



# BCH 16<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



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



## Message from the Executive Director



**Dr. Birungi Mutahunga R.**

Dear friend,

I welcome you to our latest annual report for the financial year 2018/2019. On behalf of Bwindi community Hospital I thank you for the continued support, of any kind, that has enabled us to continue offering quality healthcare and training of health professionals in one of the most underserved regions of Africa.

This year, we celebrated 16 years of providing excellent healthcare services because of people of good will who have associated with us and determined to make this world a better place for everyone. We owe this to you and your fervent support.

We hold ourselves accountable to highest standards possible and therefore it is our responsibility and pleasure, to share with you what we have achieved together. More about our work, including external audit report of our accounts, is available on our website; [www.bwindihospital.org](http://www.bwindihospital.org)

We advance systematically with the community to develop sustainable healthcare that we tailor to their needs. This year we held two resourceful consultative meetings with community members from where most our aspirations in this report have been drawn. Routinely working with 524 Village Health volunteers, including 22 from batwa settlements, we have reduced under five deaths by 16% to 36 for every 1,000 live births, and enabled over 150 mothers every month to have clean and safe deliveries at the hospital. Today, 95% of all births in the catchment area happen under supervision of a qualified health worker compared to less than 40% ten years ago.

We have improved equity and access to health services as we registered 22% increase in enrolment into our eQuality health insurance. Our clients/patients have scored us an average of 92% throughout the year as a level of satisfaction with the services we offer. We have maintained an adequate and effective multidisciplinary team with specialists in women's health, child health, internal medicine, general surgery, public health, and nursing. It is against this background that Bwindi Community Hospital (BCH) and Uganda nursing School Bwindi (UNSB) have remained best performing institutions in the region.

We are now poised to become a full-fledged tertiary health care teaching facility, having started another training program in Clinical Medicine and Community Health at Uganda College of Health Sciences Bwindi (UCHSB). Our plan is to offer degree programs in Nursing at UNSB commencing 2025 and postgraduate programs in Public health, epidemiology and Global health at UCHSB by 2030. In this regard, we are truly grateful to our benefactors and all development partners that supported capacity building sponsoring staff at various levels from Bachelors in Medical education to PhD programs.

Once again, I thank you and, if you can, please read on.

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

Dr. Birungi Mutahunga R

**Executive Director BCH, September 2019**

## Infrastructure Updates



The new skills laboratory/ library at the nursing school



The container administration block





The completed lecture theatre.



Extension of the Mothers waiting Hostel

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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.

US\$ 432,830 annually runs the school

## Top Achievements:

- Contributed more than 50% (14/24) distinction passes in national exams.
- Constructed a skills laboratory and library
- Installed an online electronic library
- Renovated and expanded the school kitchen
- Doubled internet band width to enable student access study materials
- Accredited family planning course with the Uganda Protestant Medical Bureau
- Maintained collaborations and partnership with other institutions such as Universities like Vermont, Scranton, UCU, Dominican and this has resulted to of skills lab equipment, knowledge, continuous provision of UCU transcripts.
- The total enrollment of the school has grown from 286 to 345.
- Ensured continuous staff development (5 staff undergoing staff training)
- Acquired more 50 text books from Uganda Protestant Medical Bureau
- Continued to provide scholarships to the needy students.

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Visiting district leaders observe a practical simulation in the skills laboratory

## Aspirations

- Construct a new students hostel to house more students. Cost US\$ 250,000.
- Maintaining trained tutors, clinical instructors and skilled lab attendants.
- Acquire a vehicle for administration duties- Cost: US\$50,000
- Increase internet bandwidth to 5mbps. Cost: US\$ 20,000 a year
- Accredit sonography course and recruit a sonography tutor. Cost: US\$ 11,352.
- Improve the library with more title books to improve learners' experience.
- Support staff for PhD and Masters programs in anticipation of becoming a university in 2025
- Purchase and establish an electronic system to capture data for library, skills lab, students' records, and inventory.
- Introduce e- learning for some courses and weekend programs.

# Child Health Program Area

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

Over the past 12 months ending June this year, we provided a lifesaving care to over 1,300 ill children, a 4% increase over the previous year. Families have been able to access specialized services such as newborn care, management of severe acute malnutrition, diabetes and other chronic diseases that they would have otherwise not found in the region.

