



# BCH 17<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



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 annual report for the financial year 2019/2020.

On behalf of Bwindi Community Hospital, I would like to thank you all for the continued unparalleled support for our mission.

Each year, our dreams grow bigger and wider to meet the challenges of the day and the future, and with renewed confidence, because of people like you and many others that truly hope for a better world. A world where people are healthy and productive, free from preventable diseases and with excellent services accessible to all.

The unprecedented COVID-19 pandemic underpins the fact that our connection is intricate on this planet and with so much that, we can do together for the benefit of humanity.

The pandemic caught most of us unprepared and anxiously braced for tougher and unpredictable times ahead. However, in a special way, I want to thank you all for the overwhelming support you have continued to offer the hospital and to her health training programs in clinical medicine & community health, nursing, and midwifery that has helped us to keep our footing!

Our patient care services have continued uninterrupted, even with doorstep delivery of medicines to our most disadvantaged clients so much so that slightly more than the usual number of expecting mothers waited from our hostel, during challenging circumstances of lockdown.

This year, malaria in the outpatients' department was at its lowest ever of 1% from over 30% it used to be 10 years ago, thanks to the dedicated community health program. Our success rate for TB treatment last year improved to 98%, and all clients that tested positive for HIV were started on treatment with viral load suppression of 93%. In regard to Prevention of Mother to Child Transmission of HIV, we registered less than 1% bringing us very close to our target of zero.

We enabled safe deliveries to over 1,400 mothers throughout the year of which 40% stayed in our maternity waiting home so they can be attended to as soon as they go into labor. Each waiting mother stays, on average, for 10 days during which time we started training them to make products such as baby hats, clothes, re-usable sanitary pads, baby blankets among others which they sale for an income. Over 50 mothers have so far benefited from this program.

Uganda Nursing School Bwindi, and Uganda College of Health Sciences, School of Clinical Medicine and Community Health, closed in March due to COVID-19 lockdown. However, online instruction continued with periodic assessments to maintain academic excellence.

On front of research, we have had one study protocol cleared for evaluation of maternal and child health improvement by use of an interactive electronic platform linking health providers and the community, and another for antimicrobial resistance. These will inform both our clinical and public health interventions in the area.

I feel privileged if you can read on for more of what we achieved together.

Thank you and warmest regards.

## Updates in photos



Expectant mothers acquire Skills in knitting and tailoring as they wait to deliver from the hospital



BCH staff and Rotarians after receiving the donated Universal Anesthesia Machines



Midwives accomodation facility under construction.



Uganda College of Health Sciences Bwindi pioneer students with their Principal

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# Uganda Nursing School Bwindi-UCU Affiliate

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

## Top Achievements:

- Completed the skills lab.
- Put up a water drainage system for the whole school.
- Fenced the whole school installed CCTV cameras to improve the security of the school.
- Maintained our academic excellence at national level
- Started an online education platform [www.myteacher.unsbwindi.ac.ug](http://www.myteacher.unsbwindi.ac.ug)
- All teaching staff undertook the World Health Organization nurse educator competency test.
- Recruited and Maintained trained tutors, clinical instructors and skilled lab attendants for the school.
- Created a new access road linking the school to the hospital for clinical placement.
- Enlarged the school playground for recreational purposes.
- Attracted scholarships for students. 14.5% of the students have been supported.



A Pediatrician shares with students management of malnutrition in children on ward as part of their learning

## Aspirations

- Attract and recruit librarian with ICT skills and maintain lecturers, clinical instructors and skilled lab attendants **Cost: US\$8,441**
- Equip the new skills laboratory
- Ensure 24/7 internet availability and increase from 2mbps to 5mbps. **Cost US\$20,000** a year
- Introduce E-learning or weekend courses lasting for 2 years.
- Accreditation of family planning and sonography courses **Cost.US\$ 11,352** a year
- Creating an endowment fund to support the school finances.
- Construct a new storeyed hostel and modification of dining hall.
- Start a Bachelor's degree in Nursing Completion program.
- Start a pharmacy program.

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# Uganda College of Health Sciences Bwindi

**Vision:** Leading Healthcare revolution and research for a healthy community.

**College Mission:** To deliver knowledge and skills that significantly increase learners' contribution to solve local and global health challenges.

We envisage health workers committed to excellence in professional practice, employing critical thinking, research and analytical skills in the delivery of high quality care.

Uganda College of Health Sciences Bwindi (UCHSB) School of Clinical Medicine and Community Health is the latest addition to the health training agenda of the hospital and is accredited by the Uganda Allied Health Professionals Council and Business, Technical, Vocational Education and Training BTVET. This training program offers diploma in clinical medicine and community health. The program follows the Diploma and Community Health Curriculum approved by (BTVET) Department of Ministry of Education and is examined by the Uganda Allied Health Examination Board (UAHEB). Graduates register with the Uganda Allied Health Council (UAHC) as a requirement to practice as Clinical Officers. So far, eight pioneer students sat their end of first semester exams from Fort portal College of Health Sciences as the school awaits confirmation as an examination center. Affiliation to Uganda Christian University is in advanced stages and this will enable financially constrained students to benefit from the Higher Education Student Financing Board (HESFB) Loan Scheme offered by government of Uganda. 30 students have been enrolled for intake for 2020-2021 academic year

## Overall objectives

- To equip students with relevant theoretical and practical knowledge of Clinical Medicine and Community Health for application during clinical and community practice.
- To enable students to integrate Christian morals and medical ethics in giving holistic care to clients/patients throughout their life span.
- To equip students with relevant research skills to engage in appropriate operational research projects to contribute to evidence based practice.
- To enable learners acquire skills for teamwork and supervision of lower medical carders in the care for new and re-emerging diseases burden.
- To enable learners acquire scientific knowledge and skills required to administer preventive methodologies and control of communicable and non-communicable diseases in communities
- To enable students acquire knowledge and skills for their life-long learning

## Aspirations

- Enhance online learning by acquiring necessary ICT infrastructure (cost of kindles, 30 desktops and 2mbps internet server at Nyamwegabira)
- Construct a hostel at the hospital for housing students on elective placement, (200,000 USD)
- Scholarships for needy students
- School bus for students' transportation (70,000 USD)
- Gradually introduce new courses in Pharmacy, and medical laboratory science.
- Collaborate with UNSB for accreditation of sonography course.

