HOLY FAMILY VIRIKA HOSPITAL

STRATEGIC PLAN 2023-2028



"A provider of choice for holistic healthcare services in Uganda"

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ABBREVIATIONS

ADKAR	Awareness, Desire, Knowledge, Ability, Reinforcement
BOD	Board of Directors
BSC	Balanced Score Card
COVID 19	Coronavirus Disease 19
CS	Client and Stakeholder
ESG	Environmental, Social and Governance
FS	Financial Sustainability
HFVH	Holy Family Virika Hospital
IBP	Internal Business Processes
M & E	Monitoring and Evaluation
MOH	Ministry of Health
NPS	Net Promoter Score
OKR	Objective Key Result
OPD	Outpatient Department
PNFP	Private Not for Profit
PTT	People, Tools, and Technology
SSS	Stakeholder Satisfaction Score
SWOT	Strength, Weaknesses, Opportunities and Threats
UCMB	Uganda Catholic Medical Bureau
VUCA	Volatility, Uncertainty, Complexity, Ambiguity

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MESSAGE FROM THE CHAIRMAN BOARD OF DIRECTORS (To be provided)

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GLOSSARY OF TERMS

Term	Definition
Balanced Score Card	A strategic planning framework that helps organizations to define their goals and objectives and to measure their progress towards achieving those goals.
Customer Value Proposition	It is a description of the value that the organization offers to its customers.
Customer	Customer is the direct beneficiary of the organization's services or products. Sometimes it is the end user of the organization's services or product, while other times it is the stakeholder with which value is given for value received (usually money in exchange for a product or service).
Mission	The organization's purpose described in the language of the business, including who is served and what products, programs and services are provided to customers and stakeholders.
Organization Core Value	This is a guiding principle; what the organization believes in. It serves as the basis for decision-making, and it influence actions in everyday situations.
Performance Measure	Measurement is the description, often quantification, of a property of an object, activity, process, or result that enables comparisons across items being compared, or across time. Performance measure provides objective evidence of progress towards a strategic goal and is an analytical basis for decision making.
Perspective	A description of the different perspectives that the organization will use to measure its performance against its strategic objectives. Typical perspectives include financial (or stewardship in the public sector), customer (stakeholder), internal process, and organizational capacity (or learning and growth).
Service Delivery platform	The channel or mean through which healthcare services are bundled together and provided to patients.

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Stakeholders	The universe of people, groups, and organizations that have an interest in the organization; examples include customers, employees, vendors, regulators, directors, suppliers, and community groups.
Strategic Initiative	The specific actions that the organization will take to achieve its strategic objectives.
Strategy Map	A visual representation of the organization's strategy, showing how different elements of the strategy are linked together.
Strategic Objective	The specific continuous improvement activities, balanced across the perspectives, which break down strategy into smaller components and make strategy actionable by involving all employees in operationalizing the organization's goals.
Strategic Result (or Goal)	End outcome from successfully executing the organization's strategy.
Strategic Theme	The three or four strategic focus areas the organization that define the organization's high-level business strategy, break down the vision and mission into action, and focus energy on desired strategic results (outcomes).
Target	The desired level of performance for the reporting period in question.
Vision	A vivid, emotionally inspiring, time-specific picture of a future to which the organization aspires.
Strategy management system	Cycle that integrates the planning and execution of a strategy and consists of five stages: analysing the external environment, the internal organization and current strategy; developing the mission, vision, and strategy; translating the strategy into strategic initiatives, operational objectives, processes, and activities; implementing the strategy and finally monitoring and adapting the strategy and its execution.

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1.0 EXECUTIVE SUMMARY

The latest five-year strategic plan running from 2023 to 2028 has been designed through a participatory process by, the Board of Directors of Holy Family Virika Hospital (HFVH), Management and staff. The plan is premised on the insights from organizational assessment, performance analysis, health sector analysis, prevailing and emerging strengths, weaknesses, opportunities, and threats.

HFVH envisions to be **"a provider of choice for holistic healthcare services in Uganda,"** while its mission is **"to promote life to the full by providing client-centered quality health care to all persons and train health care providers in accordance with the mission of Christ."** HFVH treasures the **core values** of Love, Justice, Equity, Shared well-being, Accountability, and Respect.

Abetted by the Balanced Score Card analytical techniques that emphasize objective setting in the four perspectives of 1) Financial sustainability; 2) Client and stakeholders; 3) Internal business processes; and 4) Organizational capacity, the following planning goal and strategic objectives have been set for the planning period 2023-2028:

1.1 **Financial Sustainability**

1.1.1 **Improve hospital financing:** This involves adopting prudent financial management practices, generating revenue, and ensuring sustainable financial health.

1.2 **Clients & Stakeholders**

1.2.1 **Improve client and stakeholder satisfaction:** Hospital aims to prioritize client and stakeholder satisfaction through effective communication, quality service delivery, and meeting their needs.

1.3 **Internal Business Process**

1.3.1 **Improve access to health services:** This centers on enhancing accessibility to healthcare services through increased service reach, reduced waiting times, enhanced affordability for diverse populations, ensuring equitable healthcare provision.

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1.3.2 **Grow partnerships:** To establish and strengthen collaborations with external organizations, donors, and other healthcare providers to enhance the hospital's capabilities and extend its reach.

1.3.3 **Improve staff productivity:** Improving staff productivity involves optimizing workflows, providing necessary tools and resources, and empowering staff to work efficiently.

1.4 **Organizational Capacity**

1.4.1 **Improve governance:** Involves implementing strong management practices, transparency, and accountability within the hospital's operations. Effective governance ensures the hospital operates efficiently and ethically.

1.4.2 **Improve healthcare technology:** Adopting and leveraging advanced healthcare technologies to enhance patient care, streamline processes, and improve overall efficiency in service delivery.

1.4.3 **Improve staff competencies and engagement:** Enhance the skills, knowledge, and capabilities of the hospital staff while fostering a culture of engagement and commitment. By investing in staff development and creating a supportive work environment, the hospital can improve the overall competence and motivation of its workforce.

A set of strategic actions representing the HFVH's business strategy are elaborated per strategic objective as follows:

SO1: Improve hospital financing

- Develop a strategy execution plan
- Develop a revenue mobilization strategy
- Develop the hospital investment plan

SO2: Improve client and stakeholder satisfaction

- Develop a research and innovation program
- Develop the stakeholder engagement plan
- Develop a client management plan

SO3: Improve access to health services

- Develop the hospital service development plan

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- Develop a marketing and promotional plan

SO4: Grow partnerships

- Develop the partnership development plan

SO5: Improve staff productivity

- Develop a staff welfare program
- Develop a staff productivity enhancement scheme

SO6: Improve governance

- Develop a governance framework
- Develop policy framework
- Develop the ESG policy
- Develop a leadership program

SO7: Improve healthcare technology

- Develop a healthcare technology improvement plan

SO8: Improve staff competencies and engagement

- Develop a staff development plan

To achieve the above strategic objectives/goals, a funding plan has been prepared and summarized as follows:

SP Financial Projections 2023/4 - 2027/8					
Funding	**2023/4**	**2024/5**	**2025/6**	**2026/7**	**2027/8**
Borrowing	0	0	0	0	0
User fees	2,119,982,066	2,225,981,169	2,337,280,228	2,454,144,239.15	2,576,851,451.11
Grants	1,424,069,605	1,495,273,085	1,570,036,740	1,648,538,576.49	1,730,965,505.31
Other income	48,540,667	50,967,700	53,516,085	56,191,889.64	59,001,484.12
Total	**3,592,592,338**	**3,772,221,955**	**3,960,833,053**	**4,158,874,705**	**4,366,818,441**

As part of operationalizing the Strategic Plan, there has been due attention placed on developing monitoring and evaluation indicators for each Strategic Objective. It shall be the responsibility of Senior Management and Heads of Departments to cascade the strategic actions to all departments so as to develop annual operational plans and

budgets. The financial resource allocation formula proposed is linked to the volume of strategic actions per Strategic Objective integrated in this five (5) year plan, whose evaluation shall be conducted on a quarterly basis through Strategy Review Meetings of Management and on a quarterly basis through Board of Directors' meetings.

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2.0 INTRODUCTION

2.1 Holy Family Virika Hospital History

Holy Family Virika Hospital is a 205-bed capacity, owned by the Catholic Diocese of Fort Portal, located in Fort Portal city. It forms an integral part of the Diocesan Health System. Its affiliation to the diocese empowers this facility to form crucial linkages with lower-level healthcare units assuming the pivotal role of a referral center within the diocese. It is accredited by the Uganda Catholic Medical Bureau (UCMB) and Ministry of Health (MoH) to deliver key curative, preventive, promotive, and rehabilitative health services. The hospital serves not only the residents of Fort Portal City but also patients from the neighboring districts of Kasese, Kabarole, Kyenjojo, Kyegegwa, Kamwenge, Bundibugyo, Ntoroko, Kitagwenda, Kagadi, Bunyangabu, among others. Furthermore, the hospital has affiliations with the City Health System, various stakeholders, and the esteemed Virika School of Nursing.

The hospital was established as a small dispensary by missionaries of Africa (White Fathers) in 1910 as a pressing health need of the time and later grew gradually in size and scope. After managing it for one year, the White Fathers handed it over to the Missionary Sisters of Africa (White Sisters) who managed it up-to 31 December 1962, but they later grew less in number. Father Joseph Vincent McCauley responded to this decline by contacting the Medical Mission Sisters in Philadelphia, USA seeking their intervention. Fortunately, the Medical Mission Sisters responded positively and run it from 1st Jan 1963 to 1974. In 1968, it was named Virika Hospital and Holy Family Virika Hospital in 2010. The hospital was handed over to the Catholic Diocese of Fort Portal in 1975. The Diocese entrusted the management of the institution to the institute of the Daughters of St Therese of the Child Jesus. The facility faced a severe set-back in February 1994 when a devastating earthquake left 95% of its building damaged. Nevertheless, reconstruction efforts commenced in May 1997 and concluded in February 2002, with the official reopening of the hospital in March 2002. Notably, in 2014 on December 28th, HFVH celebrated a century of unwavering service.

In a trans-formative move towards enhanced governance and oversight, the hospital was formally incorporated as a company limited by guarantee on August 24th, 2018. The

Registered Trustees of the Catholic Diocese of Fort Portal assumed the role of subscribers to the Articles and Memorandum of Association, paving the way for the constitution of a Board of Directors. This dynamic shift in governance has fortified the hospital's commitment to excellence in healthcare delivery. Today, HFVH stands as a living testament to the steadfast dedication and resilience of the community it serves. At the core of its mission is the unwavering dedication to provide quality and accessible healthcare to all.

2.2 Background

The previous strategic plan was anchored on five strategic pillars, namely, customer delight, corporate governance, infrastructural development, financial sustainability, and human capital development. In spite of the COVID 19 pandemic the hospital progressively realized a number of milestones in relation to infrastructure, human resources, policies, and services. These achievements were facilitated by a committed management team with strong support from the Board of Directors.

The previous strategic plan ended in June 2023 hence the need for a new one. This was paramount because strategic planning provides a number of benefits such as providing strategic direction to the organization, provides an opportunity to assess the current situation and map out the future state, provides the opportunity to plan for and prioritize new developments, and enables the organization to fulfill governance requirements. The strategic plan as a tool enabled Holy Family Virika Hospital to provide quality healthcare services to its community in the most efficient and effective manner possible. The strategic plan played a critical role in guiding the hospital towards its vision and mission.

The new five-year HFVH strategic plan has been designed to position HFVH as the provider of choice for holistic healthcare services. The plan is premised on the insights from organizational assessment, performance analysis, health sector analysis, and prevailing and emerging strengths, weaknesses, opportunities, and threats.

The Vision, Mission, and Values have been updated accordingly and new strategies and strategic objectives have been developed. The four strategic pillars and the six strategic

objectives have been well articulated to enable not only the effective and efficient implementation of routine activities but also the design of versatile initiatives and projects that give HFVH a sustainable competitive advantage and permit structured adaptation to the environment. While the vision, mission and values have been reviewed, the balanced score card, customer value proposition, strategy map, value creation, strategy cascade, performance analysis and alignment, strategic initiatives, strategy house, strategic perspectives, strategic altitude, change management strategy, strategic graphic, strategic perspectives, strategy profile and corporate risk assessment have added new flavor into this Strategy.

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3.0 STRATEGY FORMULATION

3.1 Approach and Methodology

The strategic plan was developed based on the principles of the Balanced Score Card (BSC) and the Objective Key Result (OKR) approach and will run for a period of five years starting from the 2023/2024 financial year. The OKR approach was chosen because of its clear results-oriented method and its ability to promote innovation and growth, provide room for continual improvement, and facilitate adaptability. It aligns with the broader goals of the hospital, fostering clarity and alignment with the team.

The BSC framework provides a holistic measurement of the hospital's strategic and operational performance. It enables the hospital to develop a logical relationship between the various strategic elements, including the operational, tactical, and strategic layers *(See Figure 1).* The strategy was developed through a series of well-defined stages outlined in the balanced score card, alongside stages focused on managing change and executing the strategy effectively. The process saw the active participation of various stakeholders, including the HFVH board, management, and staff, right from the initial launch to the execution phase.

FIGURE 1: THE BALANCED SCORECARD: *NINE STEPS TO SUCCESS*



Program Launch:

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The journey towards a robust strategic plan commenced with the program launch, a critical stage where the groundwork is laid for the impending strategic interventions. The program was launched by project champions and key stakeholders working with the consultant *(See Figure 2)*. During this initial stage, the broader objectives of the strategic plan were outlined, and a preliminary roadmap was sketched. The stakeholders were introduced to the overarching goals of the strategy, setting the stage for deeper engagements and collaborative efforts in the subsequent stages.