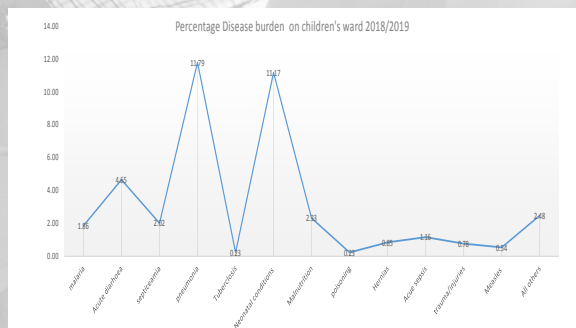
US\$160,400 annually runs this program area

## Top achievements:

- More children with long standing illness were enrolled into the clinic registering a growth of 54%
- Maintained patients' satisfaction at an average 90% throughout the year.
- Average length of stay on ward reduced from 3.57 from last year to 3.01 days
- Received 22 metallic beds on general ward and equipment's for our Neonatal Intensive Care Unit; one resuscitaire and two phototherapy machines as a donation from one day health Uganda.
- Maintained regular clinical audits to monitor our performance and as a result kept our standard of care high.
- Improved knowledge and skills of health workers handling child health issues by having departmental teachings and general teachings in the hospital
- Modified play areas both indoor and outdoor thereby improving play experience of those recovering or under rehabilitation
- Subsidized medical fees for chronic care and thus improved access for the most in need and yet unable.
- Linked some of the children with chronic illnesses to other hospitals for advanced management (Three patients with heart failure were referred to Uganda Heart Institute and two had successful open heart surgeries)

## Aspirations:

- Get a full time pediatrician and a medical officer attached to the ward. Cost: US\$ 28,800.
- Modify HDU to meet ICU standards.
- Expand neonatal unit to allow separation of different neonatal conditions and increase capacity from current 12 to at least 30
- Develop electronic register system for chronic care patients
- Acquire more apnea monitors and incubators: Cost US\$17,000 and US\$ 1700 respectively.
- Maintain a clear referral system for our chronic care patients and establish funds for long staying patients.
- Review and update most of the pediatric guidelines
- Integrate research into quality improvement.





## HIV/AIDS and TB Program Area

**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 program is largely supported by USAID Regional Health Integration to Enhance Services (USAID-RHITES).

The department runs mobile intervention outreaches in addition to the daily HIV clinic.

Currently, we have 1,065 clients and all on highly active antiretroviral therapy.

91% of the clients have suppressed viral load, while the majority of clients with non-suppressed viral load are children who are not on their preferred 1st line. It is therefore our focus to have all children put on their preferred 1st line as a recommended by Ministry of Health.

US\$ 210,830 annually runs this program area

### Top Achievements:

- Identified 126 new positives out of our targeted 121.
- Circumcised 1239 men between the ages of 11 and 45
- Increased PreP by 120% from 96 clients the previous year to 116.
- Conducted two drama shows have been to fight HIV associated stigma
- Conducted training of midwives from lower health facilities on partograph use and neonatal resuscitation as it was a recommendation from maternal and neonatal death review audit meetings.
- All HIV positive children (less than 15 years) under our care are enrolled on ARVs as per WHO guidelines
- All identified HIV-exposed newborns were enrolled in Mother-Baby Care Point.
- All HIV/TB infected clients have been enrolled on ARVs. TB completion treatment rate is 96%.
- Carried out monthly integrated outreaches with family planning,
- Strengthened post-natal HIV testing at 6 weeks.
- Conducted 4 radio talk shows
- Transitioned all eligible clients to their preferred 1st line regimen as recommended by WHO and ministry of Health.

### Aspirations:

- Continue mass sensitization about HIV/TB using radios, community outreaches and audio clips
- Maintain In-patient HIV testing in all wards
- Conduct outreaches to the most vulnerable persons
- Maintain integrated outreaches to provide HIV counselling and testing services to all pregnant and lactating mothers
- To increase screening services for TB at out patients department and HIV/TB area.
- Enrol all eligible clients on Isoniazid prophylaxis strengthen contact tracing of index TB clients confirmed to have TB of the lungs
- Enrolling all Non suppressed HIV clients on intensive adherence counselling sessions and ensuring their completeness
- Standard room for isolation and treatment of TB patients
- Extending Bwindi Hospital Management Information System to HIV/TB program area
- Continue partnership with USAID RHITES and other stakeholders

# Sexual and Reproductive Health Program Area

**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 coupled with routine obstetric sonography and utilization of our Mothers' Waiting Hostel, we have improved timely detection of more risky antenatal conditions before they become complicated thus contributing to more safe births. Death of the newborns reduced by 30% in the last financial year. The department also offers, family planning, adolescence reproductive health services, and other safe motherhood services.

