



Welcome to  
**BWINDI COMMUNITY HOSPITAL**



**BCH 15<sup>th</sup> 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

### Our Core Values



**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,  
I welcome you all to this financial year 2017/2018 accountability report.

On behalf of C.O.U Bwindi community Hospital, I would like to share with you highlights about our achievements and thank you all for the continued support that you have always accorded us. As an organization, we are still committed to attaining a healthy and productive community with excellent services accessible to all and attaining vision 2020 and 2025 of becoming a tertiary care center and university respectively.



**Dr. Birungi Mutahunga R**

This year, our Mothers waiting Hostel has been recognized by Social Innovations Makerere (<https://socialinnovationinhealth.org/case-studies/bwindi-mothers-waiting-hostel/>) as an affordable and sustainable innovation to improve facility deliveries. Relatedly we received recognition awards from the Uganda medical bureau for; innovatively growing the Community Health Insurance, overall best performer in timely compilation and submission of quality reports and good Monitoring and Evaluation practices.

We have continued to intensify our community mental health and community health program. The community health program engages Village Health Teams in the surrounding communities to provide public health education and monitor the health of expectant mothers and under-five children for which we have been able to reduce the number of children dying before the age of 5 years by over 40%. Malaria presentation in Out-patient department has reduced to less than 4%, whereas Institutional births in our catchment area stands currently at 94%.

To build on this achievement, we proposed using mobile and digital technology using SMS messaging to further improve Maternal and child health, promote health insurance, health rights awareness. This was accepted as a world class innovation and awarded funding for developing this platform that we are testing now. Community treatment proportion of people living with mental illness has increased from 11% to 73%.

Uganda Nursing school- Bwindi, which is our training school for nurses and midwives this year has 286 students; 45 pioneer certificate students completed their state final exam. The school's academic performance has remained very good with another 100% student pass rate in the national exams and leading in research course unit across the country.

Relatedly, big strides have been made in research and capacity building across the hospital. Several papers have been reviewed and accepted for publication in a peer reviewed journal, Frontiers. These studies are in areas of; alcohol abuse, hospital waste management, child health and health insurance. This feeds into our vision 2020/25 of being a tertiary care center leading in innovation and research and Uganda Nursing School Bwindi becoming a university of health sciences.

I wish to thank the Bwindi Community Hospital team for its dedication; all these achievements have been combined efforts towards making a difference in health needs of this community. Together with partnership, we will continue to deliver with the aim of having a healthy and productive community free from preventable disease and equal access of health care for this part of the world.  
For God and my country.



Dr Birungi Mutahunga Rwamatware.

# BCH 15<sup>th</sup> Anniversary in pictures



*Sexual and Reproductive Health Department*



*Surgery Department*



*Outpatient Department*



*Nutrition and Dietics Department*



*Cutting the 15<sup>th</sup> anniversary cake*



*Entertainment by the Batwa*

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

**Vision 2025:** To become a University

### Top Achievements:

- Maintained 100% student pass rate in the national exams. All students passing with strong credits.
- Maintained collaborations and partnership with other institutions such as Universities like Vermont, Scranton, Uganda Christian University Mukono, Dominican and these have not only resulted in knowledge exchange but also equipment of our skills lab.
- Attracted more Certificate students. The total enrollment has increased from 194 to 286.
- Ensured continuous staff developments where by two staff have enrolled for further studies and two more hope to join in the next year.
  - Acquired more books on Uganda Clinical guidelines
- Attracted more scholarships for some of the students from our different partners.
- Expanded on the girls dormitory to accommodate more students from 96 to 160

We need \$324,533 USD to run the school annually

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*New students undergo orientation by faculty staff*

### Aspirations

- Increasing diploma students to at least 40 per intake
- Attracting/recruiting and maintaining highly trained tutors, clinical instructors and skilled lab attendants.
- Increase internet bandwidth to 3mbps to help in the teaching since most of our partners offer online training.
- Accredite both sonography and family planning courses.
- Equip the library with titles as per the recommendations of Ministry of Education.
- Establish a fully equipped computer laboratory with electronic copies of textbooks on each computer and Kindles.
- Construct and equip a skills lab for practical learning.
- Introduce e-courses and weekend programs.