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## Child Health Program Area

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

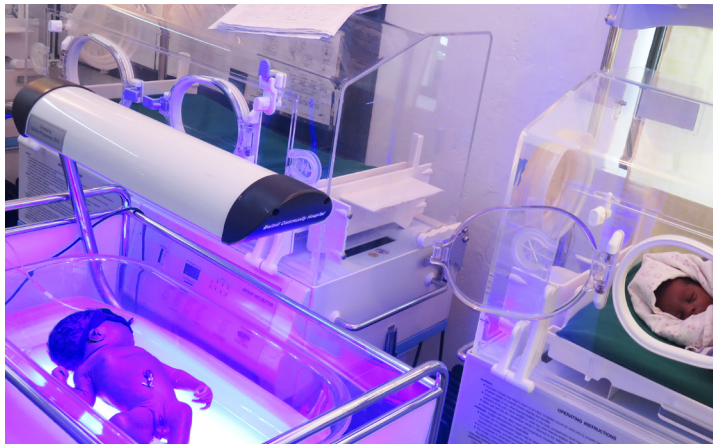
Bwindi Community Hospital is the only health facility in Kanungu district offering vast specialized pediatric health care services such as neonatal health care, nutritional services, pediatric chronic health care, acute infectious illness and pediatric emergencies including health education of parents and caretakers.

In the last reporting year, we provided lifesaving care to over 992 sick children, of which 174 were neonates. (34.4%) of the neonates were premature babies between 24 and 33 weeks and 2.8% were babies were born with abnormalities that required specialized surgery.

US\$160,400 can run this program area for a year

### Top achievements:

- Our patient satisfaction has increased from 90% to 96%
- Modified and expanded the neonatal unit to increase its capacity from 12 to 19 beds
- Improved neonatal survival rates from 82.7% to 87.7%
- Increased survival rate of malnourished patients to 100% due to maintained inpatient and outpatient therapeutic clinics, weekly nutritional and cooking teaching sessions for mothers and minimal stock outs of therapeutic feeds.
- Initiated nutritional outreaches which have led to over 90% reduction in malnutrition relapses.
- Increased HIV status awareness of patients and caregivers from 95% to 98.7%.
- Held weekly departmental and general teachings to improve clinical health care provision.
- Maintained all equipment and obtained new patient monitors, infusion pump, patient warmer/ phototherapy machine and a Vein lite



A new born baby undergoes phototherapy in the neonatal unit

### Aspirations:

- Employ a full-time pediatrician.
- Employ a physiotherapist to provide sufficient rehabilitative services for chronic care patients with cerebral palsy.
- Create space for the mothers in the neonatal unit for expressing breast milk and Kangaroo Mother Care.
- Acquire more equipment in the neonatal unit such as, apnea monitor, neonatal pulse- oximeters, CPAP nasal prongs, oxygen concentrators and infusion pumps
- Procure (surfactant) medication to treat and prevent respiratory distress syndrome in newborn babies.

## 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.

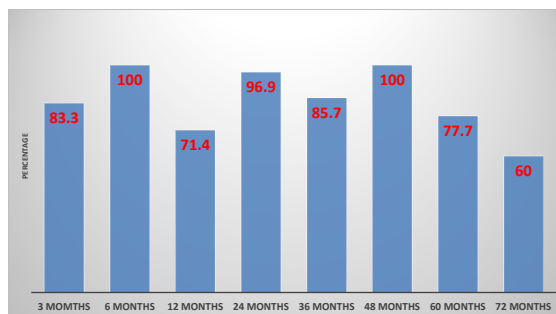
BCH works with USAID Regional Health Integration to Enhance Services (USAID-RHITES) and health workers at lower health units to implement Bwindi community hospital integrated project. This programme that has been running for the last 5 years will end on 30th September 2020. We are implementing a strategy for the UNAIDS 95,95,95 target. Currently at BCH 90% of our population know their HIV status, 100% of all identified clients have been enrolled into HIV care and 92.6% of our clients in care have suppressed viral load.

US\$ 210,830 can run this program area for a year

### Top Achievements:

- Conducted drama shows in the communities outside BCH to fight HIV associated stigma
- Pioneered Pre-exposure prophylaxis (PrEP) utilization and 180 clients have been enrolled.
- Updated post-exposure prophylaxis (PEP) guidelines and conducted a teaching to staff on PEP and enrolled 22 clients on PEP. Of these, 14 had un protected sexual exposure, three had occupational exposure.
- Conducted 31 camps and circumcised 662 clients.
- Enrolled 54 clients on TB treatment and increased TB completion treatment rate to 95%
- Enrolled all HIV/TB co infected clients on ARVs.
- Adapted the new Ministry Of Health TB diagnostic algorithm and the TB treatment guidelines
- Enrolled 100% of PMTCT mothers on the recommended antiretroviral therapy regimens and 7% of the children have been transferred to ART
- Enrolled 65 exposed infants in Early infant HIV diagnosis (EID).
- Identified eight highly exposed infants (4 mothers had a high viral load, 2 mothers identified positive in the third trimester whereas two mothers were identified in Post natal period)

### Retention of HIV patients at Bwindi Community Hospital



### Aspirations:

- Monitor stock rates of supplies and liaise with RHITES for supplies, and lower health units for continuous supplies
- Intensify Adherence Counselling and include directly observed therapy in some unique clients.
- Engage the community leaders in sensitisation and HIV awareness campaigns.
- Implement the new guidelines, mapping out of high positivity sites/ villages using open source electronic medical records system.
- Accelerate HIV case finding through continuous multi-strategy community outreaches.
- Seek out for grants to support the program after RHITES close out.