US\$222,300 annually runs this program area

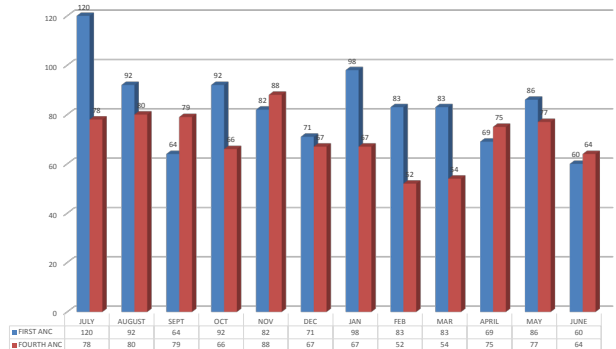
### Top Achievements:

- Average deliveries increased from 160 to 170 per month..
- Improved patograph completeness increased by 15% to 78%
- Reduced deaths due to birth asphyxia by 80% compared to 70% the previous year through continuous simulation sessions about resuscitation of the newborn.
- Expanded the Waiting Mothers Hostel from 28 to 40 beds.
- About 78 mothers stay in the hostel on a monthly basis
- Reduced dangerous low body temperature among newborns to less than 1%.
- Ensured that all data is electronically stored.
- 100% of the HIV-positive mothers who delivered from BCH were enrolled for services to prevent transmission of HIV to their newborn babies.

### Aspirations

- Separating Obs/ gynae scans from other scans to reduce waiting time. Cost US\$11,352
- Reduce unmet need for family planning to less than 20%
- Acquire a new infant warmer for the labour ward. Cost: US\$ 1700.
- Procure 3 MOYO devices for labour monitoring.
- Buy 4 hospital beds. Cost US\$ 2000.
- Acquire a Cardiotocography Machine
- Equip HDU.

Comparison of 1<sup>st</sup> and 4<sup>th</sup> Antenatal visits this year





## Surgery Program Area

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.

US\$140,500 annually runs this program area

### Top Achievements:

- Maintained strategic in country and overseas partnerships
- Acquired dermatome machine and instrument sharpener
- Carried out specialized surgeries for bones and on the urinary and reproductive system during the three successful camps we held.
- Carried out four successful surgical out reaches in Mpungu, Butogota town council, Kanyatorongo, and Kanungu town council thereby enabling most disadvantaged people access a surgeon for their needs.
- Three week surgeon cover monthly.
- Maintained a safe operating environment, including anesthesia, for surgeries to happen

### Aspirations:

- To have a separate surgical ward
- To have a functional ICU
- To have familiarization visits with other modern theatres in the country
- Start laparoscopic surgeries by December 2019
- Having a full time resident surgeon. Cost: US\$ 28,800.
- Recruit two more nurses to so work shifts can be possible. Cost: US\$ 14,442.
- Acquire another anesthesia machine to fully operationalize two operating rooms
- Train more theatre nurses. Cost: US\$ 3750 USD each nurse



## Community Health and Batwa Program Area

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

We serve over 70,000 people in approximately 17,023 households while working with 502 Community Health Volunteers (VHTs). The VHTs are distributed in 101 villages in four Sub Counties of Kayonza, Mpungu, Kanyantoro and Butogota Town Council.

Last year, the team was able to carry most of the planned activities with major successes registered in; mental health, Expanded Program on Immunization, School health & Child to Child Program and Maternal Health Program including family planning. Through community interventions, under-5 mortality rate is now at 36 per 1000 live births from 43 per 1000 live births in the last financial year.

US\$ 209,879 annually runs this program area



## Top Achievements:

- We were able to identify and support over 900 families with members who have developed psychosocial challenges in our catchment area. Our target was 734 families.
- Sensitized staff in all departments more especially those directly involved in the management of persons with mental illnesses
- Continued dealing with alcohol use disorders in the community as a driver for HIV and gender based violence. We now have 18 Alcoholic Anonymous groups for rehabilitation.
- Did community screening in our service for cases of gender based violence, child abuse & neglect, and substance & alcohol abuse. We identified and managed 106 new cases.
- Visited 250 households in our catchment area on matters of malaria prevention, sanitation and hygiene, maternal and child health.
- Sensitized masses about Child health and Rights and 20 cases were followed up.
- 95% of children have completed immunization on schedule and overage in the catchment area for ages 1-4 years at 99%
- Sensitized 5600 children about HIV Prevention, Teenage Pregnancy Prevention and Life Skills in our catchment area
- Mobile Community Health Information System (mCHIS) that links households with the hospital on health matters was developed tested, and is now at implementation phase
- Facility based deliveries of babies have increased from 91% to 95% as a result of ongoing sensitization.
- We screened over 11,000 children for malnutrition and 18 children with malnutrition linked to care.
- Three scientific papers have been published in peer reviewed journals

## Aspirations

- Acquire an ambulance for referrals. Cost: US\$ 75000.
- Do more research in Public Health in to further inform our interventions
- Do GPS mapping of all households in the catchment area to improve surveillance and public health interventions
- Roll out mCHIS as a cost effective way of ongoing link between the hospital and the community regarding vital statistics, disease surveillance and prevention, health promotion and follow up of patients with chronic ailments. Cost: US\$ 152,172.
- Expand the psychiatric medication formulary
- Maintain malaria control mechanisms in force including re-supply of subsidized insecticide treated mosquito nets. Cost: US\$ 204,289.