FIGURE 2: LAUNCH OF THE STRATEGY DEVELOPMENT PROCESS



(L-R: The board and senior management; the strategy planning team at the hospital gate)

Assessment:

Following the program launch, the assessment phase was initiated. The stage was centered around a comprehensive evaluation of the current state of affairs at HFVH. Existing strategic material and results were examined, a strategic gap analysis was completed, key stakeholders were interviewed, and other assessment activities completed. It involved scrutinizing various operational aspects and understanding the existing gaps and opportunities. The insights gleaned from this phase were instrumental in shaping the trajectory of the strategy, ensuring that the formulated plan is grounded in reality and attuned to the specific needs and nuances of the hospital.

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Strategy Formulation:

Building upon the insights gathered during the assessment phase, the strategy formulation stage involved crafting a detailed strategic plan. The phase was characterized by collaborative brainstorming sessions, where innovative solutions and approaches were discussed *(See Figure 3).* The focus was on devising strategies that align with the hospital's vision and mission, fostering a pathway towards sustainable growth and development.

FIGURE 3: BRAINSTORMING SESSIONS DURING STRATEGY FORMULATION



(L-R: Brainstorming session with the Board; Brainstorming session with strategy planning team)

Objective Formulation:

Objective formulation followed a stage where the broad strategies were distilled into specific, measurable objectives. The stage was pivotal in translating the overarching goals into tangible targets, providing a clear direction for the various units within the hospital. The formulated objectives served as beacons, guiding the efforts and initiatives in the subsequent stages, ensuring alignment with the broader strategic vision.

Strategy Mapping:

The subsequent phase, strategy mapping, involved delineating the strategies into a coherent framework that illustrated the interconnections between different strategic elements. The mapping facilitated a holistic view of the strategy, highlighting the synergies and interdependencies, and fostering a cohesive approach towards achieving the defined objectives. It served as a blueprint, providing a visual representation of the strategic pathway, aiding in seamless navigation through the execution phase.

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Performance Measure Development and Target Setting:

This stage was integral to the establishment of a performance management system that allowed for the monitoring of progress towards the set objectives. It involved defining clear performance metrics and setting achievable targets for various strategic initiatives. The designed framework ensured that the progress is measurable, facilitating timely interventions and adjustments, and fostering a culture of accountability and excellence.

Initiative Development:

Initiative development marked the onset of concrete action plans aimed at achieving the set objectives. The process involved crafting specific initiatives that aligned with the strategies and objectives outlined in the previous stages. The focus was on developing initiatives that are actionable, with clear timelines and responsibilities, paving the way for a successful strategy roll-out.

Strategy Roll-Out:

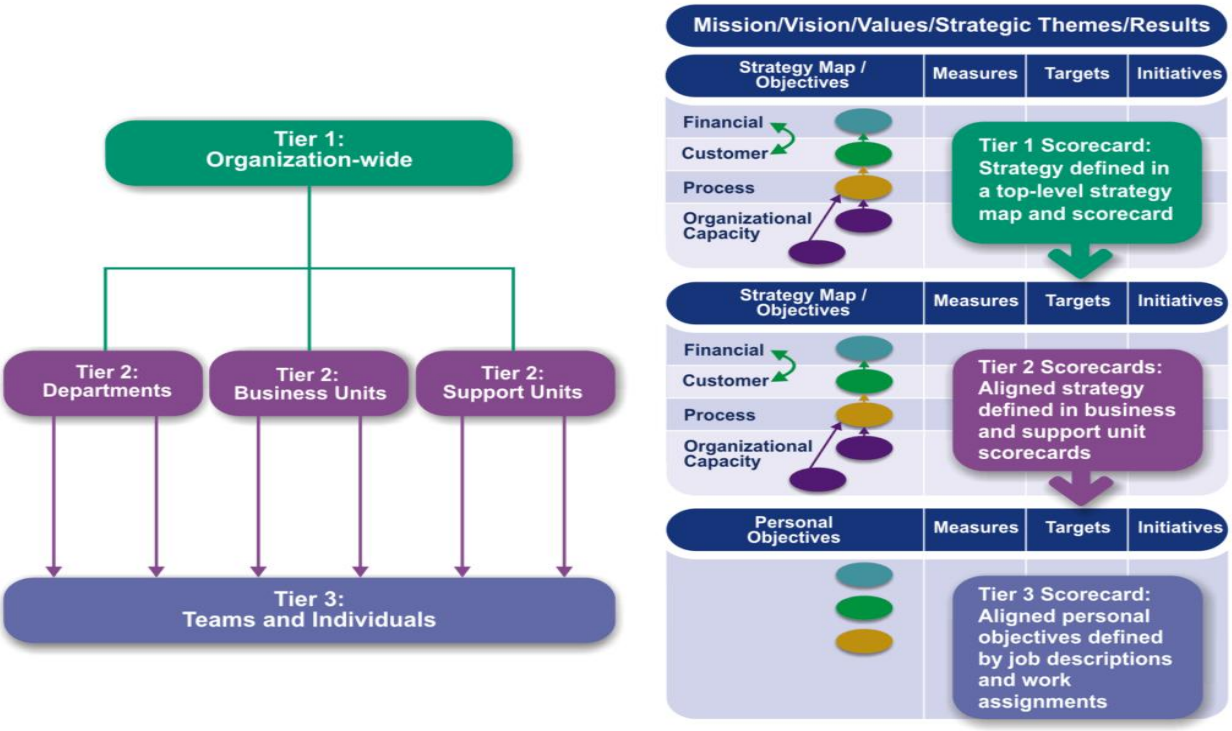
In the strategy roll-out stage, implementation of the devised initiatives will bring the strategic plan to life. The phase marks the translation of strategies into actions, with various units within the hospital embarking on the defined initiatives. It represents a concerted effort towards realizing the goals set forth in the strategic plan, fostering a culture of proactive execution and collaborative growth. The Balanced Scorecard Graphic / Corporate one pager is a key deliverable and brings all the strategic elements of strategy formulation and planning together in one simple to understand visual expression that becomes the heart of the process of communicating the organization's strategy to all employees. It is a one-page document that tells the value creation story by summarizing the organization's strategy in a simple, easy-to-use format. *(See Annex 3: Corporate One Pager)*

Strategic Alignment:

Strategic alignment is essential in ensuring that all the initiatives are working harmoniously towards the common objectives. Here the strategy is transformed from something only executives worry about to something everyone supports by cascading high-level enterprise strategy to first business and support units and then to individual employees *(See Figure 4)*. The stage also involves regular reviews and adjustments to

maintain alignment with the strategic goals, fostering a cohesive and synergized approach towards achieving the envisioned outcomes.

FIGURE 4: ILLUSTRATION OF THE CASCADING OF ORGANIZATION-WIDE OBJECTIVES TO DEPARTMENTAL AND EMPLOYEE OBJECTIVES



Change Management Process:

In tandem with the strategy roll-out, the change management process shall be initiated to facilitate a smooth transition towards the new strategic direction. The process was characterized by efforts to foster adaptability and resilience among the team members, ensuring seamless adaptation to the new strategies and initiatives. It involved training programs and communication strategies to nurture a culture of change readiness, paving the way for successful strategy execution. *(See Figure 5)*

FIGURE 5: SENSITIZATION OF STAFF ABOUT THE NEW STRATEGIC PLAN





(Sensitization of the staff about the new strategic plan as part of the change management strategy)

Strategy Execution Program:

The strategy execution program as the final stage represents the culmination of all the preceding efforts. The phase is characterized by diligent execution of the strategies, with a focus on achieving the set objectives. It marks a period of sustained efforts, where the strategies were brought to fruition, steering HFVH towards a trajectory of growth, innovation, and excellence. *(See Annex 1: Strategy Execution)*

The structured and methodical approach through the various stages of the Balanced Scorecard promises a well-rounded and successful strategic plan, poised to guide HFVH towards a future of innovation and sustained growth.

