

Executive Summary

Kumi Hospital Strategic Plan 2022-2026 is a product of an intense participatory process that involved a myriad of stakeholders, staff, clients, local officials and board members. From the Leprosy treatment centre that Kumi Hospital was in 1929, the hospital has evolved through years of success and at times low moments, this evolution process provided lots of learnings and adaption that has sustained the hospital over the years. The development of the 2022-2026 revealed a number of challenges experienced by Kumi Hospital notably inadequacy of key relevant policy documents to guide internal operations, low staffing, low financial resource base, low level of ICT use, poor infrastructure and poor performance management systems among others. These findings significantly informed the development of the Strategic Plan. An external firm was hired to steer the process with full participation of staff, board members and other key stakeholders.

The process started with an analysis of the internal and external operational environment of the hospital, review of departmental performance and thereafter reframing of the vision, mission and objectives of the hospital. An in-depth analysis of the demands and expectation of the hospital consumers, competitors, supporters and collaborators was undertaken with a revelation of changing expectations and environment overtime. Much as the need for primary and secondary health care has remained a constant over the years, the increasing raise in poverty has increased the cost of health care for the poor. Other factors noted included the emergency of a more competitive marketed oriented provision of health care that places the client at the centre of care, in the new Strategic Plan, Kumi Hospital tackles the issue of poverty and competition by improving on resource mobilization efforts and providing quality care and customer satisfaction to its clients. Poor clients are Strategic Planned for in the new Strategic Plan through institution of an equitable pricing system policy that offers subsidies to the poor. The new Strategic Plan further articulates the new hospital mission of '*Provision of comprehensive healthcare services to all based on the Healing Ministry of Jesus Christ*', its ambition and approaches to change is defined as gradual, flexible, empowering to staff and empathetic to the needs of vulnerable sections of the community. Six Objectives of; 1) Increasing utilisation of healthcare services; 2) Investing in quality, patient safety and patient experience; 3) Improving financial management for the hospital; 4) Improving human resource management; 5) Expanding and furnishing hospital infrastructure and 6) Improving governance, management and operational systems of the hospital are expounded in the Strategic Plan with corresponding models/approaches and measures of success. In the next 5 years of the Strategic Plan, Kumi Hospital will adopt a balanced score-card process to measure organizational effectiveness, a balanced score-card matrix with parameters to be measured in pursuit of Kumi Hospital effectiveness and efficiency is detailed in the Strategic Plan.

The Strategic Plan furthermore sets the priorities for the next five years in terms of those that need heavy capital investments notably; strengthening management capacities, strengthening monitoring and evaluation systems, building strong people centred teams, investing in cutting edge laboratory systems and work organization. Low investment priority actions articulated in the Strategic Plan include reviewing of process indicators for mortality, morbidity and patient satisfaction, following up actions for improvement identified during routine monitoring, investigating nepotism as a cause of low staff motivation, strengthening cost and performance analysis and strengthening communication. The Strategic Plan maps risk factors envisaged in the implementation of the Strategic Plan, defines the implementation, monitoring and resource mobilization strategies.