## 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.

We have lived up to our commitment to deliver quality sexual and reproductive health services to all our clients with services ranging from focused antenatal care routine obstetric sonography, emergency caesarean operations, family planning to youth friendly clinic. The department also offers, family planning, adolescence reproductive health services, and other safe motherhood services. Our maternal mortality rate low, and in the last year we only had two maternals in our catchment area.

US\$222,300 can run this program area for a year

### Top Achievements:

- Attended to 3,193 pregnant women on antenatal care, 19.1% of these were high-risk mothers.
- Enhanced access to maternal care through outreach activities in hard to reach areas and 1,253 clients benefited from these services. 58% received Antenatal Care services, 36.4% family planning services and 53.1% received ultra sound scan services.
- Conducted a total of 1,221 deliveries, and 14.3% of these were referral cases from other facilities.
- Identified 65 exposed infants and enrolled them into care.
- Discharged 48 infants from PMTCT clinic at 18 months out of which 46(95.6%) were HIV negative compared to 93.3% in 2018-2019
- Reduced the proportion of clients with non-suppressed viral load from 16% in 2018-2019 to 5% at end of 2019-2020.
- Conducted a fistula camp and 44 mothers benefited from specialized surgery
- Collaborated with AKP to skill mothers in the waiting hostel as a way of improving their livelihoods. Over 30 mothers have been empowered in making table mats, re-usable pads, and baby shawls among other items.
- Maintained the Integrated family planning services into all service areas across the hospital.

### Aspirations

- Do dedicated scans for obstetric/gynecological conditions.
- Create a gynaecology ward.
- Secure a well-equipped High Dependency Unit.
- Have a separate Operating room for obstetric cases
- Encourage male involvement in ANC through sensitisation.
- Maintain partnership with MPT for continued support in trainings and Family Planning services.
- Boost cervical cancer screening among post-partum women.
- Collaborate with Cure Cervical Cancer to train more staff in the department in screening for cancer of the cervix and use of cryotherapy/ thermocoagulation machine to treat early lesions.
- Enhance the skilling mother's project by acquiring more training materials.

## 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.

Our surgeries are mainly done by open technique but we also do laparoscopic or minimal access surgery. US\$140,500 can run this program area for a year

### Top Achievements:

- Started laparoscopic and endoscopic surgeries.
- Boosted anesthesia with two new Universal Anesthesia Machines
- Conducted specialised surgical camps for fistula repairs, urology and orthopedics.
- Maintained a three week surgeon cover monthly.
- Acquired enough and standard linen for the operating room



Surgeons conduct an operation during the orthopedic camp

### Aspirations:

- Increase utilisation of laparoscopic surgeries .
- Have a separate surgical ward separate from the general ward.
- To have a functional ICU
- Recruit two more nurses to improve duty sharing in the operating room
- Have adequate staff cover in anesthesia .

## 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 101 villages and we work with 525 Village Health volunteers, including 23 from Batwa settlements, to reach each of the 17,023 households in the area. We have integrated mobile and digital technology using SMS messaging to further improve Maternal and child health, promote health insurance, and health rights awareness in our catchment area.

US\$ 209,879 can run this program area for a year

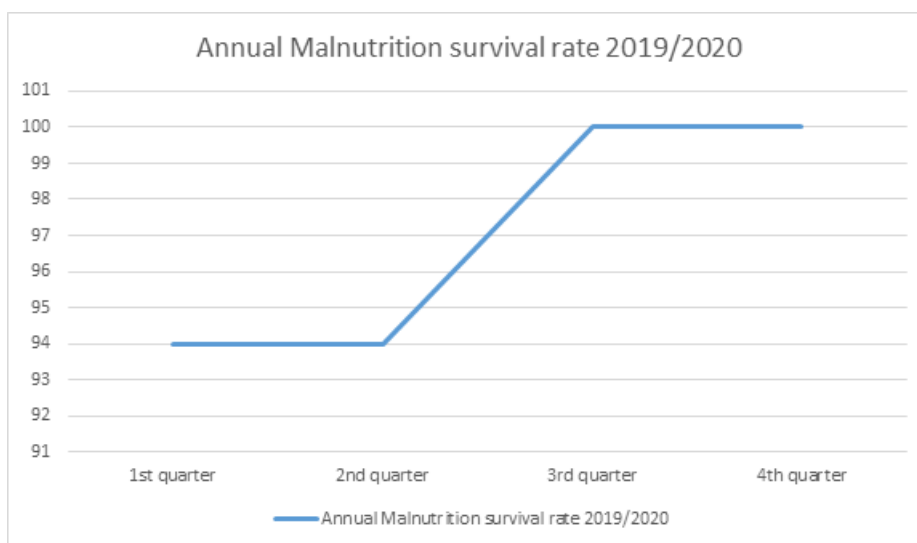


Stephen, a Community Nurse distributes hand washing facilities and demonstrates to Batwa how to make a tippy tap to wash hands as a measure to prevent the spread of COVID-19

