

# Bwindi Community Hospital



## 22<sup>nd</sup> ANNUAL REPORT

Uganda Nursing  
School Bwindi

Uganda College of Health  
Sciences Bwindi

**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



*Promoting malaria prevention — our team guides families at Byumba Health Centre II on correct mosquito net use.*

**Vision 2025:** A regional centre of excellence offering tertiary health care, training top notch healthcare professionals and leading in innovations and research



## Executive Summary

Dear Friend,

I warmly welcome you to our Annual Report for the financial year 2024/2025. It is a privilege to share a reflection of our collective achievements and future aspirations. We remain deeply grateful to all our partners and friends whose steady support continues to drive the growth, stability, and mission of Bwindi Community Hospital.



**Dr Charlotte Anguti Ongom**

During the year, BCH registered remarkable progress across clinical care, community health, education, and digital transformation. Our commitment to excellence was recognized nationally when we received the UPMB Best Quality Service Delivery Award for embracing ICT in healthcare, the Heroes in Health Award for using ICT to improve patient care, and the prestigious Heroes in Health Lifetime Achievement Award presented to Dr. Scott Kellermann for his outstanding contribution to community well-being.

Clinical services grew significantly, especially in maternal, newborn, and child health. We recorded 3,755 ANC visits, 1,137 safe deliveries, and 2,833 family planning clients, with a noted increase in uptake of long-term methods by over 20%. Teenage pregnancies accounted for 13% of ANC attendance, reaffirming the importance of youth-friendly services. Among the Batwa community, skilled deliveries rose to 96% and child malnutrition dropped to 1.6%, showing the impact of sustained community outreach. Through the MamaBaby Bwindi project, over 500 vulnerable mothers received strengthened support for safe motherhood during the year. Neonatal care continued to improve, with 282 admissions and a 92.3% survival rate in the NICU. Despite the loss of USAID UPMB-LSDA funding, our HIV and TB programs remained resilient. Over 5,000 clients were tested, all positive cases were linked to care, and viral suppression improved to 98.7%. TB screening expanded and all diagnosed patients were successfully initiated on treatment.


A major highlight of the year was the completion of the new Dental and Vision Clinic, which now brings essential oral and eye care closer to the community. Our training wing made significant progress by obtaining a provisional licence for the African University of Science and Management (AUSM), marking a key step toward becoming a fully fledged university. We also launched the EAFYA electronic medical records system, alongside ALIS for laboratory processes and Uganda EMR for HIV clinic support. These systems were integrated to usher in a new chapter of digital health innovation, improving patient information management and continuity of care. Additionally, Batwa Alcohol Rehabilitation Television Program (BARTV) was launched in the community to help reduce alcoholism and promote health awareness.

Looking ahead, BCH aims to deepen community engagement and preventive health by expanding

HIV/TB case finding, youth-friendly services, and nutrition outreach, especially in hard-to-reach areas. We plan to strengthen specialist care by investing in NICU and ICU equipment, diagnostic capacity, and specialist clinics. The AUSM transition will continue with curriculum development and accreditation of new programs. Strengthening financial sustainability remains a priority through revenue generation, the expansion of the eQuality insurance scheme, and new partnerships to replace lost external funding.

We are truly grateful for your continued support and partnership. I invite you to explore this report for a fuller picture of our progress and our shared vision for a healthier, stronger future for Bwindi Community Hospital and the communities we serve.

With sincere appreciation,

A handwritten signature in blue ink, appearing to read 'Charlotte Aguti Ongom', with a stylized flourish at the end.

Dr Charlotte Aguti Ongom

Executive Director



## UNSB 4<sup>th</sup> Graduation in Pictures







*The Batwa rejoice in dance as their own, Jonah and Elizabeth, proudly graduate with Certificates in Nursing.*

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# Uganda College of Health Sciences Bwindi (UCHSB)

## Vision: Leading healthcare revolution and research for a healthy community

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

We envision a team of healthcare professionals dedicated to excellence in their practice, who actively apply critical thinking, innovative research, and sharp analytical skills to deliver exceptional, patient-centered care of the highest quality.

US\$ 215,500 annually runs the school.



*Future lab professionals — UCHSB students engaged in practical laboratory training.*

### Top Achievements:

- Increased student enrollment: Student intake rose from 16 to 26
- Started Certificate in Laboratory Course
- Uniforms introduced: New uniforms and scrubs were provided for students.
- Scholarships secured: Scholarships were obtained for some needy students.
- Fully licensed DCM course: The Diploma in Clinical Medicine (DCM) course achieved full licensure.

### Aspirations:

- Introduce new course, Public Health Dental officers
- Improve facilities and equipment for allied health programs and the library
- Transition to African University of Science and management
- Secure a vehicle for administrative activities and hire a full-time accountant
- Acquire key books and teaching materials for the DCM and laboratory courses



# Uganda Nursing School Bwindi (UNSB)

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

US\$ 432,830 annually runs the school.

## Top Achievements:

- Acquired a provisional licence for African University of Science and Management.
- 4th UNSB graduation held successfully.
- Maintained UNMEB pass rate above 99%
- Research reports were reviewed, and weekly ground rounds and seminars were maintained.
- Completed the construction of the boys dormitory.
- Conversion of the old school library into University offices.
- Scholarships were provided to needy students, and partnerships were maintained with institutions like the Orvis School of Nursing.
- Participated at the National Inter Health Training Institutions Sports
- Provided career guidance.
- Instituted the first University Council



*UNSB students demonstrate the delivery process using a manikin during a practical training session.*

## Aspirations:

- Increase capacity license by 100 % from 250 to 500 students
- Ensure 24/7 internet availability and increase from 7mbps to 20mbps. Cost: US\$ 40000 a year
- Accreditation of family planning and sonography courses Cost: US\$ 11,352 a year.
- Recruit and build staff capacity to meet the standards of a university
- Continue to market African University of Science and Management
- Acquire a bus for transportation of students. Cost: US\$ 120,000
- Acquire land for external placement at Kambuga
- Construct a state of the art sports complex. US\$ 371,429
- Construct a University Library. Cost. US\$ 310,000



*Memers of the AUSM University Council*

## Child Health Program Area

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

The Child Health and Nutrition Department (Paediatric Ward) at Bwindi Community Hospital provides specialized care to children aged 14 and below, including a Neonatal Intensive Care Unit (NICU) for critically ill newborns.

The ward is staffed by 2 paediatricians, medical officers, a nutritionist, 9 full-time nurses, and support staff, working around the clock to ensure high-quality, child-centred care.

