 'virtual' system.
- Integrate community health and equality databases into a single system that increases the joint effectiveness with in the community and hospital to create potential for new innovations.
- Develop an institutional management system for UNSB.
- Provide training that enables all BCH staff and UNSB students, to develop the IT skills needed for working within BCH.
- Implement the data exchange system from village health teams and the hospital through SMS messages.



The Uganda Nursing school students use a smart board as a learning aid.

Chaplaincy

Goal: To ensure excellent pastoral ministry and provide an environment for spiritual healing among the staff, patients and neighboring communities.

The Chaplaincy provides a home for spiritual growth of the hospital employees, patients, and surrounding community. While the hospital's St. Luke's Chapel is registered under the Anglican Church of Uganda, people of all faiths are welcomed at our services.

Top Achievements:

- Increased staff attendance in all chapel activities by an average of 43%.
- Increased guidance and counseling sessions for staff, students, patients, attendants, and community members by 32%.
- Doubled the number of needy patients able to receive support from the Good Samaritan Fund.
- Purchased additional public address system equipment.
- Sensitised hospital staff about group savings. Currently 165 members save money weekly.
- Strengthened Christian fellowship groups.
- Started a children's Sunday school programme.

Aspirations:

- Fundraise for a chapel with adequate space and equipment for worship. Cost: \$100,000 USD
- Train the leadership team in relevant skills and techniques for excellent service delivery.
- Stock a library with Christian literature to help in Christian growth.
- Expand the canteen project and establish other income generating projects.
- Document and share success stories of patients supported by the Good Samaritan Fund.



Sunday school children singing in church

Operations

Goal: Effective and efficient functional systems.

Top achievements:

- Purchased eight beds for the premium ward replacing the wooden ones.
- Maintained stocks of drugs, medical, consumable, fuel, and other supplies.
- Reduced handling costs of drugs by engaging our suppliers to deliver.
- Purchased medical equipment such as incubators, blood bank fridge, ventilators.
- Reduced expenditures on hospital consumables like Liquid Soap, Biohazard bags.
- Maintained all vehicles and motorcycles in working condition.
- Purchased a motorcycle for eQuality community coordination activities.
- Provided color coded bin liners for collecting all the hospital waste and better management

Aspirations:

- Install a new system in drugs and general stores to manage stock flow and reporting.
- Renovate laundry for improved utilization.
- Construct a new latrine at Mothers' Waiting Hostel. Cost-\$6,000 USD.
- Repair the power dam.
- Renovate Kanyashogye & Byumba HC II's. Cost- \$5,000 USD.
- Maintain a clean and tidy hospital environment.
- Upgrade internal communication systems in the hospital. Cost- \$10,000 USD.



The Hospital Ambulance ready for referrals

Human Resources

Goal: To recruit and retain the best available staff at every level of the organization.

The Human Resources Department strives to foster a healthy, safe, and productive work environment for employees, their families, and departments in order to maximize individual and organizational potential. Our ambition is gender-equity in all hiring.

Top achievements:

- Maintained good relations with our partners leading to salary support for thirteen staff.
- Attracted staff scholarships in the following areas; sonography, nursing, and anesthesia.
- Improved services by recruiting a surgeon, anesthetic officer, psychiatric clinical officer and training an ophthalmic nurse.
- Provided accommodation to both staff and long term volunteers.
- Hosted multiple volunteers from Switzerland, the USA, UK and Germany.
- Recruited the top Uganda Nursing School Bwindi (UNSB) students to the hospital.
- Continued work/study program for staff.

Aspirations:

- Recruit an internal medicine physician, to provide specialized care. Cost -\$22,800 USD annually.
- Improve staff housing.
- Hiring a full time radiographer.
- Increase staff and volunteer knowledge of hospital human resource policies.
- Develop coaching and mentoring schemes and succession plans.
- Strengthen partnerships with other institutions.



BCH staff and UNSB students undergoing patriotism training at UNSB grounds

Accounts

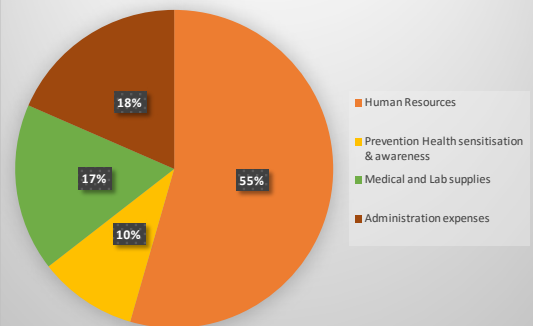
Goal: Effective involvement in raising financial resources for the hospital, efficient management of these resources and Quality / Timely financial reporting.

We maintain the highest standards of financial management for our patients, staff, stakeholders, and donors and are audited yearly by independent certified public accountants. The 2016/2017 financial year will be audited by BVL & Co Certified Public Accountants (Kampala) and the results will be posted on the hospital website when complete.