### Top Achievements:

- Trained 104 Community Health Volunteers (8 Batwa and 96 from general population) in World Health Organization's Mental Health Gap Action Program for epilepsy and psychosis.
  - Trained 1,000 Batwa on COVID-19 awareness and prevention as a global pandemic.
  - Engaged more than 3000 clients with psychosocial support during the COVID period when government enforced a country wide lock down.
  - Trained 6 mental health workers at BCH and its satellite clinics in Interpersonal Therapy-Group (IPT-G).
  - Made 4,279 contacts (858 new and 3,421 old) to clients having psychosocial challenges, engaging them in physical, social, occupational and psychotherapeutic interrelations.
- Launched a Medicine Bank in collaboration with the District Health Office Kanungu and Kabale Regional Referral Hospital. A total number of 212 patients with Mental, Neurological and Substance Use (MNS) conditions benefited from the intervention.

- Conducted monthly outreaches that supported 18,000 households within our immediate catchment area. All 15 Batwa settlements were also visited on a monthly basis.
- Increased the number of children aged 1-4 years who have completed their immunisation schedule from 95% to 98%.
- Established 81 livelihood projects in 17 Parishes to support our Alcoholics Anonymous groups and support groups to families with patient with MNS conditions.
- Conducted quarterly malnutrition screening for 9,500 children under-5.
- Reduced malnutrition relapse rate by 20% through continuous community follow ups.
- years at 99%
- Sensitised 5,600 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.



### **Aspirations**

- Produce a publication about evidence based community health interventions.
- Upgrade mCHIS to include a consultation services for chronic care patients and infectious disease surveillance.
- Set up community support groups for patients with other chronic care illnesses in addition to the existing Mental, Neurologic and Substance support groups.
- Expand community based Ultra Sound Scan services.
- Sustain the Medicine Bank.
- Follow up and monitor the progress of individual patients with MNS conditions.
- Increase staffing in the program area for better service delivery.
- Establish Interpersonal Therapy for groups (IPT-G) and other therapeutic groups in the community for better community mental health.

## Byumba & Kanyashogye Satellite Clinics

**Goal:** Sustainable quality healthcare with focus on disease prevention and improved 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 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

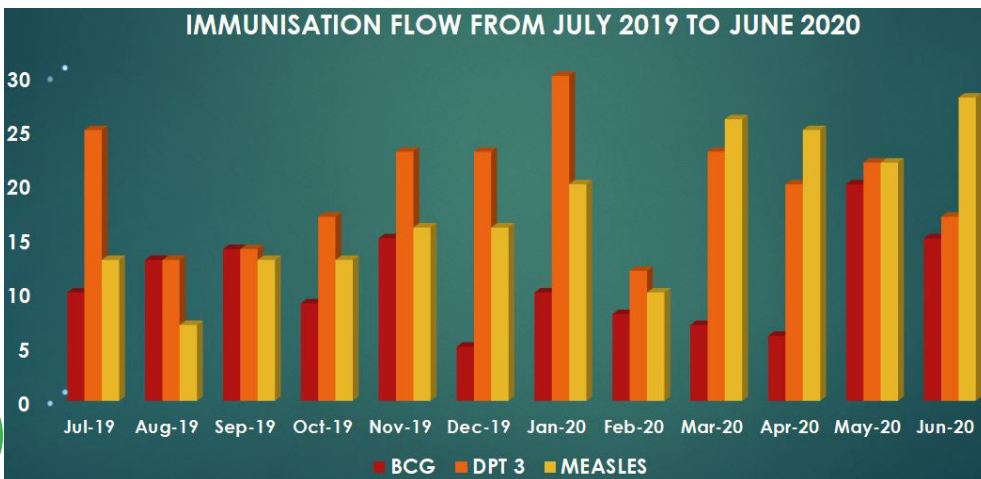
US\$ 51,539 USD can run these clinics for a year

### Top Achievements:

- Offered outpatient care to 7,910 patients including 419 Batwa.
- Carried out 20 complicated deliveries at Kanyashogye.
- We registered a 595 increase in family planning uptake from 742 clients in the last financial year to 1180 clients.
- Offered ultra sound scan services at the unit on monthly basis.
- We made use of referral system and 81 patients benefited.
- Maintained an orderly and clean labour ward at Kanyashogye
- Our staff have been trained in mental health management.

### Aspirations:

- Scale up Utilization of antenatal care services with a particular focus for those that come for 1st visit early and completing a minimum of 4 visits.
- Acquire more land to facilitate access and future expansion.
- Maintain regular attendance in monthly trainings in CPDs, ground rounds, and exchange of visits among the fellow staff to enhance knowledge.
- Attaining an online system of submitting reports timely.
- Have a visiting clinician at least once a month to review complicated conditions and mentor staff.
- Improve the range of diagnostic tests being carried out at the facilities.
- Have a separate labour ward at Kanyashogye.
- Have an inpatient department.