3.2 Assessment

The seminal work of the strategy development process involved assessments to understand the operating context and position of HFVH within the healthcare industry. The vital step was based on a detailed analysis covering all aspects of the hospital's engagements and operations. To ensure a well-rounded view, feedback was obtained from a variety of stakeholders including the Board, management, and staff. The process also involved a careful review of the competition, an in-depth assessment of HFVH's internal capacity, and a study of the wider trends influencing the health sector. These analyses were instrumental in shaping a clear outline of the desired future trajectory for HFVH, discerning our core purpose, strategic direction, and value framework. The

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SWOT analysis was used to define the vision, the mission and core values. This facilitated a comprehensive view of the strengths, weaknesses, opportunities, and threats pertinent to HFVH, laying a solid foundation for the strategic plan.

Strategy Gap Analysis

The analysis involved developing a Strategy Gap Matrix to identify missing elements that need to be developed and comparing current strategic planning elements with good practices to pinpoint areas requiring improvement. *(See Figure 6)*

FIGURE 6: STRATEGY GAP ANALYSIS MATRIX

System Component	Reviewed	Acceptable	Revision Required	Comments
Vision	Yes	Yes	Yes	To be reviewed
Mission	Yes	No	Yes	Fairly precise, to be reviewed
Core Values	Yes	No	No	Well defined and articulated
Overarching Strategic Results	Yes	No	Yes	Overarching strategic results to be developed
Communications & Change Management Plan	No	No	Yes	Team set up and trained to develop plan
Enablers/Challenges (SWOT)	Yes	No	No	To be revised and updated
Customer needs and value proposition	No	No	Yes	Customer needs and value proposition to be developed
Strategic Themes & Results	Yes	No	Yes	To be developed with strategic results that are measurable
Perspectives	Yes	No	Yes	Balanced Score Card perspectives to be developed
Strategic Objectives	Yes	No	Yes	Some objectives need to be rephrased and elevated in altitude
Organization Strategy Map	Yes	No	Yes	Not in place. To be developed to show the value creation chain (drivers & results)
Performance Measures & Target	Yes	No	Yes	Fairly good, require refinement and alignment to intended results of the strategic objectives
Strategic Initiatives	Yes	No	Yes	Requires revision to raise the strategic altitude and align to strategic objectives

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System Component	Reviewed	Acceptable	Revision Required	Comments
Balanced Score Card Graphic	No	No	Yes	One-page strategy graphic not developed
Strategic plan & Story	No	No	Yes	To be enriched with a complete Strategic Plan
Automation Plan	No	No	Yes	Not developed
Cascading Plan	No	No	Yes	Not developed
Evaluation Plan	No	No	Yes	SMART Goals & measures to be developed

Organizational Assessment

The structural and functional significance of HFVH were examined to assess the readiness of the organization to embrace the new strategic direction. The assessment facilitated a deep understanding of the organizational dynamics, which in turn helped in tailoring strategies that are aligned with the hospital's capabilities and strengths. It provided valuable insights into critical areas that impact hospital productivity and relevance of the services offered at HFVH. The insights into governance mechanisms, management viewpoints, staff perspectives, stakeholder insights, and client expectations were noted. The primary concerns of the diverse stakeholders including the staff, management and Board were highlighted and these are depicted in the figure below *(See Figure 7)*:

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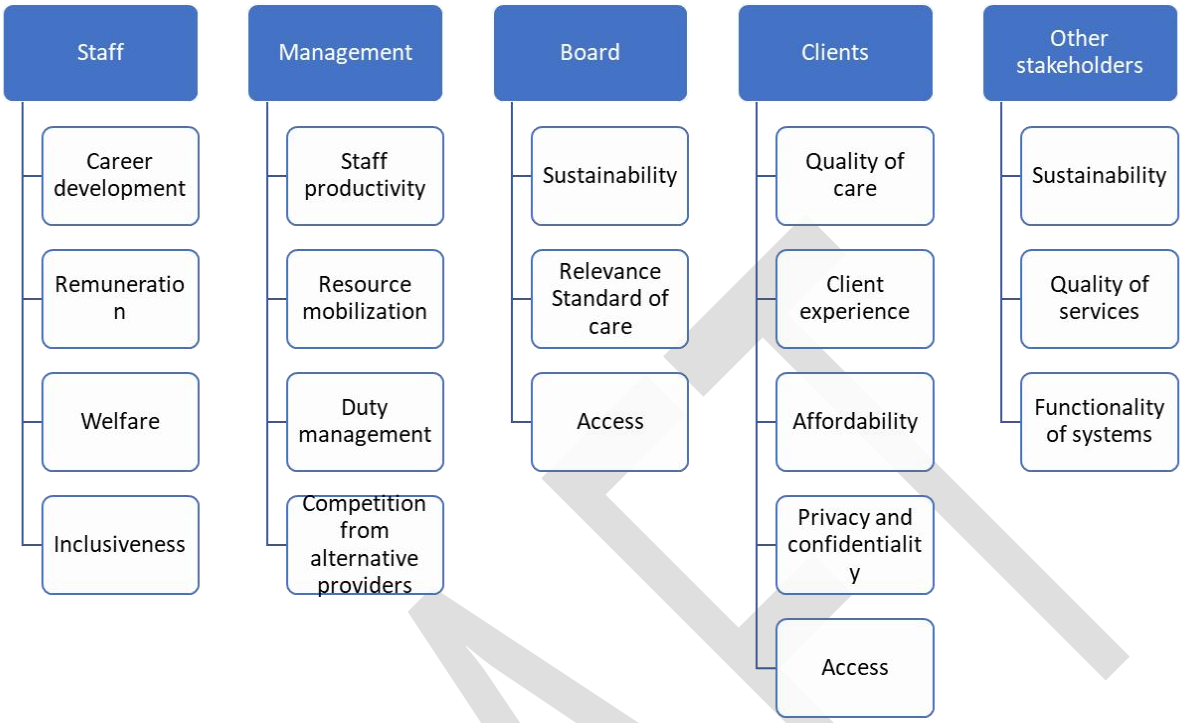
FIGURE 7: CONCERNS OF KEY STAKEHOLDERS



The concerns have a high impact on staff productivity and highlight the clear intent of the management and board for revamping the financial status of the hospital. However, this should resonate appropriately with the concerns of clients and other stakeholders. Therefore, the strategic plan provides strategies and initiatives addressing staff concerns, galvanizing management intentions while taking into consideration the expectations of clients and other stakeholders.