## Byumba & Kanyashogye Satellite Clinics

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

Byumba and Kanyashogyi 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 especially the Batwa. Byumba is approximately one hour's drive from the main hospital and Kanyashogye is about two hours. Both clinics aim at provision of sustainable quality healthcare with focus on disease prevention.

US\$ 51,539 USD annually runs these clinics

### Top Achievements:

- Attended to 5641 clients total including 271 Batwa
- Carried out 91 deliveries at Kanyashogye
- Maintained family planning services ,742 clients benefited
- Put up a sign post along Byumba -Karangara road to publicize the services offered.
- Ensured timely submission of weekly and monthly reports to the district.
- Maintained an orderly and clean labour ward at Kanyashogye
- Received medical waste bins from MOH and hand washing facilities.
- In collaboration with the mental health team and community nurse & VHTs we have been able to identify and follow up mental health clients in villages and offer them treatment as directed by the psychiatric clinician.
- Procured seats for clients.
- Offered screening for malnutrition to every client who attends outpatient department.
- Maintained a vaccine fridge that enables us conduct immunization sessions both static and outreach services.

### Aspirations:

- Upgrading Kanyashogye and Byumba health centres to level three to be able to handle admissions for medical conditions and un complicated pregnancy and child birth related conditions.
- Increasing utilization of family planning services with particular focus on Long term methods.
- Attaining an online system for submitting timely reports.
- Have a visiting clinician at least once a month to review complicated conditions and mentor staffs.
- Acquiring an extra piece of land at Byumba to facilitate access and future expansion.
- Staffing, employ a cashier, counselor, laboratory attendant.
- Have a fence around the facility.
- Have a separate labour ward at Kanyashogye.
- Have an inpatient department.
- Have atleast three active radio talk shows conducted per year.
- Have active VHT to sell reproductive health program vouchers to needy mothers.



## Out Patient, Dental and Eyes Program Area (OPD) Program Area

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

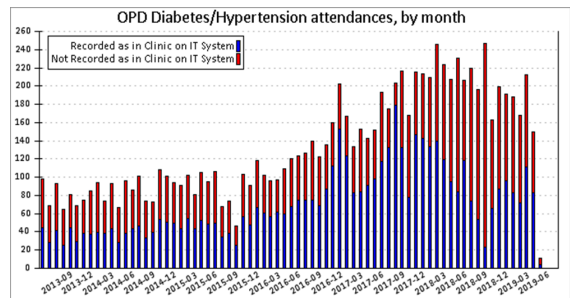
US\$ 122,763 USD annually runs this program area

### Achievements:

- Maintained a medical officer running chronic care clinics
- Greatly improved the attendances of chronic care clinics, currently chronic care clinics for hypertension and diabetes ran on Friday and Thursday due to increased numbers
- Provided transport to children attending chronic as a vulnerable sub population. This has improved their compliance and adherence to treatment
- Employed a full time dental chair side assistant, ensuring continuity of services in the dental department that has greatly improved access to dental health
- Carried out a dental camp treating 115 clients
- Continued to conduct dental outreaches, health education, sensitization and screening and improved dental health in the community.
- Acquired some orthopedic equipment like plaster saw and Thomas splint
- Improved emergency management with acquisition of more equipment for emergency room; patient monitor, oxygen concentrator, Sanction machine, three Emergency beds, cupboard and patient trolleys.
- Provided eye care services every Saturday and acquired some eye equipment from our partners; The Hope Alliance
- Equipped all clinical rooms with vital observation trays.
- Expanded the central pharmacy by adding more shelves to accommodate high stock of drugs.
- Acquired new laptops for the dental clinic and chronic care clinic.

### Aspirations:

- Employ an ophthalmic clinical officer in order to provide regular eye services. Cost US\$ 8,441.
- Employ a full time emergency room nurse. Cost US\$ 7,211 a year.
- Employ another medical clinical officer. Cost US\$17,365 a year
- Employ a physiotherapist mostly for chronic care patients. Cost US\$11,352.
- Build a separate dental/vision unit with five dental chairs, dental x-ray and dental store, to facilitate training of dental officers and dental assistants.
- Build and fully equip an orthopedic clinic.
- To create more space and privacy to patients to improve the triage process.
- Run a daily chronic care clinic.
- Reduce waiting time further and improve patient satisfaction.
- Improve and maintain the electronic system to include electronic x-ray and scan requests.



## Adult Inpatient (AIP) Program Area

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

AIP ward is the admission ward for all patients both males and females above 14 years of age with conditions ranging from medical, surgical and psychiatry. We have a total of 31 beds, and on average, we admit between 100 to 119 patients on a monthly basis. Average length of stay has reduced from 5.2 days in 2017/2018 to 4.6 days in this year.