In FY 2024/2025, the ward recorded 282 neonatal admissions (26% of total admissions). Among these neonates: 115 (40.8%) were admitted for jaundice (the single biggest cause of NICU admissions). 99 (35.1%) were preterm babies, and 57 (20.2%) had neonatal sepsis. Overall neonatal survival improved from 91% in 2023/24 to 92.3% this year.

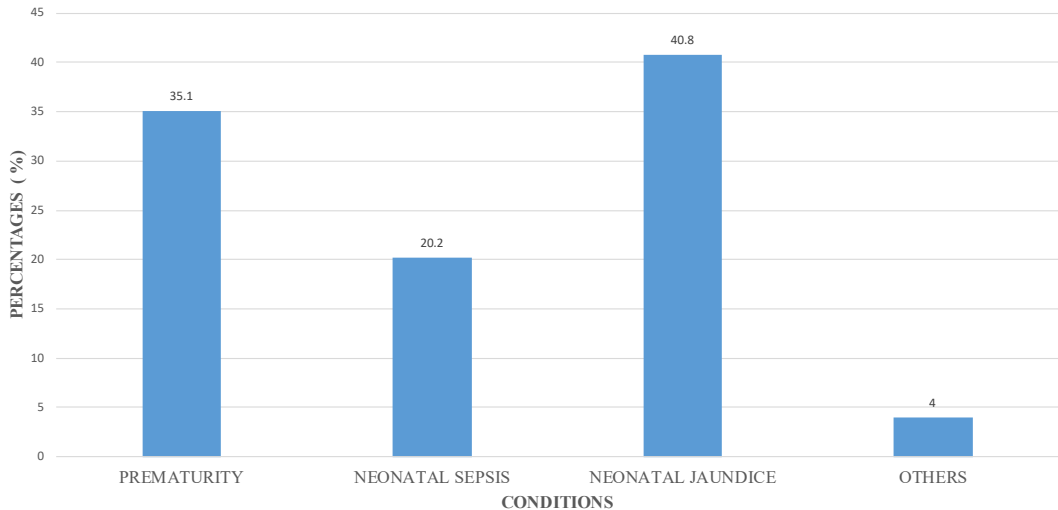
US\$161,700 annually runs this program area.



*Advanced care in the NICU : Nurse Agnes uses a vein finder to assist a newborn needing treatment.*



● COMMON CAUSES OF ADMISSIONS IN NICU WARD 2024/2025.



**Top Achievements:**

- Maintained a full-time paediatrician schedule and recruited two volunteer nurses.
- One nurse completed a diploma in nursing extension; hosted 10 visiting volunteers, six medical students, four experienced nurses, and five intern nurses rotating for three months.
- Conducted six resuscitation drills and 38 departmental teachings for continuous professional development.
- Increased chronic care attendance from 101 to 198 visits.
- Increased NICU admissions to 282 neonates with improved survival outcomes (92.3%).
- Integrated the EAFYA system into daily patient care.
- Received vital equipment including infusion pumps, nebulisers, a smart oxygen concentrator, vein finders, baby beds, breast pumps, baby clothes, toys, a pulse oximeter and thermometers.
- Held 38 weekly departmental meetings with 85% implementation of action points.
- Participated in hospital drug formulary review to secure essential medicines.

**Aspirations:**

- Expand and fully equip the NICU to meet the growing needs of the only neonatal unit in the district.
- Standardise the isolation and high-dependency units to national standards.
- Recruit a second cleaner to support rising workloads.
- Conduct bi-annual radio talk shows to sensitise the public about newborn and child health services.
- Work with the community team to train traditional attendants on safe practices.
- Fundraise for the chronic care clinic and nutrition section.
- Ensure a consistent stock of surfactant for extreme preterm babies.
- Modify two rooms for private services as an income source to support sustainability.
- Strengthen data tracking of monthly key indicators to drive quality improvements.

## 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 HIV/TB Program at Bwindi Community Hospital (BCH) strives to achieve “a community free from HIV and TB transmission, with all clients accessing quality services in a safe, confidential and friendly environment.”

Until recently, the program was strongly supported by USAID through the UPMB-LSDA project overseen by EGPAF under WHO and the Ministry of Health. This partnership enabled BCH to scale HIV testing, prevention, treatment, and TB services to meet the UNAIDS 95-95-95 targets. However, after the Trump Executive Order on foreign assistance funding restrictions, USAID funding for some HIV activities was cut back. This has reduced resources and threatened client retention, making local innovation and new partnerships even more critical.

Currently, we have 1,244 active clients in the ART clinic (including 65 children/adolescents and 80 PMTCT mothers) and all on ART in line with guidelines and our viral load suppression is at 98.7% (up from 96.4% last year).

US\$ 220,830 annually runs this program area.

### Top Achievements:

- 5,131 clients tested; 49 (1%) tested positive and 100% were linked to HIV care and treatment.
- 55 eligible clients initiated on PEP (sexual exposures & needle sticks); no sero-conversions recorded.
- 20,448 condoms distributed at facility and community level.
- 193 (71.2%) eligible males circumcised with appropriate post-surgical care.
- 80% of targeted PLHIV screened for Cervical cancer, with positive cases promptly treated.
- 2,660 ART clients screened for TB; 39 diagnosed and all enrolled on treatment; TB treatment success rate 87%.
- 30 HIV-positive deliveries were carried out, 31 HIV-exposed infants enrolled in EID care; 100% timely PCR testing; eMTCT positivity rate 1.5% (well below the 5% MoH target); no infant deaths recorded.
- Strengthened Follow-Up – Peer educators added; lost-to-follow-up mechanisms

reinforced; hub system supported timely sample transport.

- Continuous supply of ART and OI drugs from JMS, NMS, UPMB LSDA and other facilities.

### Aspirations:

- Secure funding for HIV sensitization radio programs
- Intensify HIV prevention and TB case-finding
- Enhance educational resources and internet for improved service delivery
- Seek additional funding and write grants to sustain and grow services
- Integrate HIV services into the general OPD to ensure seamless, stigma-free care
- Engage stakeholders in HIV prevention and awareness
- Emphasize dual protection to prevent mother-to-child HIV transmission



## 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

With services including targeted prenatal care, routine obstetric sonography, emergency caesarean procedures, family planning, and a youth-friendly clinic, we have upheld our promise to all of our clients to provide them with high-quality sexual and reproductive health services. In the last financial year, we had 871 deliveries with 881 live births. Perinatal deaths reduced from 27 (2023-2024) to 26 per 1,000 live births.

In May 2024, we launched the MamaBaby Bwindi project that is aimed at improving access to family planning, early pregnancy-complication detection, safe delivery, and essential maternal care and has so far benefitted over 500 mothers.

US\$274,467 annually runs this program area.