The governance, leadership, and organizational structure of HFVH is built on a foundation of shared responsibility and cohesive collaboration, aimed at fostering a nurturing and progressive environment. The conducive environment will be instrumental in the implementation and execution of the strategic plan. At the helm of governance stands the Board of Trustees, a body entrusted with the prudent management and safeguarding of HFVH's assets and financial resources. The Board of Trustees embodies the principles of care, obedience, and loyalty, underlining their comprehensive fiduciary responsibilities. Next is the Board of Directors that represents the interests of the diocese, provide guidance and advice to the Medical Director and the Senior Management Team, and guides on strategic issues. The Board has five

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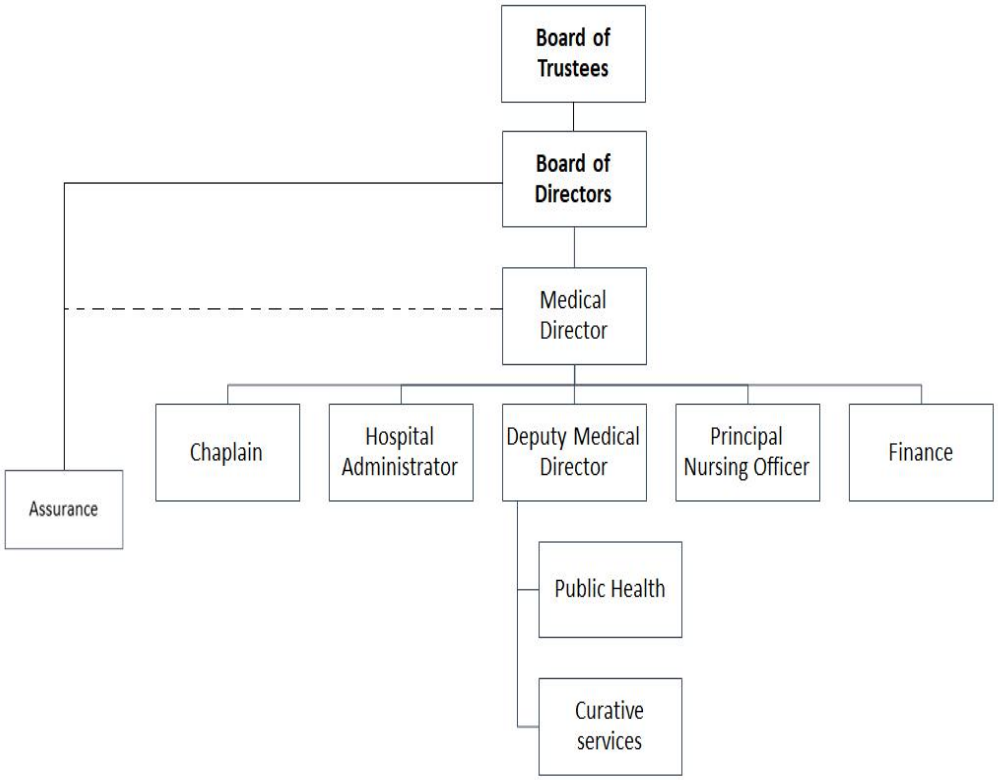
board committees: Finance, Assets and Liability Management Committee; Human Resource Committee; Procurement Committee; Pastoral, Quality Assurance & Ethics; and the Risk & Audit Committee.

The leadership structure has been key in keeping the hospital as a going concern. However, to streamline reporting and operations the managerial architecture will be reformulated. The medical department will be headed by the Deputy Medical Director and will be comprised of curative services and public health sections. The Principal Nursing Officer will head the Nursing department. The Human Resource & Administration departments are headed by the Hospital Administrator while the Finance department, Chaplaincy and Assurance department will have their respective heads of departments *(See Figure 8).*

FIGURE 8: PROPOSED ORGANIZATIONAL STRUCTURE



Internal Analysis

The internal analysis was conducted to examine the processes and capabilities within HFVH. It involved a detailed review of different departments and units to assess their performance and efficiency. The information gathered from the analysis was critical in forming strategic initiatives that build on the organization's strong points, encouraging a culture of innovation and excellence.

Morbidity profile: The current morbidity profile of the hospital is characterized by pneumonia, hypertension, acute gastroenteritis, malaria, urinary tract infection, diabetes, hernia, anemia, injuries due to other causes, and neonatal conditions. While under the previous strategic plan the hospital focused on these diseases, the new strategic plan seeks to broaden our horizon by incorporating new aspects such as public health, mental health, reproductive health, and men's health.

Services

In the previous strategic plan, the hospital strengthened curative services for a wide range of both communicable and non-communicable diseases including related diagnostic services. The hospital initiated a number of public health services including promotive, preventive, and rehabilitative services. The main service delivery points were outpatient and in-patient departments. In the new strategic plan, the hospital will not only strengthen these service points but also create new ones such as out-reach services, mobile clinics, boutique services, and internet enabled services.

Curative services:

The curative services offered included: Outpatient Department (OPD) Services; Obstetrics & Gynecology services; Surgical Services; Internal Medicine services; Pediatric services; Dental services; HIV/AIDS care & treatment; Diagnostic services; and Orthopedic services. In the new strategic plan, the hospital will extend the curative services to include Ear Nose & Throat (ENT) services, ophthalmology, Geriatrics, Psychiatry, Urology, Dietetics, referral services and pharmaceutical care services. The hospital will continue to position itself as the referral centre for all the diocesan health facilities, other lower-level health facilities and medical clinics not only in the Rwenzori sub-region but also other regions of Uganda. The hospital will build capacity to provide

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tailored pharmaceutical care services to targeted patients especially the elderly, those with chronic diseases, and students.

Promotive services:

In the previous strategic plan, the hospital provided a number of health promotive services such as health education, psychosocial counseling, and pastoral clinical care. Sector analysis indicated that need for these services has been growing and therefore the hospital will strengthen and scale these services in the new strategic plan, the hospital will introduce non-emergency medical transportation services to complement its ambition as a referral centre. The creation of the public health department will enable the hospital to allocate resources towards these services.

Rehabilitative services:

In the previous strategic plan, the hospital strengthened orthopedic surgical services, physiotherapy, palliative care, and rehabilitative counseling services. The relevance of these services remains and in the new strategic plan, the hospital will be consolidating human and other resources to strengthen them.

Preventive services:

The hospital has continued to provide preventive services such as antenatal care, child health clinic, postnatal care, and natural family planning. The hospital will redesign these services to enhance access and sustainability.

Diagnostic Services:

The hospital intends to strengthen diagnostic services to bolster its position as a referral center. In the new strategic plan, the hospital will be strengthening the microbiology, hematology, chemistry, parasitological services, and maintain collaboration with the regional blood bank centre. The hospital will strengthen its imaging technologies that include ultrasound scan and X-ray services.