US\$ 133,956 annually runs this program area

### Top achievements:

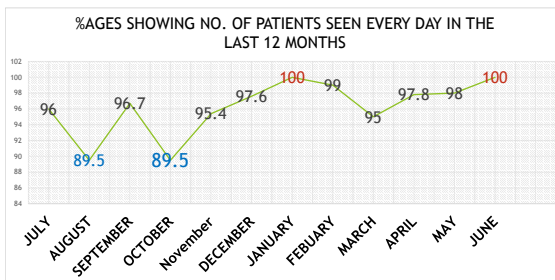
- Installed alarm bells in premium rooms to ease communication between patients and staff.
- Maintained regular audits of staff offering family planning and HIV testing, surveying alcohol use, patient deaths, and case discussions of critically ill patients.
- Continuously hosted volunteer doctors to improve staffing as well as knowledge sharing.
- Improved patient record management by use of an electronic record management system
- Ensured a timely and proper referral system.



Artistic impression of proposed medical ward

### Aspirations:

- Have a fully equipped medical ward with an intensive care unit & isolation. Cost US\$ 150,000 for a matching fund
- Obtain functional ECG machine. Cost
- Have separate room for acutely unwell psychiatric patients
- Install patient privacy curtains
- Full time internist to supervise intern doctors
- Obtain a spirometer for pre-operative assessment of airways and other respiratory conditions
- Upgrade the existing procedure room with a modern examination couch.
- Have free-standing shelving units for AIP/ premium store room.
- Provide white boards and notice boards for staff use.
- Engage in research and publication at least two papers every financial Year.





## Diagnostics Program Area

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

Diagnostics program area consist of two sections. i.e. laboratory and radiology & imaging (X-ray and Ultrasound) which are separately located within the Hospital..

The program area has been upgraded with modern equipment to be able to offer standard quality services for better patient management.

US\$ 59,146 annually runs this program area

### Top Achievements:

- Developed all documents/SOPs in line with ISO 15189-2012 standard.
- Extended lab to accommodate the reception/ phlebotomy, microbiology unit and automation room(partial)
- Installed Air conditioner in the main laboratory
- 90% of all lab machines were Serviced; these include chemistry and CBC machines, Microscopes, Fridges, GeneXpert MTB/RIF
- Acquired two fire extinguishers
- Moved Chemistry machine to main Lab to reduce turn around time for Chemistry tests
- We have maintained a well functional Radiology unit meeting safety standards
- We have well formulated obstetrics & pelvic USS and x-ray protocols
- Have a full time ultra sound scan and x-ray cover
- Employed a radiographer (part time)
- Conducted scans in the outreaches at the satellite clinics
- Maintained the mobile ultrasound machine for emergencies and bed ridden clients
- Established and signed MOU with Lancet laboratories for sample referrals mainly Culture sensitivity testing and other specialized tests
- 100% performance score every quota in HIV External Quality Assessment,
- 100% performance score in TB external quality assessment every quota.



Damson using the genexpert machine to carry out investigations

### Aspirations:

- Modify and expand lab to suit current and future facility testing and diagnostic needs
- Stabilize power supply (power backup system) for sensitive machines
- To upgrade the lab for culture, sensitivity testing , coagulation and hormonal tests & a cytology section
- Have full time cover in cases of off days and leave in Radiology and Sonography.
- To include all tests and their physiological ranges in the electronic information system
- Maintain adequate supplies of blood and safe transfusions.

## Nutrition and Dietetics Program Area

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

Nutrition and Dietetics program is fused in all program areas of the hospital with an aim of a well-nourished population, also promote healing and better treatment outcomes for both hospitalized and outpatients. Our activities are aligned to contribute to World Health Assembly nutrition targets on under nutrition, the UN targets on Diet Related Non-Communicable Diseases (DRNCDs) and localizing the global nutrition-relevant Sustainable Development Goals (SDGs) towards eliminating malnutrition as a problem of public health.

### Top Achievements:

- We have managed to screen over 53,000 clients, 17% increase, in 2018/2019 compared to 45,000 for the previous year.
- Reduced Malnutrition by 16% to 2.1% during the financial year 2018/2019
- 98% of all clients who have been identified with acute malnutrition have been rehabilitated at the hospital
- Carried out two nutrition studies at BCH to inform our practice.
- Maintained partnerships with different stakeholders and organisations like Kent and Kabale Universities.
- Nutrition trainings have been conducted with staffs both at the facility and off facility for example Peer educators in the hospital. The hospital Nutritionist was trained by UNICEF and WFP in Nutrition governance.
- We have maintained the demonstration vegetable garden operations and increased production from 4924 kilograms last year to 5785 this year.



Measuring the child's middle upper arm circumference to find out if he is malnourished.