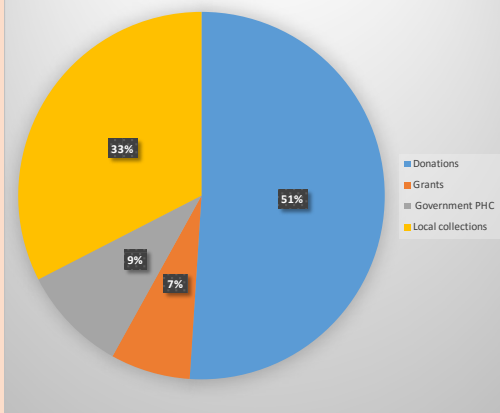
Top Achievements:

- Allocated all income and expenditures to programs or projects as designated by donors or, for unrestricted funds, as designated by management.
- Produced timely financial reports for all of our stakeholders (Hospital Board, Management, Donors, Government, Uganda Protestant Medical Board, and others).
- Ensured that all requisitions for funds have been fully authorized according to hospital financial and procedure policies.
- Paid all staff salaries, taxes, and retirement contributions on time.
- Boosted hospital emergency fund.

BCH Expenses July to June 2016/2017



BCH Incomes July to June 2016/2017



Aspirations:

- Remain accountable and transparent to our community, stakeholders, and donors.
- Ensure that value for money services are achieved in all sections of the organization.
- Maintain relationships this organization has built over years out of mutual respect, integrity and accountability.
- Emphasize pre-payment of all services to minimize patient debt.
- Continue to build the hospital emergency fund.

Public Relations and Fundraising

Goal: To keep positive image of the hospital and the Nurses training school before all supporters/partners and be able to raise enough funds to meet the needs for both capital and running costs.

Top Achievements:

- Reduced donor dependency from 68% to 60%.
- Raised \$156,362 from Watsi to care for 540 most needy patients.
- Our Easter Appeal resulted in acquisition of three new incubators, an apnea machine, and a patient monitor for children's ward.
- Submitted five grants to different funding agencies.
- Added more than 400 new contacts to our database for hospital/school updates and fundraising.
- Maintained good relationship with all our partners.
- Linked BCH and UNSB websites to partner websites: Africomed, Ambercrombie and Kent Philanthropy.
- Ensured timely communication between the hospital and the Kellermann Foundation.

Aspirations:

- Maintain good relationship with all partners and donors.
- Seek out more grants to continue supporting services and infrastructure at BCH.
- Work with UK partners to revitalise a charitable organisation.
- Establish charitable foundation in Australia for tax efficient donations.
- Engage current and past volunteers in sustainable promotion of BCH abroad.
- Use social media more to increase visibility of BCH/UNSB locally and internationally.
- Foster relationship with Health For All Uganda, German registered non-profit association.



Africomed and BCH staff in a group photo after the March Orthopedic camp

Our Funding Priorities

Budget requirements for high level service delivery

- USD \$160,400 annually; maintaining the child health department with a full-time pediatrician.
- USD \$222,300 annually; maintaining the sexual and reproductive health program area with full-time obstetrician.
- USD \$140,500 annually; maintaining the surgical services program including a full-time specialty surgeon.
- USD\$180,000 annually; scholarships for nursing students (120 X \$1500).

Capital projects:

- USD \$200,000: UNSB library and skills lab building.
- USD \$30,000: Premium ward furnishings.
- USD \$190,000: Expansion of premium ward and addition of lecture theater.
- USD \$300,000: Construction of staff housing.
- USD \$50,000: 100 computers @ \$500 each for the School to facilitate e-learning.
- USD \$10,000: 20 computers @ \$500 each for Hospital to enable service delivery.
- USD \$100,000: Chapel construction.
- USD \$200,000: Land acquisitions.
- USD \$350,000: Infrastructure for expanded sewage disposal.
- USD \$200,000: Power upgrade, includes solar, generators, and hydro.
- USD \$45,000: Security fencing for hospital grounds, to include the guesthouse, the ED's house and new mental health project.

How you can support our work

Direct wire transfer

Account Name: Bwindi Community Hospital

Bank: Stanbic

Branch: Kihikihi

Account Number: 9030008175194

Sort Code: 045360

Swift Code: SBICUGKX

In the USA, make a tax deductible donation to:

The Kellermann Foundation

Email: info@kellermannfoundation.org

www.KellermannFoundation.org/donate.htm

Or

Abercrombie & Kent Philanthropy

Link: <http://www.akphilanthropy.org>

Please earmark the donations for use at Bwindi Community Hospital.



The UNSB Principal's house



Honoring our staff



UNSB cultural gala



BCH Staff picking litter in the community



UNSB Rotoract President Installation



BCH Laboratory



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