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Service delivery points

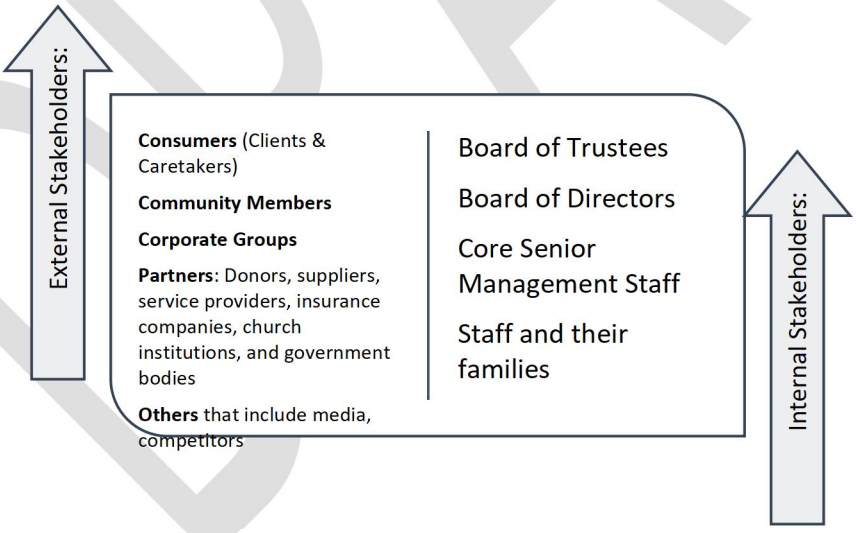
The hospital has organized its service delivery points as follows to facilitate production of services: Children's ward; Medical ward; Surgical ward; Maternity; Theatre; Private ward; OPD; Laboratory; Pharmacy; HIV/AIDS clinic; Antenatal & Postnatal care; Immunization; Natural Family Planning; Radiology; Dental; Orthopedics; Administration (Security, Transport); Chaplaincy; Physiotherapy; and Information Technology. In the new strategic plan, the centers will function as revenue and cost centers to enable productivity monitoring and tracking.

Stakeholder Analysis

The success of the strategic plan hinges on the engagement and support of various stakeholders who play critical roles in the hospital's operations and growth.

The **external stakeholders** influence the hospital's success through their utilization of services, financial contributions, collaborative partnerships, and market dynamics. **Internal stakeholders** are instrumental in guiding the hospital's strategic direction, decision-making and day-to-day operations. *(See Figure 9)*

FIGURE 9: HFVH STAKEHOLDERS



Engaging and addressing the needs and expectations of the stakeholders is paramount to the successful execution of the strategic plan. The hospital must foster strong partnerships with donors, suppliers, and corporate groups, ensuring sustainability and access to resources. Emphasizing excellent customer service, affordability, and privacy

for clients will enhance patient satisfaction and retention. Collaboration with church institutions and government entities will strengthen the hospital's position within the healthcare ecosystem. Additionally, the involvement and dedication of the internal stakeholders will promote staff development, productivity, and a positive organizational culture.

Competitive analysis

The variables of importance to clients and stakeholders that form the basis for competition include timeliness, responsiveness, standard of services, status of amenities, affordability, capacity, customer care, marketing and promotion, package of services, holistic, integration of services, comprehensiveness, and accessibility. The competitive variables form basis for setting up strategic pillars of the plan.

Landscape analysis

The analysis was done to explore wider industry trends and dynamics. The scrutiny included a detailed review of global, regional, and national factors influencing the healthcare sector. This analysis ensured that HFVH's strategies are in line with current trends and the health policy.

The health policy in Uganda continues to advance partnerships between the Government and Private Not for Profit (PNFP) health care providers as a means of strengthening service delivery thus creating opportunities for collaboration at national and sub-national levels. HFVH is a PNFP mission hospital accredited by UCMB. The hospital operations are guided by the National Health Policy, the mission statement and policy of the Catholic Health Network in Uganda. The hospital is governed by the laws of Uganda.

Medical technology is a major strategic factor in positioning the hospital and its perception in the competitive environment of healthcare providers. There is increasing use of artificial intelligence, machine learning and robotics in healthcare delivery and these are contributing to growth in digital healthcare, accelerating telehealth and facilitating Interoperability of data and systems. The percentage of remote healthcare consultations has dramatically risen from 0.1% to 43.5% in the recent years and new generation wearable technologies equipped with heart rate, stress, and blood oxygen

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detectors are on the rise. The virtual hospital ward concept where centralized communication infrastructure is used to oversee the treatment of patients is being rolled out. Other technologies include the AccuVein system to make it easier to locate veins by detecting the heat signature of the blood flow and highlighting it on the patient's arm and automation of initial patient contact and triage in order to free up clinicians' time for more valuable work.

Public health:

There is a sustained shift of the age curve, improvements in health care delivery systems, growth in health-related partnerships, increase in medico-legal challenges as well as rising incidence and prevalence of mental disorders. Pathogens are now crossing species barriers at a rate never seen before. Additionally, the emerging health financing models and social prescribing are providing new opportunities and challenges in health care delivery.

The Board of Directors provides an oversight role through strategic policies, strategic plans, and approval of budgets and operational plans. Given growing interest in environment, social capital, and governance the strategic plan will promote development of the ESG policy.

The strategic plan considered these critical areas and implemented targeted initiatives to foster growth, sustainability, and a positive impact on staff, management, clients, and partners alike.

Previous performance

A reflective review of past performance was conducted to glean insights from the previous strategic cycles. The review facilitated an understanding of the successes and challenges encountered in the recent past, providing a foundation to build strategies that are more informed and effective. During implementation of the previous strategic plan the hospital made great strides on a number of aspects including customer delight, corporate governance, infrastructure development, and human capital development. *(See Annex 5: Performance of previous strategic plan)*

Service delivery: The daily average number of **new** clients increased by 300%, the Recovery Rate (% of patients admitted who are discharged while classified as

“Recovered” on the discharge form or register) was maintained at 98%. In terms of governance standardized agenda for all corporate governance organs was established. Under human capital development progress was made in various aspects of human capital as was demonstrated by high appraisal scores.

While the daily average number of new clients increased by 300%, the daily average number of clients remained below target. This highlighted challenges with client loyalty and retention. Other areas that lagged behind included automation of processes, debt conversion rate, per capita cost, and service range. These issues remain relevant hence the new strategic plan provides strategies and initiatives for healthcare technology, financial sustainability, policy revitalization, enhanced productivity, and service expansion.

Financial performance: Annual user fees dropped from 2.1 billion UGX (2018/19) to 1.5 billion UGX for 2022/23 (-19%), however this accounted for 71% of the hospital revenue. Grants and other income also dropped from 1.2 billion UGX (2018/19) to 629 million UGX for 2022/23 (-49%). The performance for user fees was 35% of the projected amount for the year 2022/23 while the total for grants and other income was 25% of the projected amount. Although the revenue shortfall was attributed to the effects of COVID 19 pandemic, it highlights serious challenges for the financial sustainability of the hospital. Therefore, the new plan provides turn-around strategies for revamping revenue inflows through enhanced healthcare technology and staff development, hence increasing staff productivity and financial efficiency, which coupled with resource mobilization and service expansion, will revitalize the financial performance of the hospital.

The total recurrent expenditure reduced by 45% from 4.2 billion (2018/19) to 2.3 billion against a revenue inflow of 2.1 billion thus highlighting a 10% deficit.