### Aspirations:

- Do more research and pattern with other institutions on research projects.
- Create nutrition family schools in our catchment area to tackle the rising malnutrition especially in Mpungu subcounty.
- Strengthen Chronic care clinic nutrition reviews with individualized dietary management plans
- To extend the nutrition outreaches to other sub counties.
- Improve follow up of clients on nutritional rehabilitation in the community
- Secure office space for the Nutrition and Dietetics program.
- To cooperate with IT programming team to improve on nutrition data reporting



## eQuality Health Bwindi Program Area

**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.

### Top Achievements:

- Acquired a new and more spacious office
- Conducted Patient Satisfaction Surveys every three months with an average score of 92%
- Maintained dialogue meetings with stakeholders such as parish coordinators, group leaders and Bataka members Ensured swift response to clients concerns
- Targeted the poorest of the poor for recruitment into the scheme
- Good working relationships with our clients, and other stakeholders (BMCD, Kamukama Foundation, BDP, diocese of Kinkiizi, gov't etc



eQuality health insurance community sensitisation



A woman registers for eQuality health insurance

### Aspirations

- Increase sensitization and have more than 30,000 paid up members.
- Have at least one radio program per week to ease awareness.
- Equipping eQuality Health Insurance Office with enough Shelves
- Acquire riding protective gears.
- Partnering with facilities under diocese of kinkiizi in the district to improve access and reduce drop outs
- Enrolling any other pre-existing groups other than Bataka
- Work with other CHI schemes and partners for advocacy & appropriate legislation



## Administration Program Area

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

### Top Achievements:

- Provided all stakeholders with accurate information in form of reports, work plans, minutes among others.
- Conducted bi- annual stakeholder consultative meetings with community leadership/ representatives for hospital updates. A total of 37 meetings were held.
- Ensured appropriate documentation and operationalization of terms of reference for contracts and service provision.
- Conducted quarterly risk assessment for mitigation in a timely manner. Consequently our running has been smooth throughout the year
- Constructed staff quarters for midwives at Kanyashogye satellite clinic.
- Secured newly acquired hospital land for which we now have five land titles.
- Bought two acres of land in this financial year
- Hospital board and management meetings happened as scheduled.
- Insured Hospital property and review adherence to insurance standards
- Quarterly coordinating meeting with all Heads of Department under Support Services
- Completed staff quarters (four units) and a dining hall at Uganda College of Health Sciences Nyamwegabira campus. This facility is situated on over 15 acres of land donated by the Diocese of Kinkiizi

### Aspirations:

- Acquire more land for hospital expansion
- Phased construction staff houses. 50,000 USD matching fund is required to set up 8 housing units for midwives.
- Start a primary school to offer quality education to children of staff and the community around as a staff retention strategy.
- Ensure safety of hospital information while at same time making it easily accessible to intended users.
- Continue community engagement to improve their participation in healthcare planning and financing.



BCH Board meeting



## Information and Technology Program Area

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

BCH Information technology (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 future vision; Implementation of real-time data collection and management systems and their security, overseeing the voice and data networks, computer training and offering full-time technical support in various IT disciplines to enhance better service delivery to staff, patients, clients and visitors in the Hospital and community.

### Top Achievements:

- Offered technical support to the hospital staff. This has ensured effective electronic system usage.
- Hired a full-time system developer.
- Ensured timely, daily offsite data backups to avoid data loss in case of disasters and ensured data security through putting data access policies in place.
- Ensured a stable and fast network throughout the year with 24/7 days accessibility.
- Procured more new computer hardware.
- Procured a 1000 watts power backup system for the servers.
- Upgraded the internet bandwidth from 1Mbps to 2Mbps
- Installed and configured a Gigabit Ethernet Network in the new building. This has improved local network speeds.
- Successfully deployed our highly anticipated SMS/USSD reporting platform i.e. Mobile Community Health Information System (mChis) which acts as a linkage between the hospital and the community.
- Installed two independent wireless internet access points at our guesthouse.
- Ensured timely HMIS reporting to the ministry of health and all our stakeholders i.e. RHITES, UPMB etc.
- Equipped nursing students with functional knowledge and basic computer skills.
- Ensured the availability of experienced IT technicians throughout the year.



The mChis system that was recently deployed

### Aspirations:

- Improve ICT infrastructure; some new computers in some departments, laying new cables for the Local Area Network
- Extend intercom (PBX) to all new offices and structure both at the hospital and at school.
- Provide ongoing support to staff for use of evolving ICT
- Improve data access to intended users
- Support research agenda for the organization.

## Chaplaincy Program Area

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

Rev. Boaz Turyatunga heads a team committed to contributing spiritual growth of staff, communities around and local schools. All people of different faiths are welcome at our services.