# 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 2017/2018 reporting year, we provided life-saving care to 1289 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. Our voluntary counselling and testing audit indicates there has been an increase from 89% last year to 94% in this year.

## Top achievements:

- Expanded our ability to serve fragile infants with the addition of two new ventilator machines.
- Obtained a DVD and TV SET to help in health education frequently.
- 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. Our health education audit increased from 93% last year to 98% in this year.
- Purchased a new vein light machine that eases putting an intravenous access especially in small babies.
- Maintained the children chronic care clinic. The number of chronic care patients has increased from 10 to 24 patients

## Aspirations:

- Modify the child play area for better rehabilitation and child stimulation. Cost - \$1500 USD
- Relocate the high dependence unit and modify the neonatal unit. Cost -\$4000 USD
- Enroll more chronic care patients and get a funder to support the clinic
- Have more people do research on the paediatric conditions at BCH
- Relocate the isolation unit.

We need \$157,676 USD to run this programme annually



*“Newborn care is critical: Nurses review premature babies”*



## 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.**

The department runs mobile intervention outreaches in addition to the daily HIV clinic. Currently, we have 1035 clients enrolled under our care and 99% of these are on ARVs. Of these, 66 are children below 15 years.

Through partners like USAID Regional Health Integration to Enhance Services (USAID-RHITES) the program has continued the remarkable outreach programs that aim at reducing new HIV infections in the community including newborns.

We need \$ 210,830 USD to run the HIV programme annually



*Patients attend a health education talk to improve intervention outcomes*

### **Top Achievements:**

- Acquired a gene expert diagnostic services machine from Ministry of Health
- All HIV positive children (less than 15 years) under our care are enrolled on Antiretroviral drugs
- All identified HIV-exposed newborns were enrolled in Mother-Baby Care Point.
- Strengthened postnatal HIV testing at 6 weeks.
- HIV positivity rate in Infants is 0%
- Started patient seven support groups in our three sub-counties of operation

### **Aspirations:**

- 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.
- Mapping the high positivity villages or sites for timely interventions

# 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.**

Through focused antenatal care and routine obstetric sonography, we have managed timely detection of more risky antenatal conditions before they become complicated thus contributing to more safe deliveries. Our neonatal mortality rate is at 2.0% compared to 2.7% in the last financial year. The department also offers, family planning, sexually transmitted disease prevention, the Waiting Mothers' Hostel, adolescence reproductive health services, and other gynecological services.

We require \$218,064 USD to run this department annually

## Top Achievements:

- Average deliveries have increased from 150 to 160 per month.
- Increased antenatal attendances to averagely 400 per months. Male involvement in ANC is now averaging 60 men per months.
- Improved patograph completeness from 51% to 68%
- Reduced death due to birth asphyxia to 3% from 4.1% in the previous year and conducted simulation sessions about resuscitation.
- 100% of the HIV-positive mothers who delivered from BCH have been linked to the PMTCT midwife and have all accessed the service.
- Purchased a cryotherapy machine and cryo gun for treatment of cervical cancer.



*Glorius a midwife, conducts an obstetric ultra sound scan.*

## Aspirations:

- Separating Obs/gynae scans from other scans to reduce waiting time.
- Record more health educational videos in local language to be played on our screen in as mothers wait for care.
- Expand the mothers waiting Hostel to accommodate more mothers
- Acquire a new infant warmer for the labour ward.
- Procure 3 MOYO devices for labour monitoring.
- Construct a gynecological ward.
- Equip the High Dependency Unit to care for emergencies and offer critical care in the unit.