### Top Achievements:

- Recorded 3,755 ANC visits, a significant increase from 2,599 the previous year.
- Improved timely first visits (33%) and sustained strong male involvement (17%) in maternal health.
- Identified and closely followed up 680 high-risk mothers, with referrals rising to 464, ensuring safer deliveries.
- 1,137 deliveries, a 73% increase compared to last year.
- Zero maternal deaths recorded.
- Hosted 512 admissions with 432 safe deliveries.
- Provided skills training for mothers (knitting, crafts, hygiene products) to promote both maternal bonding and income generation.
- Achieved 100% 24-hour follow-up for mothers and babies.
- Conducted 2,078 postnatal visits, strengthening early detection and response to complications.
- Provided contraception services to 2,833 clients, with 24% opting for long-term methods.
- Screened 254 women for cervical cancer, with no positive cases detected this year.
- Expanded SRH facilities with two new private rooms and a bathroom for laboring mothers, improving dignity and comfort for patients.



*A mother proudly receives her MamaBaby Bwindi voucher, ensuring safer pregnancy and delivery services.*

### Aspirations:

- Increase outreach programs for family planning and cancer screenings targeting marginalized groups
- Train more staff in cancer screening
- Enhance competency in sonography
- Recruit a full-time sonographer and obstetrician
- Establish a high-dependency unit and separate rooms for obstetric procedures
- Have a one stop center for maternal health care, with a private labour ward, accountant, etc.



## 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**

We provide a variety of surgical interventions, such as major and minor surgeries, for obstetric, trauma, and non-trauma patients. Although laparoscopic technology is also an option, open technique is the preferred method for most surgeries. Our operating theatre is open 24 hours seven days a week. In the last financial year, we were able to carry out 1,008 surgeries, compared to 625 in the previous year.

In FY 2024/2025 the theatre performed 1,268 operations. These included 812 emergency procedures (64%), 296 elective/general surgeries (23%), and 160 specialised procedures (orthopaedics, urology, obstetrics/gynaecology and complex spine surgery 13%). The biggest share of surgeries were emergency and orthopaedic operations, reflecting the heavy trauma and accident burden in the region. Despite the high caseload, infection control remained exemplary with sepsis rates under 1%.

**US\$230,245 annually runs this program area.**

### Top Achievements:

- Maintained full-time cover for the operating room ensuring timely surgeries .
- Successfully conducted specialised surgical camps: Fistula repair camp 27 women benefitted from free corrective surgery. Orthopaedic camps 54 patients received lifechanging procedures, 18 patients treated for urological conditions and also prepared for future reconstructive surgery interventions.
- Replaced obsolete theatre lights with modern lighting, improving visibility and safety.
- Maintained sepsis rates under 1% throughout the reporting period.
- Operationalised the second laparoscopic tower.
- Reduced turnaround time for histology results from two weeks to one week.
- Acquired essential orthopaedic instruments including a hip set, plating set and pneumatic tourniquet.
- Successfully performed two complex spine surgeries.
- Strengthened collaboration and mentorship with international partners (Swiss, US, Germany teams).



*The new operating room lights*

### Aspirations:

- Procure an orthopaedic operating table.
- Start conducting general surgery camps to expand access for underserved patients.
- Continue and expand exchange programmes with modern theatres abroad for skills transfer.
- Train and mentor more nurses in laparoscopic surgery to provide specialised assistance during procedures.
- Increase the number of laparoscopic surgeries performed annually.
- Recruit more nurses for adequate theatre cover.
- Achieve stable power supply and back-up to protect critical equipment.
- Upgrade the recovery room.
- Acquire new anaesthesia machines.

## Community Health and Batwa Program Area

### Goal: Effective and efficient health promotion and disease prevention in the community

We serve a population of over 100,000 across 101 villages, collaborating with 525 Village Health volunteers, including 23 from Batwa settlements, to reach all 22862 households in the region. We have incorporated mobile and digital technology, using SMS messaging to enhance maternal and child health, promote health insurance, and raise awareness of health rights within our catchment area. In 2013, we launched mental health services, integrating them into both the hospital and community, benefiting approximately 3,700 clients since then.

Our Outreach services have brought ANC, PNC, family planning, and cancer screening to hard-to-reach mothers, reducing access barriers and male involvement in reproductive health continues to grow, reinforcing family-centered care. However, Teenage pregnancies accounted for 13% of ANC attendance, demonstrating the ongoing need for youth-focused reproductive health interventions.

Bwindi Community Hospital is currently conducting a diverse portfolio of impactful research projects, including a five-year mHealth zoonotic spillover surveillance study with global partners; an antimicrobial resistance study among children under five; the EpiCenter project on emerging infectious diseases; a multidisciplinary investigation into kinship, spirituality, and health-seeking behavior; an epigenomic study on lifestyle and environmental change among the Batwa; a genetic study on malaria resistance in collaboration with Rutgers University; a World Bank-funded transboundary acute febrile illness surveillance program; and a One Health investigation into gastrointestinal parasites in mountain gorillas and nearby human communities—all aimed at strengthening disease prevention, preparedness, and scientific understanding for improved public and community health..

US\$ 209,879 annually runs this program area.

#### Top Achievements:

- Zero maternal deaths among Batwa mothers this year (last recorded in 2020).
- 96% of Batwa mothers delivered in health units, and nearly all accessed antenatal care.
- Malnutrition rates among Batwa children under 5 dropped to 1.6%, down from 6% in 2018.
- 1,176 children vaccinated through outreaches and static clinics, ensuring protection against measles, DPT, and other diseases.
- Conducted 48 immunization outreaches in hard-to-reach areas with 100% daily coverage achieved.
- Pit latrine coverage rose from 1.8% in 2018 to 41.6% by 2025, drastically reducing diarrheal disease.
- Maintained short hospital stays (<2 weeks) for mental health patients.
- Delivered daily ward rounds, counseling, psycho-education, and social support to reduce relapse.
- Strengthened community collaborations with churches, local councils, and families ensuring effective referrals and continuity of care.
- Mental health services, reaching and supporting over 700 young people.
- Installed TVs in settlements BarTV (Batwa Alcohol Rehabilitation Television Program) and supported youth clinics, enhancing

psychosocial well-being.