### Top Achievements:

- Constructed a spacious chapel conducive for worship
- Visited 40 homes in the five cells of Munyaga, Hospital, Town cell lower, Town cell upper and Uganda Nursing School
- Supported over 120 most needy patients using Good Samaritan Fund to buy them food, transport back home and/or clearing their medical bills.
- Purchased 50 plastic chairs, 10 benches, 12 pairs of uniforms for the ushers and 3 rolls of cloth for making more 15 pairs of uniforms for the choir
- Introduced the second service in Runyankole-Rukiga to complement English service
- Provided counseling services to our parishioners and other clients
- Trained more people in playing musical instruments
- Strengthened chapel leadership through election and induction of new chapel committees such as Power 10 members who do planning and advisory role
- Trained 21 confirmation candidates
- Strengthened ministry by category i.e. mothers, fathers, the youth and children
- Conducted interdenominational dialogue meetings to discuss spiritual ministry in diversity.

### Aspirations:

- Enhance children's ministry through recruiting and training more Sunday school teachers and acquire learning aids
- Strengthening the choir ministry through training more people.
- Continue to provide Christian counseling to iron out psychosocial issues of our Christians
- Expand and improve chaplaincy canteen and lobby for an advanced place within the proposed AIP area.
- Integrate 'saline' process in routine patient care and other activities to promote accountability and responsible stewardship
- Promoting sports ministry.
- Ensuring that all fellowships and Bible studies happen as planned.





## Operations Program Area

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

### Top achievements:

- New office block was constructed and furnished and relocated support services offices to the new block thereby creating more room for patient consultation.
- Ensured preventative maintenance for the hospital buildings and equipment
- Repaired and maintained the hospital fleet of vehicles and motorcycles for effective transportation of staff and students for duty and study respectively.
- Installed solar power for mental health rented premises in Mpungu.
- Facilitated the procurement process of the skills lab/library, Chapel banda, and lecture theatre.
- Purchased 100 pieces of Q desks to be used in the lecture theatre
- Fenced the hospital premises with concrete poles and chain link to secure hospital property and improve patient privacy and safety.
- Constructed a house for security personnel at the mini hydro power dam
- Improved mobility to the chapel and guesthouse upon completion of covered walk way.
- Procured all hospital drugs, sundries and other general supplies with no major stock outs throughout the year.



The new Hospital Fence



BCH staff undertaking fire fighting drills

### Aspirations:

- Improve management of sewage by construct a sewage treatment plant (Lagoon). Cost: US\$ 240,000.
- Facilitate construction of a new medical ward and establishment of surgical ward.
- Expand the hospital water reservoirs
- Develop the hospital water source to mitigate future water shortage.
- Stabilize power supply across the hospital: Cost: US\$ 25,000.
- Underground fuel storage and supply station for timely fueling of hospital vehicles and avoid fuel stock outs in situations of fuel crisis in the country.
- On station medical equipment and motor vehicle work shop
- Build strong relationships with supplier & service providers.
- Refresher training in equipment use and handling
- Ensure reliable medical oxygen supply to all wards and theatre by constructing an oxygen plant . Cost US\$ 250,000 USD.

## Human Resources Program Area

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

This program area has primary responsibility for 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 staff of which 48 are female. Our ambition is gender-equity in all hiring.

### Top achievements:

- Timely payments of staff salaries
- All the staff have modest accommodation most in rented premises.
- Maintained partners providing capacity building like Intra Health/UPMB
- Supported staff undergoing training in Anesthesia & Medical Education
- Improved reporting time for duties
- Improved Continuous Professional Development(CPD) and got partial accreditation from Uganda Medical and dental practitioners Council
- Maintained some specialists like Surgeons/ Gynaecologist
- All staff meetings happened as scheduled including participation in staff satisfaction surveys
- All staff have been appraised regularly for their performance.

### Aspirations:

- Engage different program areas in establishment of minimum staffing levels;
- Hire Physician
- Develop Performance Management Training Program for senior staff and middle managers
- Review staff remuneration relative to what other similar organizations pay and keep offering competitive wages and benefits to all staff.
- Secure scholarships for staff training agenda for medical education, orthopedic surgery, research and management.



BCH staff participate in bottle filling fun game during the staff retreat



## Accounts Program Area

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

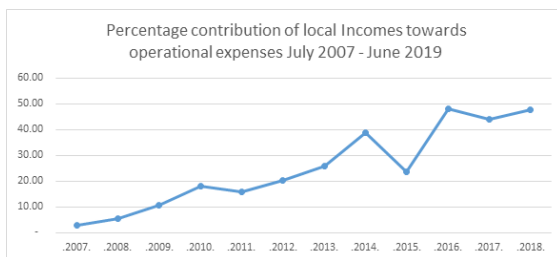
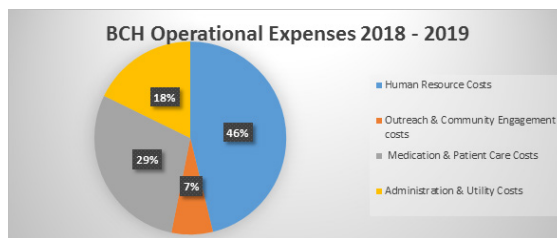
We believe every resource entrusted to Bwindi Community Hospital, can bring meaningful transformation to everyone in our community. This is achieved through responsible stewardship which defines the way we operate.