# 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 \$ 139,773 USD to run this department annually

## Top Achievements:

- Remodeled and furnished operating theatre
- Acquired a ventilator
- Acquired new operating lights
- Held successful surgical camps for; urology, fistula and orthopedic surgeries where 84 patients benefited from the super specialised surgeons visiting BCH.
- Conducted specialized surgeries like urethroplasty, prostatectomy and thyroidectomy
- Conducted surgical outreaches in Kihembe and Nyamigoye where a total of 132 patients were screened for surgery.
- Carried out a successful trauma awareness week

## Aspirations:

- Construct a surgical ward
- Develop a functional ICU
- Introduce exchange program visits to other hospitals with modern operating theatres
- Start laparoscopic surgeries
- Acquire another universal anaesthesia machine
- Increase surgical outreaches to four a year



*Our 24/7 preparedness has enabled us to successfully handle most surgical emergencies in the region*

# Community Health and Batwa

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

We serve about 71,000 people that are in approximately 17,023 House Holds (HH) with the help of 502 Community Health Volunteers (VHTs). The VHTs are distributed in 101 villages, 16 Parishes and this is within the four Sub Counties of Kayonza, Mpungu, Kanyantorogo and Butogota Town Council.

Last year, the community nurses identified 369 risky mothers of which 342 were followed up, 329 delivered at the hospital and 10.6% delivered at home. Through sensitization, hospital based deliveries have increased from 91% to 94% and Under-5 mortality rate is now at 43 per 1000 live births compared to last year's

We require \$ 177,146 USD to run this department annually

### **Top Achievements:**

- Department is open to research projects. Three community health research papers have been submitted for publication, 1 has been published, Co-authorship on 5 Papers.
- Expanded Programme on Immunisation, 1713 children received immunization at BCH.
- Malaria Prevention and Control – Community Sensitisation and distribution of Insecticide Treated nets (1009 households affected by malaria reached with prevention messages. 1033/1713 (60.3%) newborn received Long Lasting Insecticide Treated Nets)
- Increase in facility based deliveries of babies, from 91% to 94%.
- 11591 children under Five years screened for malnutrition and 18 children with any form were of malnutrition linked to care.
- Received grant for implementation of SMS Platform and it is underway. 482 VHTs completed training on how to use Mobile Community Health Information System (mCHIS).
- Identified and followed up all the 369 risky mothers in our catchment area. All these mothers were able to have their babies in health facilities with positive outcomes.

### **Aspirations**

- Continue Conducting Research in all identified aspects of Community and Public Health in support of the BCH 2020, and 2025 vision.
- Maintain malnutrition level at <0.5% through bi-annual screening of all children under-5 and rehabilitation for all children identified with malnutrition.
- Immunise 100% of all children born at BCH
- Use the SMS platform for mobilisation and health education to improve maternal and child health in BCH catchment area.
- Reducing child mortality by 3% by end of financial year 2018/2019
- Reduce maternal mortality by 3% by end of financial year 2018/2019.
- Establish a support groups for users of general mental health services
- Offer more specialized mental health service in the community with more emphasis on primary prevention
- Training and mentoring general health workers in the provision of community mental health services.
- Increase the number of patients served in the community from 73% to 90%.
- To promote more of Liaison Psychiatry with in the hospital and strengthen the integrated service therein.

# 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. Byumba is approximately 25 km from the main hospital and Kanyashogye is about 47km. Both clinics aim at provision of sustainable quality healthcare with focus on disease prevention.

We require \$47,638 USD to run these clinics annually



*A mid-wife sensitises the community about family planning at Kanyashogye Health Centre*

## Top Achievements:

- Scaled up immunization in Children under 5yrs. 1439 doses were administered.
- Distributed mosquito nets to 273 pregnant mothers on their first ANC visit.
- Had 563 consultations enroll for family planning including long acting reversible contraception.
- Maintained antenatal clinic and obstetric sonography outreaches from BCH
- Ensured timely submission of weekly and monthly reports to the district.
- Put up a sign posts to publicize the services offered.
- Repair and renovations of the health units.
- Offered malnutrition screening to every client who came for services

## Aspirations:

- Acquire vaccine fridge for Byumba for uninterrupted immunization services
- Increasing utilization of family planning services with particular focus on long term methods.
- Upgrade services at Kanyashogye to help provide maternity services for Mpungu sub-county.
- Construction of descent staff accommodation houses.
- Scale up Utilization of antenatal care services with a particular focus for those that come for first visit and completing a minimum of four visits.
- Improve the range of diagnostic tests being carried out

# 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.**

This program area requires \$115,417 USD annually to run.