SWOT Analysis

To gain a better understanding of the hospital’s current position and identify key areas for improvement, a SWOT analysis was conducted. The findings from the SWOT

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analysis offered valuable insights into the hospital's status and potential for growth and will inform the effective implementation of the strategic plan.

The relevant internal and external enablers and challenges were determined to understand the strengths, weaknesses, threats or risks and opportunities. The strengths and opportunities were categorized as enablers while the threats and weaknesses were categorized as challenges. The findings of the SWOT analysis informed the strategic objectives, the strategic initiatives, and the strategy priority matrix.

The enablers:

The Strengths and Opportunities included favorable geographical positioning and strong affiliation to the church and its network that will be leveraged for clientele growth, good governance and leadership, emerging organized groups that can be targeted with tailored health care packages, a sense of ownership among the community members, city led disposal of expired commodities, good infrastructure and road network, subsidies from the Government of Uganda, referral status within the church network for marketing and promotion of health services, stewardship & support from Ministry of Health to benchmark, Joint Medical Store (JMS) evolving service scope to provide technical assistance & guidance to health facilities, access to capacity building services from the City health office, good will & commitment from the Office of the Bishop, presence of a training school for nursing and midwifery human resource. Other enablers included infrastructure i.e., buildings, strategic geographical position of the hospital i.e., close to town and major tarmacked roads, reputable brand, offering spiritual services, sable electricity supply (presence of main grid and a standby generator), functional institutional systems, fairly resourced and well maintained in terms of equipment & transport fleet, reliable payment systems. These enablers will be used to mitigate the weaknesses and harness opportunities.

The Challenges:

Weaknesses and Threats included continued risk of staff attrition in search for greener pastures, emerging new healthcare facilities in the region, constrained coffers, limited of automation, inadequate supply chain management skills, a growing debt burden,

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growing competition, improving compensation schemes for the public sector workers, inconsistency of government subsidies, macroeconomic challenges including high inflation & taxes, and mushrooming institutions that utilize remote technology. Other challenges included unreliable source of piped water, aging equipment & technology, long processes, few staff, inadequate protocols & standards for effective patient engagement and communication, inadequate revenue & cash flow, inability to competitively retain personnel, fragmented health data management system, fragmented inventory management system, weak stock control & security, insufficient supply chain skills, inadequate internal support supervision, inability to attract and retain new clients, cultural decoupling between the hospital and staff, low adoption of technology use, and inadequate cascading of corporate strategy. These challenges have been addressed through the strategic initiatives.

3.3 Strategy profile

Utilizing the balanced score card method, a strategy profile was created to resonate with the ambition to deliver exceptional health services to the community. The strategy represents the focus areas that HFVH intends to excel in to realize its vision and meet expectations of its stakeholders. The comprehensive assessments conducted during the strategic formulation phase identified critical competitive variables that are vital to HFVH's standing and strategic growth. *(See Figure 10)*

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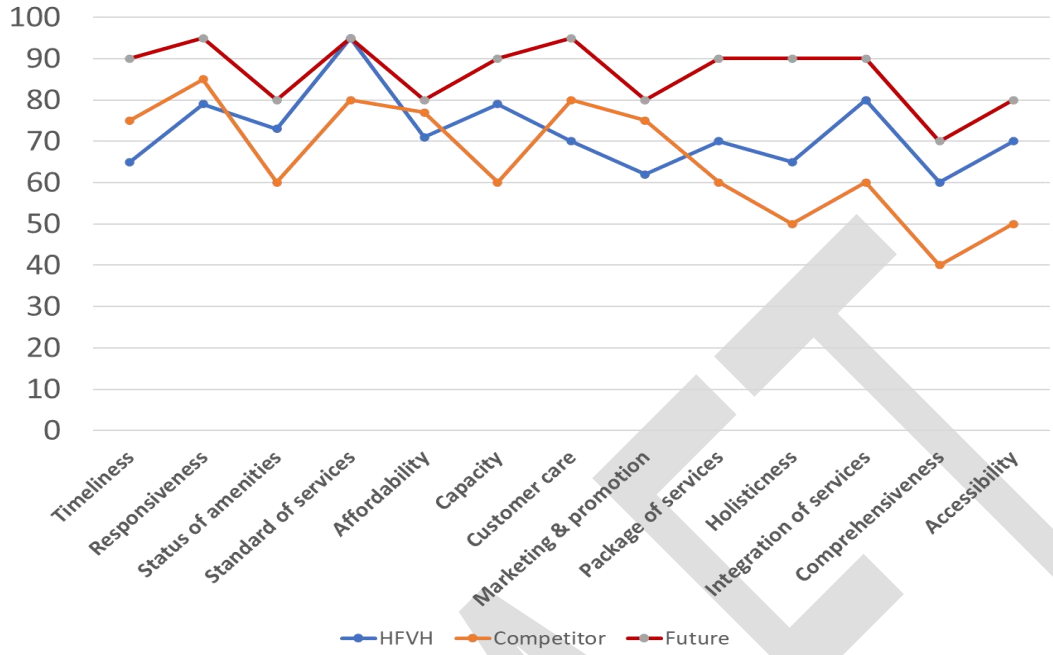
FIGURE 10: COMPETITIVE VARIABLES OF THE HFVH STRATEGY



These competitive variables served as a blueprint to establish the strategic themes or pillars of Service Excellence, Strategic Partnerships, Financial Sustainability, and Organizational Capacity that will guide HFVH's future trajectory.

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4.0 THE HFVH STRATEGY

4.1 Corporate Strategy

Vision: HFVH vision is **''A provider of choice for holistic healthcare services in Uganda''.** The vision is intended to act as an inspiration to the staff, management, and the board as they execute their respective mandates. The vision is also intended to appeal to the external public and act as an advocacy tool. The vision has been carefully crafted to illustrate the strategic focus of the hospital board, the strategic ambitions of management, and commitment of the staff. The vision also places emphasis on a holistic approach to service delivery that looks at the whole person in physical, emotional, social, and spiritual dimensions. The approach is informed by the understanding that individuals are unique and experience illness differently and their interactions with the health system and the path to recovery is unique based on heterogeneous factors such socio-demographics, cultural orientation, socio-economic status, biological characteristics, and life-experiences.

Mission: To promote life to the full by providing client-centered quality health care to all persons and train health care providers in accordance with the mission of Christ. The mission is an illustration of the commitment of HFVH to extend the healing ministry of Christ using a client-focused approach while upholding technical and operational quality. The mission is a crystallization of the hospital's conviction to serve humanity in a Christ-like manner.