Bwindi Community Hospital optimizes the resources it has by using them where they are most needed. We carefully monitor and review our programs and costs, and we do all we can to use donations and grants as well as user fees for their intended purposes. In addition, we continually strive to keep our operating costs low.

Every financial year we are audited externally, currently BVL & Co Certified Public Accountants (Kampala), and results shared with our stakeholders on our website. Our budget performance is also shared with the local community during annual consultative meetings

### Top Achievements:

- Maintained monthly bank reconciliations
- Produced periodic accountability reports to partners
- Maintained a filing system that meets audit standards
- Received all incomes
- Produced bi – annual reports to board and management.
- Staff salaries have been paid in time.



### Aspirations:

- Ensure that value for money is achieved throughout the organization.
- Generate incomes that sustains Bwindi Community Hospital and her training wings.
- Maintain relationships by ensuring high level of integrity, timely accountability and mutual respect to all our clients and stakeholders.





## Communications Program Area

**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:

- From our fundraising efforts, the hospital was able to construct the multi-purpose hall, the lecture theatre, skills laboratory, a new administration block and expand the waiting mother's hostel from 28 beds to 40 beds.
- Contributed to raise 48% funding gap for our operational costs this year. Redesigned the hospital website.
- Held a consultation meeting with local tour guides and shared challenges and opportunities.
- Hosted the district officials during BCH's 16th anniversary and shared our achievements and ambition for attaining a healthy community.
- Enrolled more visitors/partners (560) on our communications database compared to 490 the previous year.
- Maintained good relationships with all our partners.
- Attracted Scholarships for UNSB students and BCH staff.
- Ensured timely communication between the hospital and our partners.
- Maintained our social media sites for both UNSB and BCH for timely sharing of information.

### Aspirations:

- Maintain good relationship with all partners and donors
- Seek out for more grants to continue supporting services and infrastructure at BCH and health training
- Approach hospital and School suppliers for support as part of their corporate social responsibility
- Establish charitable foundation in Australia for tax efficient donations
- Engage current and past volunteers in sustainable promotion of BCH abroad
- Strengthen grant writing capacity of BCH by working with heads of department and volunteers in developing model proposals for all program areas.
- Liaise with hospital partners to link BCH /UNSB to other prospective funding organizations.



BCH staff, UNSB students and community members join UWA staff to celebrate world rangers day



## 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 \$209,879 annually; maintaining the community health and batwa services.

### Capital projects:

- USD \$50,000: Matching fund for midwives house
- USD \$75,000: ambulance for patient transfers.
- USD \$150,000: matching fund for the medical ward.
- USD \$250,000: for a hostel for students accommodation.

### 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.

## Uganda College Of Health Sciences Bwindi

Uganda College of Health Sciences Bwindi (UCHS) is a Private not for Profit institution under Church of Uganda in Kinkiizi diocese. UCHS was mainly established by Bwindi Community Hospital to respond to the critical shortage of the human resources for health in Bwindi Area, an area of high disease burden of which most are preventable.

Health workers are inadequate in sub-Saharan Africa, and the burden of health care delivery in rural areas in Uganda normally falls to Clinical Officers as emergency and first responders. Less than 50% of the human resources for health work in rural areas and yet 87% of the population is rural. Clinical medicine and community health education program is very much needed in Kanungu and the rest of the Country. The proposed school of clinical medicine and community health in Kanungu district will be the second of its kind to serve in southwestern Uganda with a population of 1,500,000 people. Without scaling up of training the current low Ugandan population of 5,586 to one Clinical officer can only worsen as the population continues to grow.

### Our Mission

To deliver knowledge and skills that significantly increase learners' contribution to solving local and global health challenges.

### Our Vision:

An institution leading healthcare revolution and research for a healthy community



Artistic impression of Uganda College of Health Sciences Bwindi

## Bwindi Guest House- The hospitality arm of Bwindi Community Hospital



Located very near the gate to Bwindi Impenetrable National Park, Bwindi Guest house is in the ideal location for enjoying all that this region of Uganda has to offer. Whether your plans include volunteering at Bwindi Community Hospital, trekking the mountain gorillas or simply relaxing we are the right place for you. We offer a wide range of self contained , or shared accommodations at a rate of US\$ 60 per person, per night full board.

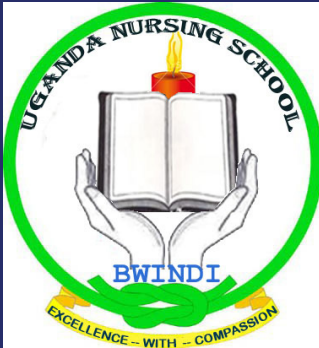
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