## Achievements:

- Equipped the Emergency and Trauma Center with the necessary instruments to handle emergencies.
- Improved the attendances of chronic care clinics, currently chronic care clinics for hypertension and diabetes ran every Thursday and Friday due to increased demand.
- Employed a full time dental assistant, ensuring continuity of services in the dental department that has greatly boosted the dental attendances by month
- Continued to conduct dental outreaches, health education, sensitization and screening in trying to create more awareness
- Improved greatly emergency services, through setting up protocols for proper patient management.
- Provided eye care services every Saturday and acquired some eye equipment from our partners.
- Equipped all clinical rooms with vital observation trays.
- Expanded the central pharmacy by adding more shelves to accommodate high stoke of drugs and proper storage.



*Onesmus, a Public Health Dental Officer attends to a patient in our dental unit*

## Aspirations:

- Hire a third clinical officer to reduce average waiting time, and boost the quality services as well as the orthopedic services.
- Recruit an ophthalmic clinical officer /refractionist to provide specialized and quality eye services.
- Recruit a full time emergency nurse to attend to emergencies and manage the emergency room.
- Build a separate dental unit to accommodate around 10 dental chairs, dental x-ray and dental store
- Construct and equip a spacious ophthalmology unit with both examination and consultation room, i.e. visual acquit room 6mx4m and examination room 8mx12m.
- Build and fully equip the orthopedic clinic.
- Acquire a fridge for the central pharmacy to store some drugs that need refrigeration

# Adult Inpatient (AIP)

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

This program area, has the principal admission ward for all adults (14 years and above). We provide care to patients with Medical, Surgical, Orthopedic and Psychiatry illnesses and offer intensive medical management of patient conditions, as well as patient education. With a total of 30 beds, in 2017/2018 this ward cared for about 120 patients per month with an average bed occupancy rate at 79.5% and the average length of stay being 5.2 days

This program area requires \$102,670 USD annually to run.

## Top achievements:

- Equipped the ward with modern hospital beds.
- Maintained regular audits of staff offering family planning and HIV/AIDS testing, surveying alcohol use, patient deaths, and case discussions of critically ill patients.
- Continued to host volunteer doctors who have helped in improving the quality of care through knowledge sharing.
- Utilized an electronic record management system for patient records.
- Ensured a timely and proper referral system.

## Aspirations:

- Build a lecture theater and new ward to have more space for patients. Cost - \$180,000 USD
- Fully equip the premium ward with trolleys, drip stands and add two sinks to the corridor for hand washing facilities after reviewing patients.
- To have at least 2 functional laptops or iPads for patient management entries of the ward activities.
- Acquire suction machine and cardiac monitor for High Dependency Unit. Cost - \$2000 USD



*Dr. Peter and Sr. Christine review adult patients on ward*

## Diagnostics

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

Diagnostics department is comprised of two sections, laboratory and radiology (X-ray and Ultrasound) which are separately located within the Hospital. Diagnostic tests are fundamental aspect of clinical practice, for they assist a clinician in establishing whether a patient has or doesn't have a specific condition.

This program area requires \$59,146 USD annually to run.