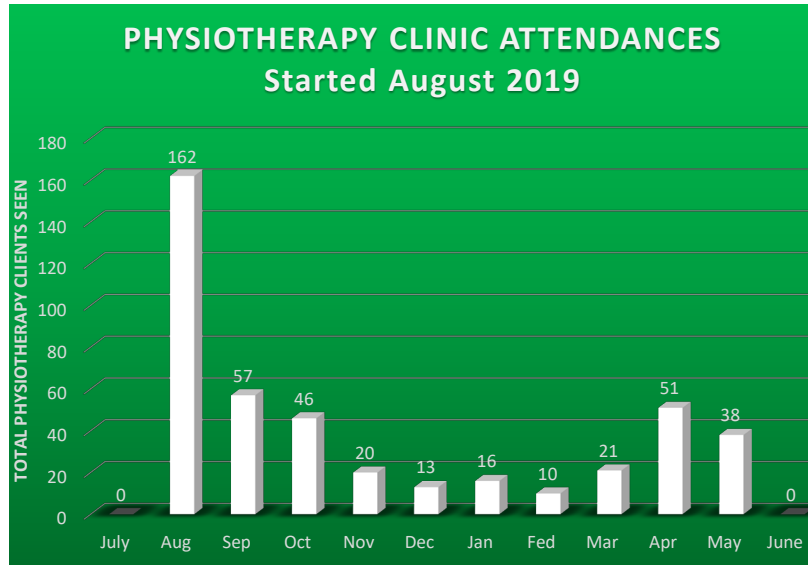
## Out Patient, Dental and Eyes Program Area (OPD) Program Area

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

US\$ 122,763 USD can run this program area for a year

### Achievements:

- Modified triage room to improve patient privacy and convenience.
- Acquired adequate space for visual acuity measurement and reliable eye consultations
- Improved patient satisfaction and reduced waiting time at OPD from 107 minutes to an average of 85 minutes.
- Employed an ophthalmic clinical officer.
- Acquired room for Physiotherapy & Palliative care clinic, Youth Friendly Clinic, Surgeon and Physician's office.
- Renovated the dispensary to improve storage and safety of drugs.
- Acquired new physiotherapy equipment
- Maintained a functional 4 bed emergency room (3 adult, 1 pediatric)
- Maintained our 9hrs non-stop OPD duty with over 25,000 clients this year.
- Improved emergency room attendance and documentation from 302 in 2018/2019 to 449 patients in 2019/2020
- Maintained monthly community dental outreaches and conducted a successful dental camp where 131 clients benefited.



### Aspirations:

- Build a spacious Orthopedic clinic.
- Operate a full time Eye Clinic
- Continuous provision of Chronic Care and Palliative Care Community/outreach refills
- 24 hours Operational Accident and Emergency Unit
- Acquire an Ultra-sound Scan for Emergency Unit
- Recruit an Emergency Room Nurse
- Purchase a fully equipped Emergency Response Ambulance. Cost Us \$ 75,000
- Maintain minimized average patient waiting time to less than 90minutes



## 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 admissions 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 during the financial year 2019/2020, we admitted 1236 patients. 64.2% of the admitted patients had non communicable related illnesses compared to 35.8% with infectious illnesses.

US\$ 133,956 can run this program area for a year

### Top achievements:

- Acquired a functional Electrocardiography (ECG) machine on ward
- Obtained a mechanized examination and procedure bed
- Acquired freestanding shelving units on ward and Private ward store room.
- Obtained four television sets and a separate duty room for the private ward.
- Introduced new areas of audit such as; antibiotic use audit, ward round, teaching and meeting to help enhance evidence based and quality services
- Maintained partnership with the Royal College of General Practitioners and we were able to host two GPs simultaneously.
- Started the construction of the new medical ward.



Dr Gideon (L) and a team of visiting doctors conduct a ward round during the Urology camp

### Aspirations:

- Fully equip the new Medical ward and ICU units
- Employ a full time internist and ICU physician
- Introduce more radiology services.
- Continue to host medical interns.
- Engage in research and publication at least two papers every financial Year
- Start Telemedicine

## 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.

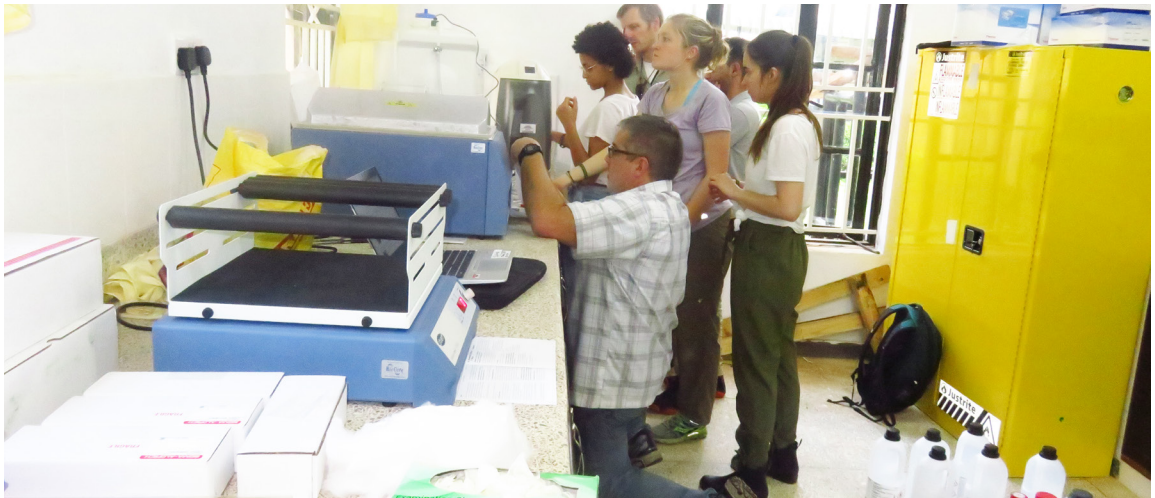
US\$ 59,146 can run this program area for a year