- Reached over 4,700 students with sensitization on teenage pregnancy, STIs, and life skills.
- Supported 6,000+ children with deworming, Vitamin A, and HPV vaccinations.
- Delivered 45 youth outreaches, exceeding targets, with renewed funding secured.
- Goat project expanded by 120%, tree planting sustained with 6,974 trees thriving, and beekeeping projects maintained.
- 447 Batwa families supported through the Good Samaritan Fund with food and hospital support.
- Developed and piloted the prototype mHealth surveillance system for detecting zoonotic spillover, with 200 One Health community workers trained and now actively reporting events.
- Integrated machine learning into One Health surveillance, advancing early detection of infectious threats.
- Completed a major antimicrobial resistance study with 720 enrolled children, strengthening the culture and sensitivity laboratory.
- Published key research findings, including studies on *Streptococcus pneumoniae*, antibiotic use, and community perceptions of zoonoses in leading journals.
- EpiCenter research identified exposure to multiple high-risk viruses (filoviruses and arboviruses), underscoring the region's vulnerability and the need for preparedness.

### Aspirations:

- Expand school health, child protection, reproductive health, and early detection of malnutrition.
- Increase psychotherapy, occupational therapy, and awareness campaigns (radio, CPDs, mhGAP trainings).
- Recruit and retain specialized staff, mentor local health units, and motivate volunteers (VHTs).
- Deepen collaboration with families, local leaders, churches, and health centers for stronger impact.
- Improve data systems, equip teams with laptops, motorcycles,
- Purchase a departmental vehicle to help with the community outreaches.
- Position CH&B as a model program in Uganda, known for innovative, integrated, and research-driven community and mental health care.
- Strengthen One Health surveillance and expand real-time digital disease monitoring across the region.
- Secure diversified funding sources to offset recent limitations from paused NIH support and to back staff-led research initiatives.
- .



*Some of the lead researchers of the EEIDI project sharing and disseminating their groundbreaking findings with the community.*



## Byumba & Kanyashogyi Satellite Clinics

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

Byumba and Kanyashogye are satellite clinics of Bwindi Community Hospital (BCH), established in the remote sub-counties of Kayonza and Mpungu to address the healthcare access challenges faced by nearby communities, particularly the Batwa. Byumba is located about an hour's drive from the main hospital, while Kanyashogye is roughly two hours away. Both clinics are dedicated to providing sustainable, high-quality healthcare with a strong emphasis on disease prevention.

**US\$ 64,385 USD annually runs these clinics.**

### Top Achievements:

- Byumba HCII successfully provided outpatient services to 2,620 patients and chronic care to 67 individuals.
- Immunization programs are on track, and family planning services benefited 738 clients in 2023/2024, showing a steady increase from 657 the previous year.
- Kanyashogyi HCII recorded 1,897 OPD attendances and conducted 23 deliveries, with no maternal deaths.
- Facilities have acquired essential equipment, including laptops and motorcycles, to improve service delivery.
- Maintained regular monthly outreach services
- Maintained adequate drug supplies and operational facilities, with no stockouts reported



*Solar installation underway at Byumba Health Center II, bringing reliable and sustainable power*

### Aspirations:

- Scale up family planning, antenatal care, and immunization services, targeting full coverage for all under-five children
- Have a full-time sonographer and visiting clinician quarterly for chronic care services
- Build staff accommodations at Byumba Health Centre II
- Improve storage facilities for medical supplies, and install a solar refrigerator and proper lighting systems
- Connect to the national electricity grid
- Enhance fencing, and improve its infrastructure to better serve the community
- Increase community sensitization, particularly on chronic illnesses and the eQuality Health Insurance Scheme, aiming to boost enrollment
- Scale up public outreach through radio programs and expanding partnerships with local groups to enhance access to healthcare



*Solar installation underway at Byumba Health Center II, bringing reliable and sustainable power*

## Outpatient, Dental and Eyes Program Area (OPD)

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

The Out Patients Department (OPD) provides comprehensive health services seven days a week. This clinic acts as the first contact area for all clients especially during the day. It provides a wide range of services through 14 specialised clinics including general consultations, chronic care, dental, eye, orthopaedic, accident and emergency, surgical, gynaecological, palliative care, youth-friendly, physiotherapy, outpatient mental health, and HIV/TB care.

US\$ 148,564 USD annually runs this program area

### Top Achievements:

- Constructed visual and dental clinic and now awaiting equipping it.
- Monthly dental and eye outreaches conducted to satellite clinics, extending access to remote communities.
- OPD staff trained in HIV/OPD integration, MAM nutrition guidelines, customer care and neonatal care.
- Maintained at least one clinician per day on station supported by medical interns, officers and specialists.
- Youth Friendly Clinic held twice weekly with improved attendance to 1,092 clients.
- Chronic Care Clinic maintained twice-weekly doctor-led sessions; secured transport funds for type 1 diabetic children; held two type 2 diabetes workshops; and maintained monthly chronic care outreaches since August 2023.
- Orthopaedic Clinic sustained weekly reviews and two orthopaedic camps (Oct 2024, March 2025) benefiting dozens of patients.
- Emergency Room care improved with drills and teaching; attendance rose to 125 patients/month (from 69) with survival at 99.6%.
- Dental Clinic kept the unit functional and clean, maintained outreach and health education, and continued plans for dental unit expansion with a training school.



*Providing compassionate care as our staff assesses the patient's eye health.*

### Aspirations:

- Employ a full-time ENT specialist.
- Hire an additional clinician to supervise satellite clinics
- Train at least two clinical officers as SMC surgeons.
- Secure and fully equip a spacious orthopaedic clinic; create a rehabilitation unit fully equipped and staffed; separate accounts from triage to reduce congestion; maintain quarterly equipment maintenance.
- Launch mobile specialised clinics with monthly outreaches to new areas.
- Maintain monthly OPD performance summaries and quarterly audit reviews; support health research; track average waiting times to drive improvement

## Medical Ward (Internal Medicine)

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

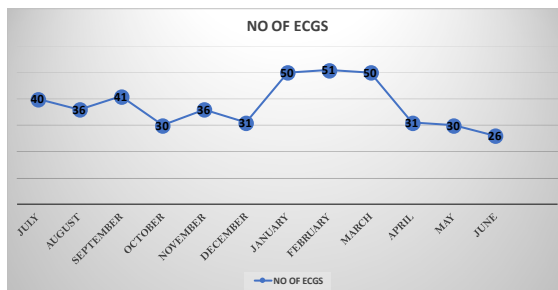
Bwindi Community Hospital's Internal Medicine Department is the only facility in a district of more than 300,000 people with a full-time physician dedicated to internal medicine. The department runs the male and female medical wards, isolation rooms, and an Intensive Care Unit (ICU), admitting all patients aged 14 years and above with both medical and psychiatric conditions.

In FY 2024/2025 the department recorded an average of 76 admissions per month, handling a broad range of complex adult conditions. The biggest cause of admission was heart and lung conditions requiring ECG and bedside echocardiography, followed by other non-communicable diseases such as hypertension and diabetes. Despite a high caseload, the department achieved a reduction in mortality from an average of 2.6 deaths per month last year to 1.4 deaths per month this year, and improved timeliness of ward rounds to 100% coverage.