### Top Achievements:

- Acquired a modern blood storage refrigerator.
- Received a new colorimeter.
- Received a GeneXpert machine for TB investigations.
- 80% of lab tests now with Maintained internal qc i.e. Malaria, Chemistry, CBC, Serology, TB Microscopy,
- Reduced patients waiting time with the Lab Electronic system and lab LIMS from 45 to 25 minutes.
- Developed radiology, safety, and standard operating procedures manual.
- Conducted refresher training for staff in radiology and sonography

### Aspirations:

- Continue with Laboratory Accreditation process
- Procurement of equipment e.g. Air conditioner, safety cabinet, strong UPS for big GE USS, GeneXpert andHBA1C machines .
- Modify and expand lab to suit current and future facility testing and diagnostic needs.
- Upgrade microbiology for culture, sensitivity testing & as well as establishing Cytology section.
- To have more staff i.e. lab technologist and radiologist
- Develop a stable power supply and have a power backup system.



*Christopher showcases some of the lab equipment during the hospital's 15<sup>th</sup> anniversary*



# 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:

- We have managed to screen 45,740 clients in the hospital compared to 15,878 for last year. Reduced Malnutrition by 5.2 %. It has decreased from 7.7% during the financial year 2016/2017 to 2.5% during the financial year 2017/2018.
- Integrated Nutrition services into other hospital outreach programs within our catchment area.
- Reached out to 218 indigent (96.8%) households out of 225 households targeted to improve on their nutrition needs.
- Maintained the vegetable garden operations and have managed to have an increased vegetable production from 4924 kilograms last year to 5785 this year.
- Continued to host local and international schools/ insititutions for study purpose.

## Aspirations:

- Continue conducting research and patterning with other institutions to upgrade our research projects.
- Extend the nutrition outreaches to other sub counties outside our immediate area of operation.
- Acquire nutrition ox farm kit
- Follow up of all Out Patient therapeutic care clients in the community.
- Continue supporting all departments to meet patient nutritional needs.

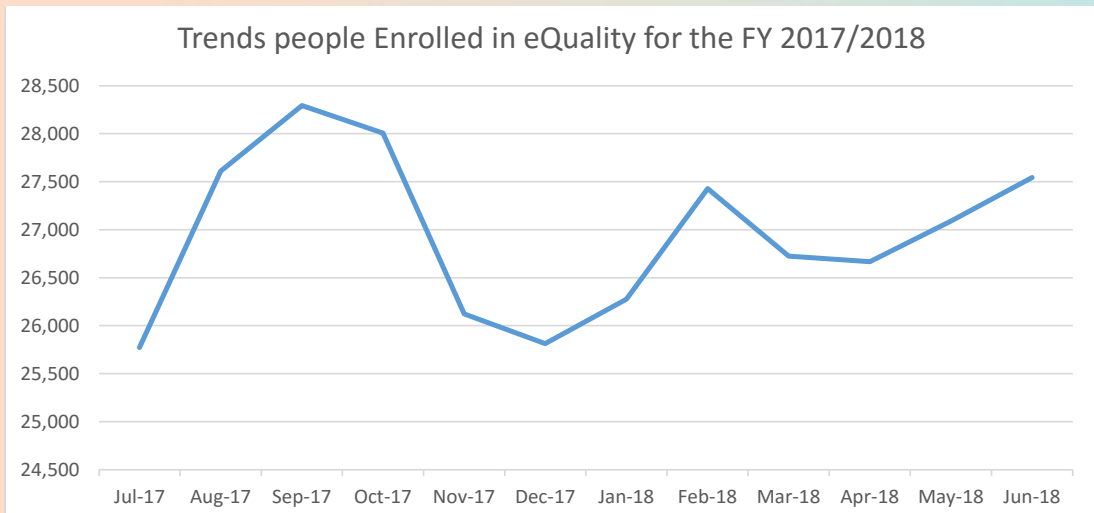


*Bright teaching families how to grow nutritious crops in sack mounds in areas with high malnutrition*

# 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. There has been a 26% increase in general scheme enrollment of members from 21750 in 2016/17 to 27544 in 2017/2018. Its unique structure utilizes already established traditional community “Bataka” groups to enroll members



## Top Achievements:

- Sensitized and mobilized more than 70% of the registered groups within Kanungu District.
- Participated in Diocesan steering Committee meetings advocating to scale up eQuality in the whole District
- Procured 300 eQuality T-shirts and distributed them as a way of marketing the scheme.
- Started implementing of Family subscriptions to our eQuality Insurance scheme
- Provided 34 Bataka parish leaders bicycles to ease on their mobilisation activities
- Increased Batwa membership from 344 to 610 members, a 44% increase.
- Completed quarterly patient satisfaction surveys, feedback/results across all hospital departments.
- Acquired two new laptops which eased service delivery.