### Top Achievements:

- Modified the laboratory to accommodate the reception/phlebotomy, microbiology unit and automation room.
- Added typhoid test, Pylori HBA1c, PSA and D-dimer, Thyroid function tests to the testing menu and now handling microbiology and coagulation tests
- Stablised power supply in the laboratory
- Maintained adequate supplies of blood and safe tranfusions
- Acquired GP GETEIN 1100 reader as back up HBA1c, quantitative PSA, D-dimer and Hormonal tests like Thyroid Profile tests
- Full cover of laboratory, x-ray and Imaging services
- Obtained an autoclave to do sterilization
- Obtained reagent storage cabinet

### Aspirations:

- Acquire a coagulation Analyzer
- Increase scope of micro-biology tests
- Acquire a blood Gas Analyzer
- To improve customer care service on all la services through quality service delivery
- participate in Continuous research and innovations in the hospital

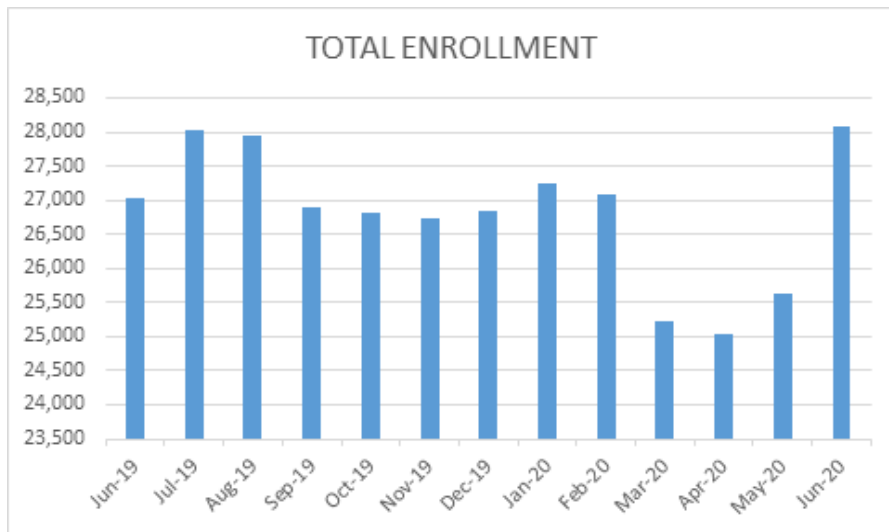


A team of partners from Colgate University setting up our Micro-Biology Laboratory

## eQuality Health Bwindi Program Area

**Goal:** To ensure that all people living in our catchment area can access quality and affordable healthcare services irrespective of their geographical and financial means.

eQuality health insurance is an innovative community based insurance scheme started in 2010. Our enrollment unit is the burial societies -Used the existing social structure of burial society groups (Bataka) as units of membership or any other organized group previously formed for non-medical reasons.



### Top Achievements:

- Maintained 100% batwa/pygmies subscription through Batwa Dev't Program(BDP)
- Retained 90% of the registered groups actively subscribed into the Health Insurance scheme
- Maintained good working relationships with our clients and stakeholders (Kamukama Foundation, BMCDA, Diocese of kinkiizi, Lodges, UWA, Government and other institutions.
- Signed a Memorandum of Understanding with Nyakatare Health Centre 111 to increase access to health service for clients far from our catchment area.
- Increased enrolment of families into the scheme.
- Conducted Patient Satisfaction Surveys on a monthly basis and improved our performance scores from 92% to 93% average

### Aspirations

- Develop a new eQuality Health Insurance database to accommodate the increasing number of subscribers.
- Conduct at least one radio Program per month to increase awareness and sensitization. Partner with other health facilities under diocese of kinkiizi in the district to improve access to medical care.
- Have at least one radio program per Month to ease sensitization and mobilization.
- Equipping eQuality Health Insurance Office with enough Shelves
- Have Protective ridding gears as we don't have any.
- Increase sensitization and have more than 30,000 paid up members.

## 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:

- Purchased 1.3 acres of land.
- Acquired the hospital and the Nursing school's physical development plan.
- Formulated and reviewed policies, terms of reference, and memorandum of understanding with our service providers and partners.
- Started the construction of the medical ward and the midwives house.
- Hospital board and management meetings happened as scheduled and 75% of the action appoints were achieved within the time frame.
- Secured and opened a direct access road from the nursing school to the hospital.
- Maintained timely assessment and management of risks that may affect the organization.



Medical ward that will house Intensive Care Unit under construction

### Aspirations:

- Complete and equip the medical ward
- Complete and furnish the midwives accommodation.
- Continue preventative maintenance for all equipment and structures.
- Hold quarterly heads of department and monthly departmental meetings
- Acquire more land for hospital expansion.
- Start a kindergarten to offer quality education to children of staff and the community around as a staff retention strategy.
- Continue community engagement to improve their participation in healthcare planning and financing.

## Information and Technology Program Area

**Goal:** To develop, implement and maintain excellent information management systems essential to achieve BCH strategic goals of providing high quality tertiary care, leading in innovation, research and health training.

This program area is responsible for providing staff, patients and visitors with the latest in information and communication technologies and highest quality digital experience for the medical working environment.