US\$ 219,700 annually runs this program area.

### Top Achievements:

- Introduced routine ECG and bedside echocardiography for all patients with heart and lung conditions.
- Conducted regular CMEs at ward and hospital level, boosting staff and student capacity.
- Increased number of student and intern nurse teachings to 60% (6 out of 10 planned sessions completed).
- Hosted training sessions on customer care, store management (by JMS facilitators) and management of adult malnutrition cases.
- Conducted training on ventilator use, improving care for ICU patients.
- Provided health education talks to prevent and raise awareness on non-communicable diseases (hypertension, diabetes).
- Managed complicated cases with proper follow-up and handled both referrals out and referrals in effectively.



### Aspirations:

- Add more human resources and balance staff to meet rising demand, especially in HDU and ICU.
- Acquire patient monitors and functional electric beds for HDU and ICU to improve critical care.
- Strengthen consultant coverage to avoid spikes in mortality when senior staff are unavailable.
- Expand capacity and infrastructure to handle growing admissions without reducing quality of care.
- Acquire a CT scan for diagnostics
- Have piped oxygen in the wards.
- Enhance data tracking and reporting for better planning and outcome monitoring.



## Surgical Ward

**Goal: To become a center of surgical excellence providing general and specialized surgical care to patients within the catchment area of BCH and beyond**

We offer comprehensive surgical care under a team of qualified surgeons, a clinical officer, medical doctors, physiotherapist and a full-time nursing team.

In FY 2024/2025, the ward handled an average of 50 surgical cases per month (up from 45 last year). The most common cases were general and orthopaedic conditions managed through inpatient care, outreach camps, and follow-up clinics

US\$ 206,100 annually runs this program area.



### Top Achievements:

- Patient follow up rates improved from 80% to 95% through enhanced phone/network access.
- Infection prevention and control compliance increased from 96% to 97%.
- Ward round start times were improved from 90% to 95% adherence.
- Increased number surgical cases was increased from 45 to 50 per month.
- Appointed new head of department.
- A sluice room with warm water was constructed; staff and patient bathrooms were renovated; new drug cupboards, partitions, and a procedure room setup were established.

### Aspirations:

- Constructing a new complex for the surgical ward
- Develop a fully equipped surgical department complex to meet rising demand.
- Acquire standard orthopaedic beds, HDU patient monitor, endoscopy machine, CT scan, and orthopaedic equipment upgrades to expand diagnostic and treatment capacity.
- Recruit additional full-time nursing staff and a dedicated medical officer for the premium ward to close HR gaps.
- Bring an in-house urologist (one currently in training) to expand specialist services.
- Secure a new sterilisation machine and stabilise continuous drug supply.

# Diagnostics Program Area

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

The diagnostics department at Bwindi Community Hospital (BCH) for the fiscal year 2023/2024 focused on offering affordable, high-quality laboratory, radiology, and imaging services to improve patient management. The department consists of two main sections: laboratory and radiology (X-ray and ultrasound), which receive samples from various wards, including OPD special clinics. The program has been updated with modern equipment to provide standard quality services.

We are partnering with Colgate University to do an antimicrobial resistance research study in children under age 5.

US\$ 103,260 annually runs this program area.

## Top Achievements:

- Introduced new tests to determine levels of Vitamin D and fertility hormones
- Procured a 2-in-1 storage refrigerator for fresh frozen plasma and chemistry reagents
- Enrolled Gram stain culture and sensitivity in the national EQA scheme and achieved 100% EQA performance for all tests
- Enhanced the skills of lab personnel in microbiology and antibiotic selection for sensitivity testing and maintained 80% of laboratory equipment functionality according to guidelines
- Successfully integrated the X-ray system into the hospital's BHMIS system
- Contributed to drafting new research protocols for FY 24/25
- Enrolled the lab in the SLMTA program to expedite accreditation

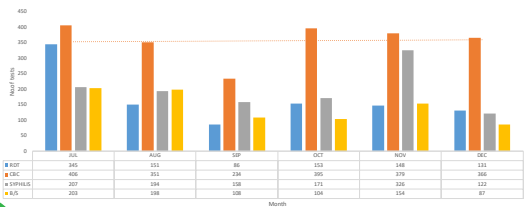


ChatGPT said: Junior, our laboratory technician, carrying out a TB test with precision and care.

## Aspirations:

- Fast-track laboratory accreditation and the accreditation of certificate, diploma, and degree programs in medical laboratory science at the proposed African University of Science and Management
- Construct a BSL 3 Enhanced One Health Laboratory
- Procure advanced equipment such as a PCR machine, Bactec machine, API system, sequencer machine, blood gas and bilirubin analyzers, and a urine analyzer
- Procure and install a CT Scan
- Expedite the licensing and accreditation of a sonography course at UNSB
- Address the issue of delayed centrifugation of samples collected from the community by the HIV/TB team

A graph showing utilization of routine test from July-Dec 2024

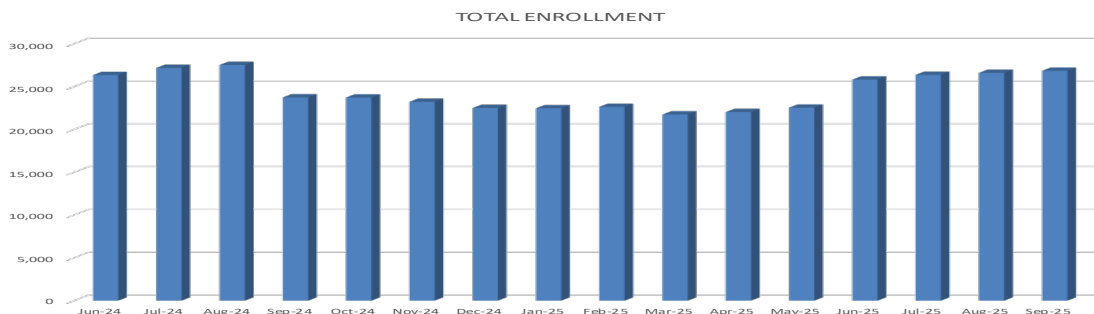


## eQuality Health Bwindi Program Area

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

The BCH eQuality health insurance scheme was introduced in 2010 to address the funding gap for providing sustainable and equitable healthcare. At that time, BCH relied on external funding for 95% of its operations. Enrollment is largely based on burial societies (Bataka groups), utilizing this social structure to reduce mobilization costs. To qualify, 60% of households in a group must contribute. The insurance premium started at 6,000 UGX in 2010, increased to 10,200 UGX in 2013, 15,000 UGX in 2015, and has been set at 20,000 UGX since 2018, and the poorest individuals pay 12,000 UGX annually.