## Aspirations:

- Increase enrollment of members in the catchment area to 30,000
- Construct a better eQuality office
- Scale up eQuality services to cover the whole region.
- Increase enrollment of non-Bataka group institutions from eight to at least fifteen in the next financial year.

# 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:

- Motivated staff through a 10% salary increment, and other benefits such as work and study program.
- Reviewed the constitution and other policies that govern the hospital namely; waste management, emergency and referral.
- Continued support to the clinical team to achieve their goals
- Purchased more land for the hospital's future expansion.
- Maintained good working relations with partners.
- Conducted bi-annual stakeholder consultation meetings with community leaders.
- Conducted Risk assessment committee meetings, and addressed the identified risks.

## Aspirations:

- Acquire more equipment like, laptops, photocopiers, printers, walk talkies among other to help in service provision.
- Construct more staff housing units.
- Conduct a leadership and communication skills training for all hospital staff
- Improve staff, student and client satisfaction
- Start an income generation activity for the hospital for sustainability strategies.
- Advocate for extension of eQuality Health Insurance to lower health facilities and the entire region.



*Community health volunteers working with the hospital receive bicycles donated by AKP*

# Information and Technology Department

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

The Information Technology 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:

- Procured and installed 20 brand new computers for use in the hospital and nursing computer laboratory.
- Acquired two strong servers for more storage and faster services.
- Enforced and maintained internal data collections and validation
- Maintained information systems
- Successfully extended Bwindi Hospital Management System (BHMS) to other departments, i.e. Pediatrics & Chronic Care Clinics.
- Provided data for research projects

## Aspirations:

- Have a steady and fast internet.
- Air-conditioned server room
- Provide and improve the compressive and dynamic BHMS system
- Develop an institutional management system for the nursing school.
- Develop databases for family Planning, Chronic Care Clinics, Immunization work, and Satellite Clinics
- Develop a 'road map' for bringing all the different operational databases together into a single 'virtual' system.



*Patrice from Africomed helping our IT team in setting up new servers*

## Chaplaincy

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



*Rev. Elizabeth (Middle) hands over to the new chaplain Rev. Caleb Turyabagenyi*

### **Top Achievements:**

- Extended ministry to nearby communities; Rugando, Mukono, Buhoma, Rutendere and Kanyashande.
- Distributed 100 kgs of bean seeds and 300 kgs maize seeds to Mukono and Buhoma ahead of the planting season to help improve on the nutrition status after the harvest.
- Extended ministry to all categories within our congregation i.e. mothers, fathers, the youths and children.
- Provided counseling services to our parishioners.
- Helped the most needy patients with the Good Samaritan fund on average 20 patients have been supported every month.
- Preached the gospel of Christ and educated our congregation on Christian values.

### **Aspirations:**

- Strengthening prayer and healing ministry.
- Strengthening ministry through retreats, vigils, meetings and choir practices.
- Strengthening our children's church with holiday youth conferences aimed at capacity building.
- Continue training Christians on good stewardship.
- Establish more income generating activities other than the canteen to support the Good Samaritan fund.
- Mobilize funds to support chapel activities.