Our IT team analyse the Health Management Information System reporting tool

### Top Achievements:

- Ensured timely, daily offsite data backups to avoid data loss in case of disasters
- Enhanced data security and data access.
- Ensured all staff have access to computing and the internet services throughout the year.
- Designed Uganda College of Health Science Bwindi website and redesigned hospital website to make it more user friendly and mobile compatible.
- Installed and configured Gigabit Ethernet in new offices in Premium ward building
- Upgraded the hospital main system to cater for changes made in Health Management Information System (HMIS) reporting tools and other incremental improvements specified by the Quality improvement team.
- Ensured timely Hospital Management Information System reporting to the Ministry of Health and all stakeholders.
- Installed a CCTV system at the training school for 24/7 surveillance for security purposes

### Aspirations:

- Upgrade Mobile Community Health Information System (mCHIS) to support real time disease surveillance in the communities and facilitate direct linkages between health facilities and community households through Mobile phone USSD/SMS technology. Connect all offices to the existing Public Branch Exchange (PBX) system for improved internal communication.
- Redevelop eQuality system to communicate with hospital data management system and extra features for capturing bio data to control identity misrepresentation.
- Integrate the standalone drug management system into our current hospital management system.
- Complete the implementation of Uganda EMR Point of care electronic system in HIV and SRH departments.
- Upgrade all network equipment to Gigabit Ethernet technology rather than Fast Ethernet.
- Improve system reliability by purchasing and installing a new server to replace the existing one.
- Develop the plans for upgrading the existing server room structure with air-conditioners and environmental threat protection.
- Acquire 20 new laptops to replace the ageing up and broken laptops and desktops.

## Chaplaincy Program Area

**Goal:** To ensure excellent pastoral ministry and provide an environment for spiritual healing and growth among the staff, patients, students and the entire community.

The Chaplaincy's role contributes to the broad objective of health as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. We give support to the most needy through the good Samaritan fund.

### Top Achievements:

- Regular Sunday services in both local and English languages to enhance spiritual growth.
- Continued ministry amidst COVID-19 lockdown with recorded messages shared with the staff.
- Enhanced collaboration with neighboring schools through church ministry, increasing Sunday school children attendance from 20 to 100.
- Organized staff retreat attracting both BCH and UNSB/UCHSB staff to improve social support and strengthen team work for better service delivery
- Conducted fathers and mothers retreat that enhanced their knowledge about boosting family income and promotion of violence-free families.
- Conducted a confirmation service attracting 20 Christians.
- Purchased chapel equipment that include; chapel pews projector and a set of holy tablecloth from locally raised funds.
- Held the first regional youth conference at UNSB to enhance spiritual growth.
- Raised five million Ugandan shillings through the Good Samaritan fund to support over 80 needy patients.
- Trained seven people in playing Music instruments as a means of sustainability strategy for the ministry.



Bishop Dan Zoreka leads BCH staff during the 2019 Christmas celebrations

### Aspirations:

- Reach out to at least two families every week for psycho-social support
- Continue fellowship meetings, Bible study, Sunday services by mobilizing and engaging stakeholders at all levels.
- Relocate chaplaincy canteen to the new staff cafeteria to boost the Good Samaritan fund.
- Popularize Good Samaritan fund through fundraising both locally and internationally.
- Hold both external and internal youth conferences to bring together young people for spiritual growth nurturing and experience sharing.
- Continue supporting young families for mutual love and good living.

## Operations Program Area

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



Rotarians verifying equipment within the containers

### Top achievements:

- Procured and installed a stabilizer which has improved power stability across the hospital.
- Maintained constant supply of quality drugs & medical supplies with-out stock-outs of essential drugs.
- Coordinated the shipment of donated hospital supplies and equipment.
- Acquired and installed two new Universal Anesthesia Machines
- Purchased table tennis to boost the utilization of Youth Friendly Services at the hospital.
- Conducted preventative maintenance to keep all hospital systems running.

### Aspirations:

- Construct underground fuel storage for safety purposes.
- Improve management of sewage by constructing a sewage treatment plant (Lagoon) (240,000 USD)
- Expand hospital water reserves.
- Equip the Laundry with more washing machines. Cost US \$3,290
- Extend the national grid electricity to the satellite clinics.
- Recruit a fulltime bio technician.
- Procure an ambulance for timely referrals. Cost US \$75,000.



## Human Resources Program Area

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

This program area is responsible for recruiting and maintaining employees, trainings, and dealing with all employee related matters. We aim at having well motivated staff committed to delivering our mission and vision, currently with a multi-disciplinary team of 123 full- time staff.



Bishop Dan Zoreka, the chairperson BCH Board, awards a certificate to one of the long serving staff

### Top achievements:

- Supported 11 staff with scholarships for further training in line with vision 2025.
- Reduced staff turnover from 21% to 13.6% (6.8% as unavoidable wastage) in the year ending June 2020.
- Maintained and brought on board new partners for capacity building in human resource for health (HRH).
- Provided accommodation to all our staff.
- All staff have been appraised regularly for their performance.

### Aspirations:

- Increase staff housing units to accommodate at least 60% of our staff to reduce hospital expenditures.
- Recruit a pharmacist. Cost \$17,365 USD annually
- Hire a Medical Officer Special Grade -pediatrics Cost \$28,800USD annually
- Train staff in specialized areas like Pediatrics, Intensive care nursing ,Orthopedics, Medical Education and Business Management and fill strategic staffing gaps.
- Review staff remuneration for continued staff motivation.
- Implement Performance Management Training Program
- Continue to provide volunteers and intern opportunities.