For those who are not connected to a Bataka group, individual families can subscribe for 40,000 UGX per person, or 350,000 UGX for a family of 1-6 members, with extra members paying 60,000 UGX annually. Currently, enrollment covers 28% of the registered population in our catchment area.



### *eQuality stakeholder engagement meeting*

#### **Top Achievements:**

- Conducted community sensitization through MCHIS, patient satisfaction surveys, and radio talk shows
- Maintained good relations with stakeholders, including access to landowners for Byumba HC II
- Acquired a new laptop for the department
- Distributed 50 eQuality T-shirts to parish coordinators

#### **Aspirations:**

- Benchmark with other schemes like Kisiizi Health Insurance and engage with organizations to support premium payments
- Reach out to NGOs, schools, and faith-based organizations to enroll members, and hold semi-annual and annual stakeholder meetings
- Implement quality assessments and patient satisfaction surveys quarterly
- Use SMS reminders for subscription renewals
- Acquire a new motorcycle to help in mobilization
- Increase enrollment to about 50% of the total population in our catchment area
- Publish eQuality Health Insurance research annually
- Have an online registration of members into the scheme





## Administration Program Area

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

The administration department is responsible for supervising daily operations, including financial management, strategic planning, budgeting, legal affairs, and HR management. We monitor performance and make decisions about future initiatives.



*Leaders from AUSM and the NICHE program engaged in a strategic meeting to advance academic excellence and institutional development.*

### **Top Achievements:**

- Completed the construction of the Visual Dental Clinic.
- Introduced a new hospital management system Eafya
- PBX extension to the remaining units of the hospital like premium ward
- Strengthened the hospital farm operations
- Purchased additional land for hospital expansion
- Acquired a house to accommodate more staff
- Coordinated quarterly meetings with department heads for support services
- Effectively managed risks related to finances, human resources, and equipment
- Facilitated the transition of Uganda Nursing School Bwindi and Uganda College of Health Sciences Bwindi into a University.
- Introduced premium and Private labor ward in Maternity.

### **Aspirations:**

- Equip the Dental Visual Clinic
- Construct at least two housing units for senior staff.
- Continue fundraising and revenue generation through grants and income-generating projects
- Update and make policies easily accessible on the server, sharing them with staff for potential revisions
- Enhance coordination between support services and clinical teams
- Build staff housing at Byumba Health Centre II
- Organize leadership and management training sessions for staff
- Explore new income streams using existing resources

## Infrastructure Updates



*The completed boys hostel*



*Official unveiling of the Visual dental clinic*

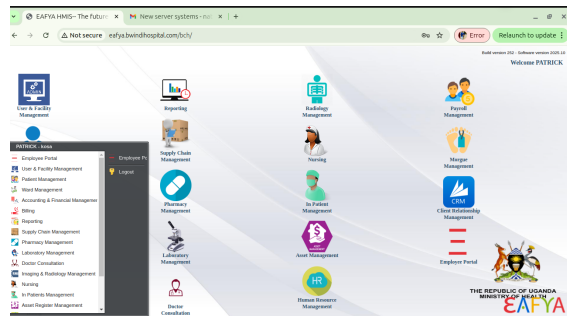
## Information and Technology Program Area

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

This program area is responsible for equipping staff, patients, and visitors with the most advanced information and communication technologies, ensuring they experience the highest quality digital environment within the medical setting. It focuses on offering up-to-date digital solutions that enhance the overall efficiency and experience for everyone involved in healthcare.

### Top Achievements:

- Upgraded organizational bandwidth from 10 Mbps to 35 Mbps, ensuring faster, more reliable internet for seamless operations across all departments.
- Deployed a high-end UDM-Pro firewall with integrated DHCP services and PoE switches, enhancing data security, system efficiency, and device connectivity.
- Installed critical network infrastructure—including access points and a server rack—while extending connectivity to Mama Diane Gardens guesthouse, improving guest experience and organizational digital footprint.
- Distributed new laptops across Administration, Clinical, and Support Departments, enabling staff to deliver services more efficiently and effectively.
- Introduced a portable NAS drive for off-site backups, safeguarding sensitive information and improving organizational resilience.
- Set up a dedicated server for the eAfya System, improving speed, reliability, and healthcare data management.
- Extended the intercom system to new wards and clinics, ensuring faster, more efficient coordination among staff.
- Enhanced the Staff System with new modules for funding management, surveys, and duty rosters—streamlining HR operations and empowering better workforce management.



*A Screenshot of the eAfya System*

### Aspirations:

- Upgrade hard drives to SSDs, purchase spare parts
- Install licensed software and enhance the server room
- Train staff in data handling and computer skills
- Acquire more powerful servers and improve system performance
- Conduct regular system upgrades and training sessions



## Chaplaincy Program Area

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

The Chaplaincy plays a vital role in promoting holistic health supporting the physical, emotional, spiritual, and social well-being of everyone who comes through our hospital. Beyond spiritual care, the chaplaincy leads the Good Samaritan ministry, providing food and essential support to vulnerable and needy patients who lack family or financial assistance. Through prayer, counseling, compassion, and practical help, the Chaplaincy ensures that healing at Bwindi Community Hospital goes far beyond medicine, touching the whole person with dignity and hope.

### Top Achievements:

- Conducted a confirmation class with 43 candidates confirmed by the Bishop.
- Held an internal UNSB/UCHSB conference where 29 students accepted Christ and 87 renewed their faith.
- Baptized 7 children.
- Ensured all departments participate in leading morning assemblies, increasing engagement.
- Held regular healing and deliverance sessions on wards and in the schools.
- Oriented new students spiritually, increasing participation in choir, bible study, cell groups, and Sunday services.
- Successfully organized a family retreat at Queen Elizabeth and Enjojo Lodge.
- Celebrated Mary's Day with a retreat.
- Commissioned and trained chapel leaders with the diocesan team.
- Strengthened cell fellowships, bible study, Sunday school, and combined fellowships for patients and staff.
- Supported choir ministry, including performances at diocesan events, Dr. J. M. Garuga's burial, and anniversaries.
- Assisted the needy through the Good Samaritan Fund.
- Expanded the hospital canteen with a new outlet accessible to patients and attendants.



*Some of the mothers that received clothes from the BCH good samaritan*

### Aspirations:

- Secure land and develop BOQs for residences for the chaplain and lay reader.
- Begin gradual construction of a shared house for chaplaincy staff using church collections.
- Fundraise for children's church furniture.
- Seek capital investment for the chapel canteen to make it self-sustaining and support the Good Samaritan Fund.
- Organize an external UNSB/UCHSB conference expected to host over 500 students.