## Operations

**Goal: *Effective and efficient functional systems.***



*Staff inspect beds donated by Health For All e.V, Germany*

### **Top achievements:**

- Maintained Stocks of drugs, medical consumables, fuel, and other supplies.
- Purchased a new Land cruiser and a Motorcycle to ease transportation of staff to the community for outreaches.
- Purchased several pieces of land for future hospital expansion
- Expanded the Operating Theatre to create a big working space.
- Constructed and furnished the Emergency Room
- Renovated Kanyashogye satellite clinic, Mothers' Waiting Hostel, Walk ways and staff housing units.
- Connected the hospital to the National Electricity Grid and this has reduced on electricity expenses.
- Installed an Automatic power Change over to reduce power surges
- Serviced the Hydro power scheme to minimize the hospital's power costs
- Commissioned and received a water filtration system that serves all hospital outlets with safe water

### **Aspirations:**

- Construct an intact Hospital and Staff village Fence
- Construct a sewage treatment plant (Lagoon)
- Expand Adult Inpatients and build a new Medical ward
- Expand the hospital water reserves
- Acquire an electricity voltage regulator
- Purchase more vehicles and motorcycles
- Build strong relationships with supplier & service providers.
- Refresher training in equipment use and handling

# Human Resources

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

**Human Resources' (HR) primary responsibility is managing, assisting and dealing with all employee related matters. We aim at having well motivated staff committed to delivering our mission and vision. Currently, we have 119 full- time and 47 outsourced staff a ratio of 71:48 male to females respectively. Our ambition is gender-equity in all hiring.**

## Top achievements:

- Attracted scholarships in the following areas; sonography, nursing, and anesthesia.
- Improved staff motivation through 10% Inflation pay rise /increment, use of staff shuttle, staff retreats and team building facilitation.
- Improved staffing needs in areas of Pediatrics, Surgery, Anesthesia and Accounts.
- Maintained volunteers coordination & improved working relations with partners and volunteers both local and from overseas.
- Recruited the best performing students from UNSB, these have not only helped in filling the staffing gaps but also enriched the services being offered at various stations.
- Conducted Continuous Professional Departmental meetings/trainings to help enhance the skills of staff in all departments.

## Aspirations:

- Soliciting for funding of specialized courses in general Orthopedics, General Surgery, Physiotherapy and Internal Medicine. Cost
- Maintaining work and study program
- Increase staff and volunteer knowledge of hospital human resource policies.
- Continue to recruit the highly trained and qualified health workers to serve at Bwindi.
- Continue rewarding best and long serving staff.
- Develop coaching and mentoring schemes and succession plans.
- Strengthen partnerships with other institutions.
- Continue to improve staff housing.



*Staff and students attend a teaching by Dr Jean on continuous professional development*

# Accounts

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

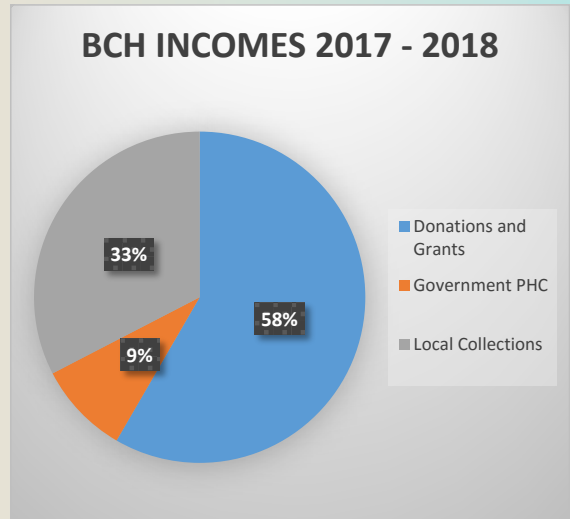
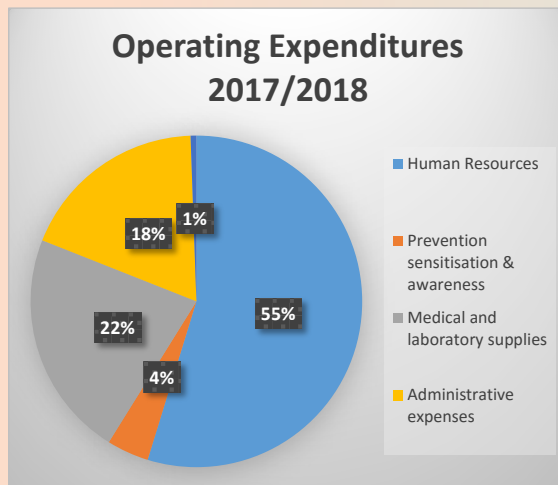
We maintain the highest standards of financial management for our patients, staff, stakeholders, and donors and are audited yearly by independent certified public accountants. The 2016/2017 financial year will be audited by BVL & Co Certified Public Accountants (Kampala) and the results will be posted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