## Accounts Program Area

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

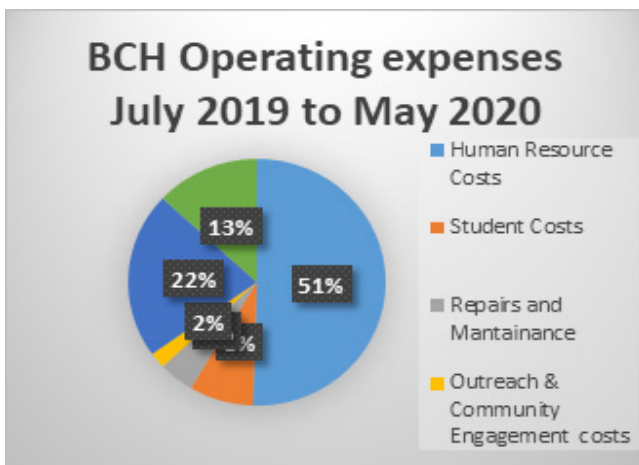
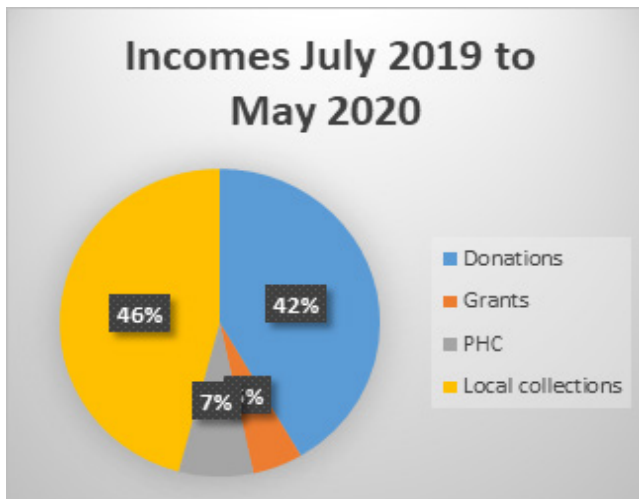
We believe every resource entrusted to Bwindi Community Hospital can bring meaningful transformation to everyone in our community. We record accounts payable and receivable, inventory, payroll, fixed assets and all other financial elements. We are constantly reviewing the records of each department to determine the BCH's financial position and any changes required to run the organization cost-effectively.

Our financial statements are prepared annually after a comprehensive assessment by independent auditors - currently BVL & Co Certified Public Accountants (Kampala). Income and expenditure is recognized in the books of accounts.

Our income includes user fees, tuition from students, conditional grant from government, and other grants and donations received during the financial year and audited accounts report is posted on our website each year

### Top Achievements:

- Produced periodic accountability reports to partners
- Received all incomes and captured all expenditure
- Produced bi – annual reports to the hospital Management and Board
- Maintained timely payment of staff salaries.
- Facilitated external audit process.

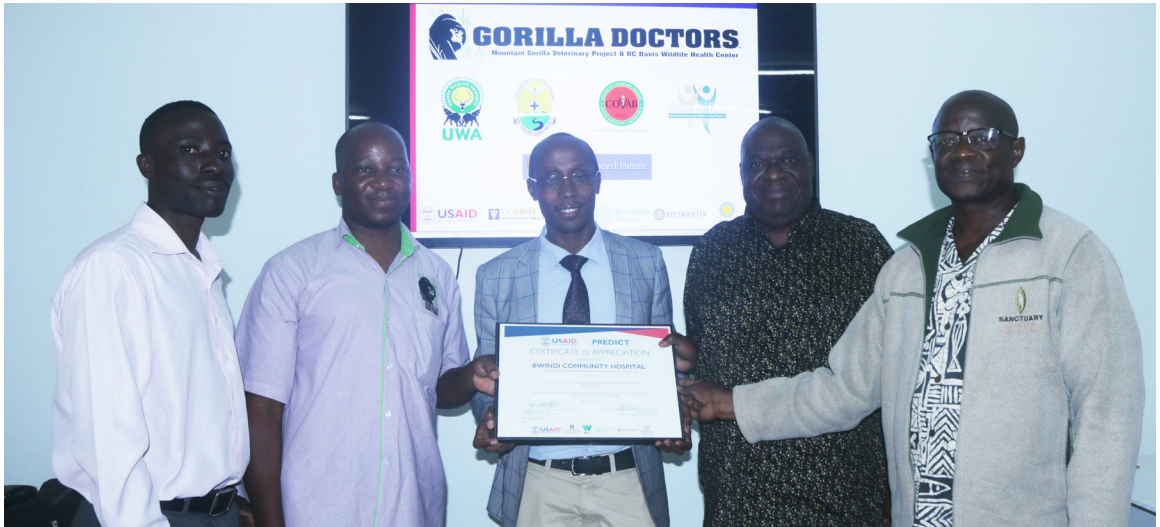


### Aspirations:

- Ensure value for money is achieved in departments across the organization.
- Generate incomes to self-sustain the hospital and her training department
- Maintain a good relationship with partners, donors and clients by serving with a high sense of integrity, timely accountability and mutual respect

## Communications Program Area

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



Dr Birungi(Centre) receives a certificate of appreciation from One Health Research Partners

### Top Achievements:

- From our fundraising efforts, the hospital has been able to start on the construction of the mid wives house and the medical ward.
- We have been able to apply for various grants and 3 have been successful.
- Produced three videos about our work and these have been shared online
- Marketed Uganda College of Health Sciences Bwindi leading to its successful opening
- Participated in re-designing and updating the hospital website to make it more user friendly.
- 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 both for UNSB and BCH.

### Aspirations:

- Attract more students to our training institutions through advertising.
- Seek out for more grants to continue supporting services and infrastructure at BCH.
- Approach hospital and School suppliers for support.
- Establish an endowment fund to supplement our fundraising efforts.
- Establish a charitable foundation in Australia and Canada 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 departments and volunteers in developing model proposals for all program areas.
- Liaise with hospital partners to link BCH /UNSB to other prospective funding organizations.

## 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 \$30,000: Matching fund for midwives house
- USD \$75,000: ambulance for patient transfers.
- 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.

## 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.

Contact us  
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[managerguesthouse2@gmail.com](mailto:managerguesthouse2@gmail.com),  
+256 780 314 560, +256 702 198 337



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