## Operations Program Area

**Goal:** Effective and efficient functional systems

### Top Achievements:

- Received and commissioned a fully functional incinerator for proper waste management.
- Supported dental and medical outreach camps across the community.
- Extended safe drinking water and electricity to new construction sites, including the boys' hostel and Vision Dental Unit.
- Facilitated importation and clearance of medical equipment for Hope Alliance, Vein Finders, and AFROCOMED.
- Supervised major construction works, including the reception area, staff units (to roofing level), and repairs in Byumba and SRH departments.
- Extended PBX phone lines to all remaining hospital units, including the premium ward.
- Maintained the hospital fleet, ensuring timely insurance renewals and vehicle servicing.
- Replaced the engine for vehicle UBL 057J.
- Connected Kanyashogy Health Centre II to the national power grid.
- Installed a water heater in the premium ward to improve patient comfort.
- Supported HIV service integration and provided logistics support to the medical team.
- Participated actively in hospital management and sectoral committee meetings, and attended customer care training with JMS.



*Our biotechnician skillfully repairing and maintaining a hospital bed.*

### Aspirations:

- Separate the power line for water pumping from staff residences to ensure stable water supply.
- Set up a service workshop for repair and maintenance of medical equipment.
- Establish a small fuel station to improve fuel quality and control usage.
- Develop more in-house cleaning products, including detergents and disinfectants.
- Create a designated dumping site for old machines and waste materials.
- Prepare an emergency plan for floods and other disasters.
- Secure an alternative source of water to manage shortages.
- Develop a storage space for radioactive and other hazardous waste.
- Install firefighting hydrants around the hospital for quick response to fire incidents.
- Plan for a sewage treatment system to improve waste management and environmental safety.
- Acquire a new Landcruiser hardtop for community outreaches. Cost US\$ 750000

## Pharmacy

**Goal: To provide efficient, safe, and patient-centered pharmacy services, ensuring access to quality medicines and promoting their effective use for improved patient outcomes**

### Top Achievements:

- Improved supply chain efficiency through onboarding of three new cost-effective suppliers, ensuring steady weekly deliveries and increased staff satisfaction.
- Introduced monthly physical stock counts across all departments, improving accountability and reducing stock discrepancies.
- Maintained timely and accurate ordering of donated ART commodities, ensuring uninterrupted ART clinic operations.
- Strengthened drug quality control by routinely identifying and removing expired or substandard drugs.
- Supported satellite clinics through stock verification and follow-up visits, helping identify gaps and strengthen resource management.
- Enhanced the work environment by improving the pharmacy floor with new carpeting, boosting staff morale and professionalism.

### Aspirations:

- Streamline store management by centralizing storage spaces.
- Strengthen supplier relations through timely payments.
- Explore alternative sources of oxygen and stable power solutions.
- Acquire an in-house printer for timely documentation.
- Work with IT to improve the EAFYA system for better data reporting and management.
- Continue enhancing procurement planning and cost control to maintain uninterrupted drug availability



*Our Pharmacy*



# Human Resources Program Area

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

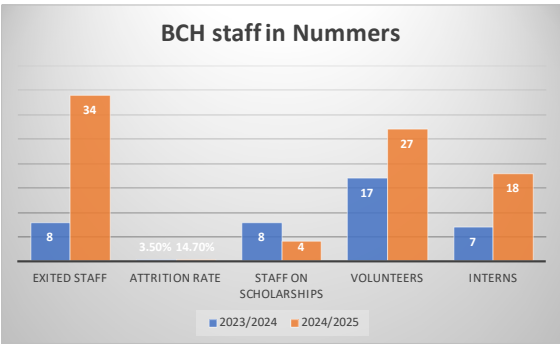
This department is responsible for recruiting staff, offering training, building collaboration between offices, and addressing any employee-related concerns. We work hard behind the scenes to ensure BCH operates smoothly. Our aim is to maintain a motivated team that is dedicated to fulfilling our mission and vision. At present, we employ 225 individuals in our multidisciplinary workforce.

## Top Achievements:

- Recruited an additional cashier for Maternity.
- Conducted orientation for international volunteers, students, and interns.
- Supported staff to get scholarships, training, and other work opportunities.
- Coordinated staff appraisals to strengthen performance management.
- Promoted a safe and healthy work environment for all staff.
- Improved staff engagement through sports, entertainment, and team-building activities.
- Reviewed staff establishment and ensured compliance with hospital policies.
- Organized staff retreats, exchange visits, and regular meetings.
- Ensured timely payment of salaries, allowances, and statutory obligations



*BCH staff dressed as school children during this year's staff retreat.*



## Aspirations:

- Strengthen staff retention through better welfare and mentorship.
- Support more training and professional development programs.
- Look for new funding opportunities to replace the USAID UPMB LSDA support.
- Improve HR record keeping and data management systems.
- Promote staff wellness and mental health programs.
- Encourage teamwork and recognize outstanding performance.
- Maintain compliance with labour laws and hospital policies.

## Accounts Program Area

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

Every resource allocated to Bwindi Community Hospital holds the potential to greatly enhance the overall quality of life for everyone. We carefully manage all financial aspects, including fixed assets, inventory, wages, and accounts payable and receivable. To ensure effective and cost-efficient management, we continuously review each department's financial records to evaluate the hospital's financial health and identify necessary adjustments.

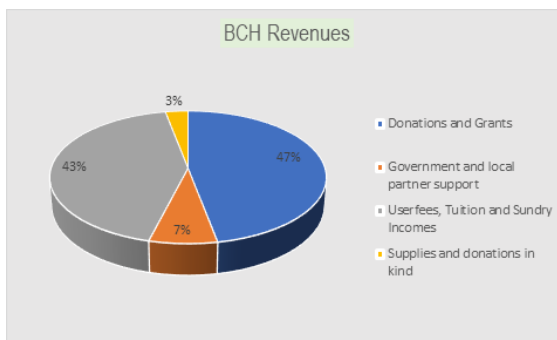
Our financial statements are prepared annually following an in-depth audit by independent auditors, currently Semu & Associates Certified Public Accountants (Kampala). Revenue and expenses are recorded in our books, with income derived from user fees, student tuition, government conditional funds, and various grants and donations received throughout the fiscal year. Each year, we publish an audited financial report on our website.

### Top Achievements:

- Maintained accurate and up-to-date accounting records that are easily accessible.
- Ensured timely processing of payroll and all payments.
- Effectively managed cash and bank transactions, ensuring smooth financial inflow and outflow.
- Strengthened internal and external audit functions.
- Built and maintained good working relationships with banks, URA, NSSF, district officials, suppliers, contractors, and insurers.
- Collaborated with HR to support recruitment and retention of motivated finance staff.
- Produced timely financial reports and budgets for management, donors, departments, the district, and UPMB.
- Successfully tracked all donations and income streams throughout the organization.