## Top Achievements:

- Maintained a clear authorization of vouchers.
- Produced bi- annual reports to management and board.
- Produced periodic accountability reports to partners.
- A report on inflationary pay increase was developed, presented and inflationary pay was affected.
- Maintained a filing system that meets audit standards
- Maintained monthly bank reconciliations

## Aspirations:

- Continue to build the hospital reserve funds.
- Ensure that value for money services are achieved in all sections of the organization.
- Raise 60% of our operational costs locally.
- Maintain relationships the organization has built over years out of mutual respect, integrity and accountability





# 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:

- We received prestigious awards for high quality services from Uganda protestant Medical bureau and Uganda social Innovations. Set up new charities; in UK REACH Bwindi, Germany – Health For All to help in gift aid and tax relief to the donors in these countries.
- Attracted Scholarships for both Nursing school students and hospital staff going for further studies.
- Set up an exhibition center at the hospital to enhance and promote BCH/UNSB visits to tourists.
- Our Easter Appeal resulted in acquisition of crash carts. These have been distributed to all the wards in the hospital.
- Managed short term visitors and volunteers for sustainable relationship with the hospital.
- Maintained good relationship with all our partners
- Ensured timely communication between the hospital and our partners.
- Maintained our social media sites both for the hospital and Nursing school.

## Aspirations:

- Maintain good relationship with all partners and donors
- Seek out for more grants to continue supporting services and infrastructure
- Approach hospital and School suppliers for support
- Establish charitable foundation in Australia for tax efficient donations
- Engage current and past volunteers in sustainable promotion of BCH abroad
- Strengthen grant writing capacity within the hospital by working with Heads of Departments and volunteers in developing model proposals for all program areas.
- Liaise with hospital partners to link the hospital and Nursing school to other prospective funding organizations.
- Continue Strengthening grant writing capacity of BCH by working with HODs and volunteers in developing model proposals for all program areas



## 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 \$240,000: UNSB library and skills lab building.
- 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 \$200,000: Land acquisitions.
- USD \$500,000: Infrastructure for expanded sewage disposal.
- USD \$200,000: Power upgrade, includes solar, generators, and hydro.
- USD \$45,000: Security fencing for hospital campus.

### How you can support our work

#### Direct wire transfer

Account Name: Bwindi Community Hospital

Bank: Stanbic

Branch: Kihihi

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](mailto:info@kellermannfoundation.org)

[www.KellermannFoundation.org/donate.htm](http://www.KellermannFoundation.org/donate.htm)

*Or*

Abercrombie & Kent Philanthropy

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

*In the UK,*

REACH BWINDI

<https://reachbwindi.com>

*In Germany,*

Health For All Uganda e.V

Tukustr.39e, 50825 Koln, Germany

Link: <http://www.health-for-all-uganda.com>

**Please earmark the donations for use at Bwindi Community Hospital.**



*Pedson carries out an eye examination using a slit lamp*



*Dr. Julius uses a cryotherapy machine to treat cervical cancer*



*Emergency trolleys/ crash carts that were purchased to ease emergence services*



*Donated Equipment including hospital beds being offloaded from a container from Germany*



*Midwives health educate mothers about Post per-tum family planning*



*UNSB students and staff attending a ground round*



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