### Aspirations:

- Establish an integrated central financial system for real-time transaction tracking.
- Mobilize more donations to address gaps created by discontinued USAID funding.
- Increase locally generated revenue to cover at least 70% of recurrent costs.
- Secure more support for staff housing to reduce high accommodation costs in Buhoma.



## Communications Program Area

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



*BCH leadership with some of the awards won in the year. (L- R, Rev Elizabeth Akandida, Mr Robert Kamugisha and Dr Charlotte Aguti)*

### Top Achievements:

- Successfully fundraised for new operating lights for the theatre.
- BCH emerged second runners-up in the Heroes in Health Awards (HIHA).
- Dr. Scott Kellermann received the HIHA Lifetime Achievement Award in recognition of his outstanding contribution to healthcare.
- Secured scholarships for students at UNSB and Uganda College of Health Sciences Bwindi (UCHSB).
- Mobilized funds from ReachBwindi for the construction of staff housing.
- Obtained new equipment for both the Dental and Vision Clinics.
- Partnered with Aerolink.
- Successfully opened the new Dental and Vision Clinics to the public.
- Supported the 4th graduation of UNSB and the 2nd graduation of UCHSB, celebrating the achievements of our trainees.

### Aspirations:

- Fundraise for an oxygen plant and equipment for the dental and vision clinics
- Build evidence-based funding proposals across all departments
- Establish charitable foundations in countries with tax-deductible donation laws
- Develop local tourism projects like cycling to tap into middle-income markets
- Start joint fundraising events with supporting charities and explore crowd-funding for needy patients
- Improve donor engagement, website usability
- Expand partnerships for medical camps and fundraising initiatives





*Photo moment with AeroLink staff after signing an MoU to allow visitors and staff to fly at a subsidised cost.*



*Volunteers at BCH training UWA rangers in first aid management.*



## Physiotherapy Services at Bwindi Community Hospital



*Transforming lives — children fitted with prosthetic legs through our physiotherapy department.*



*Recumbent exercise bike*



*A patient being massaged in a bid to reduce back pain*



*A child with cerebral palsy receiving dedicated physiotherapy support to improve strength, mobility, and independence.*

## **Our Funding Priorities**

### **Budget requirements for high level service delivery**

- USD \$161,700 annually; maintaining the child health department with a full-time paediatrician.
- USD \$274,467 annually; maintaining the sexual and reproductive health program area with full-time obstetrician.
- USD \$230,245 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 \$514,300: for a construction of One Health lab
- USD \$130,000: builds one unit for senior staff housing. We need six units.
- USD \$100,000: for piped oxygen in the whole hospital
- USD \$48,000: for NICU ventilators
- USD \$75,000: for a vehicle for community outreaches

### **How you can support our work**

#### **Direct wire transfer**

**Account Name: Bwindi Community Hospital**

**Bank: Stanbic**

**Branch: Kihiki**

**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 Köln, Germany**

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

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



## AFRICAN UNIVERSITY OF SCIENCE & MANAGEMENT PROJECT



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## UNSB AND UCHSB TRANSITION JOURNEY TO (AUSM)

### AFRICAN UNIVERSITY OF SCIENCE AND MANAGEMENT

“Light Up Your World”

The African University of Science and Management (AUSM) is the next chapter in a transformative journey that began with Uganda Nursing School Bwindi (UNSB) and the Uganda College of Health Sciences Bwindi (UCHSB). These were founded to address the critical shortage of healthcare workers in southwestern Uganda—a region once underserved in health education and burdened with preventable diseases. Established in 2013 by Bwindi Community Hospital under the Church of Uganda – Diocese of Kinkiizi, and inspired by visiting American philanthropists Steve Wolf and James Jameson, UNSB has since trained over 500 health professionals. UCHSB followed in 2018, expanding program offerings and deepening the commitment to rural health development.

Now transitioning into AUSM, the institution will broaden its academic mandate to offer science, health, tourism, and management degrees, with a focus on producing professionals who can thrive in rural, national, and global contexts. AUSM remains a faith-based, private not-for-profit university, affiliated with COU-Bwindi Community Hospital, and dedicated to hands-on, research-driven, and technology-enhanced education.

### OUR VISION

To be a premier science and management university fostering innovation, research, and community development.

### OUR VISION

To harness science and human development through education, research, innovation, and tourism for the benefit of humanity.

### OUR OBJECTIVES

- Train skilled professionals to fill critical gaps in rural healthcare, science, and management.
- Promote lifelong learning, evidence-based education, and research.
- Foster innovation and sustainable community leadership.
- Build a model university addressing local and global challenges.

### COURSES ACCREDITED

- Bsc. Nursing (Direct Entry)
- BSc. Midwifery (Direct Entry)
- Bachelor of Nursing (Extension)
- Bachelor of Midwifery (Extension)
- Bsc. Environmental Health Science
- Bachelor of Science in Tourism and Travel

#### Management

- Bachelor of Sustainable Hospitality and Culinary Arts Management
- Diploma in Nursing (Direct Entry)
- Diploma in Midwifery (Direct Entry)
- Diploma in Clinical Medicine



## 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\$ 80 per person, per night, full board.

Contact us

[www.bwindiguesthouse.com](http://www.bwindiguesthouse.com)

[managerguesthouse2@gmail.com](mailto:managerguesthouse2@gmail.com),

+256 762986200



## Discover the Batwa Experience – A Living Journey Into Uganda's Indigenous Culture



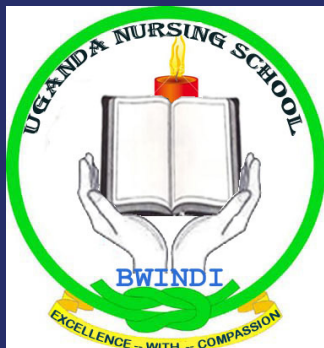
Step into the world of the Batwa, the original inhabitants of the Bwindi Impenetrable Forest. Led by Batwa elders, the Batwa Experience brings their rich heritage to life through storytelling, traditional hunting demonstrations, herbal medicine, and vibrant cultural dances.

This unique cultural tour preserves Batwa history while supporting community programs in education, housing, agriculture, health care, spiritual growth, and income generation.

Visit Bwindi and enjoy an unforgettable cultural adventure that directly uplifts the Batwa community.

Book your experience at: [www.batwadevelopmentprogram.org](http://www.batwadevelopmentprogram.org)





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