Core Values: HFVH believes in the principles of value optimization, financial efficiency, partnership, and access, and responses the **core values** of Love, Justice, Equity, Shared well-being, Accountability and Respect. These values constitute a bedrock for HFVH strategic decisions and operational plans of HVHF. They echo profoundly in the way the hospital serves the community, connect with the stakeholders, and foster an environment of excellence and compassion. *(See Table 1)*

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TABLE 1 COMMENTARY ON THE HFVH VALUES

Value	Commentary
Love	In the healthcare landscape, love manifests as a deep-seated compassion and empathy for the well-being of others. At HFVH, the value of love reflecting the image of Christ is deeply ingrained in the approach to healthcare delivery. It is reflected in the gentle care extended to the patients, the nurturing environment cultivated for the staff, and the camaraderie fostered within the community. Love is the heartbeat of the organization, encouraging everyone to go the extra mile to ensure the comfort and well-being of every individual served.
Justice	Justice at HFVH is exhibited through the commitment to fair and ethical practices. Management and staff strive to create a space where every individual is treated with dignity and impartiality. Policies and actions are guided by the principles of fairness and equity, ensuring that services are extended to individuals without prejudice. Justice also reflects in the efforts to champion healthcare initiatives that aim to reduce disparities and promote access to quality healthcare for all.
Equity	At HFVH, equity is not just a value but a commitment to leveling the playing field, ensuring every individual, regardless of their background, has access to quality healthcare. Actively work towards eliminating barriers to access, fostering an environment where services are distributed based on individual needs and circumstances. Initiatives are designed to promote inclusivity and diversity, recognizing the unique needs of each member of the community.
Shared well being	Foster a community where growth and progress are comprehensive. Collaborative efforts to create a positive impact, transcending individual interests to work towards common goals. Strategies are aligned towards creating avenues for mutual sustainability with the stakeholders.

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	We are responsible for shaping tomorrow's landscape; we want to have a positive impact on people and their environment through sustainable choices made to last.
Accountability	Commitment to uphold the highest standards of transparency and responsibility. Have a duty towards the stakeholders, and continually strive to meet and exceed expectations through ethical practices and responsible stewardship. Approach to accountability extends beyond compliance to embody a culture where trust and reliability are fostered.
Respect	Respect at HFVH is reflected in the courteousness and considerate manner of engaging the patients, stakeholders, and each other. A culture of mutual respect, where every individual is valued, and their dignity upheld. This permeates through our actions, including the utmost respect for our clients' privacy and confidentiality

Strategic perspectives:

HFVH appreciates the significance of a balanced approach to growth and has chosen Financial Sustainability (FS), Client and Stakeholder (CS), Internal Business Processes (IBP), and Organizational Capacity (OC) as the appropriate **strategy perspectives** to act as the wall of the strategic plan.

The Balanced scorecard will enable HFVH to measure the organizational capacity along with its financial data to break down successes and failures in the internal processes. By compiling data from past performance in a single report, management will be able to identify inefficiencies, devise plans for improvement, and communicate goals and priorities to employees and other stakeholders.

Strategy themes:

The new HFVH strategic plan is based on the themes/pillars of: (1) Service Excellence; (2) Strategic Partnerships; (3) Financial Sustainability; (4) Organizational Capacity. These themes are anchored to the perspectives in line with the balanced scored card theory: Service Excellence is anchored onto the client and stakeholder perspective; Strategic Partnership anchored to the Financial Sustainability perspective; and

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Organizational Capacity anchored to the People, Tools, and Technology as well as the Business Process perspectives. The pillars are an embodiment of the way HFVH will realize the Vision, maintain its competitive advantage, preserve its interests in the world of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) as well as technological, social, and natural disruptions, and take advantage of the emerging and evolving trends in the healthcare industry.

The strategic themes were developed in consideration of other strategic elements, such as the challenges, enablers, customer value proposition, assessment results, and landscape analysis. The themes represent deliberate strategic directional decisions made by the leadership team of HFVH *(See Figure 11).*

Strategic theme results have been elaborated to guide on interpretation and adoption of the themes and to illustrate how the linkages between the themes and other strategic elements. Each theme has an associated strategic result which is a statement of the desired end-state that indicates achievement of the theme. The result is stated in such a way that one can clearly recognize success when it occurs. Strategic results are measurable and explicitly defined using outcome language.

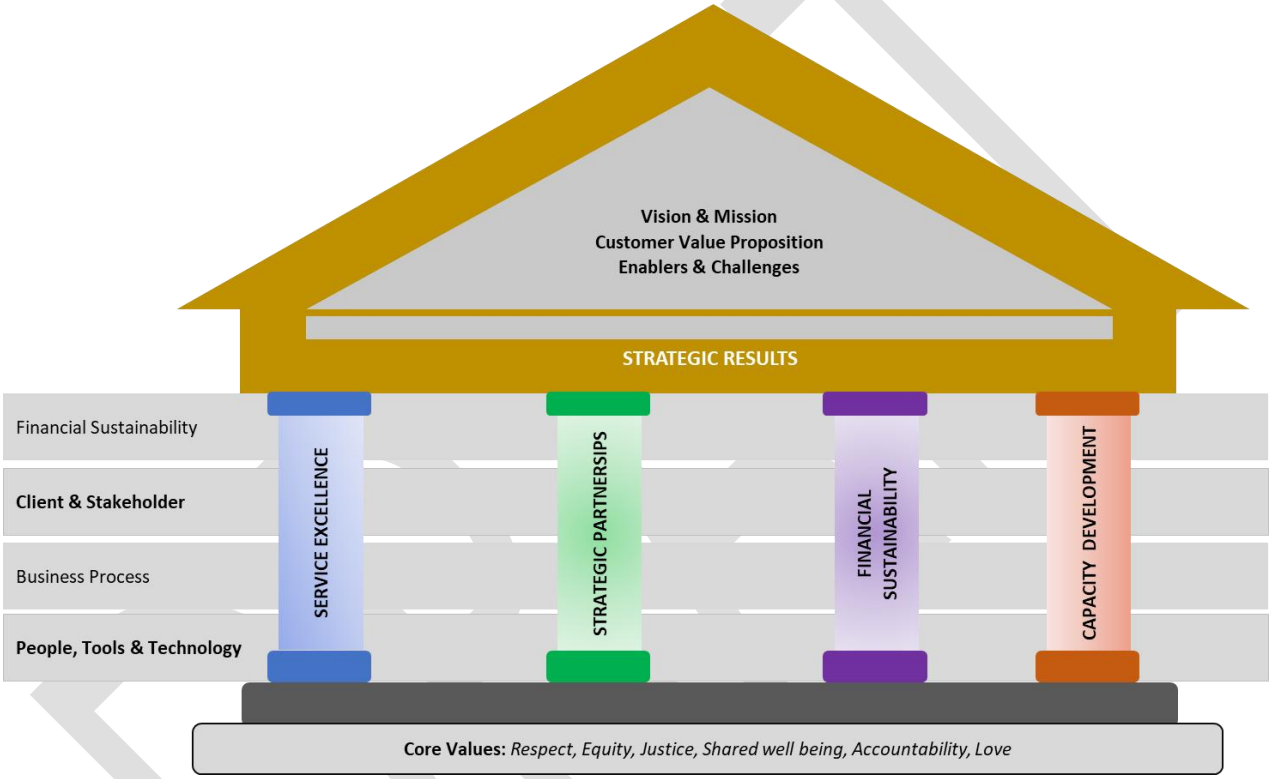
FIGURE 11: STRATEGIC PILLARS OF THE HFVH STRATEGY



The Strategy House

The Strategy has been illustrated in the form of a house – the roof representing the mission, vision, customer value proposition, enablers, and challenges; the strategic results holding the roof, the strategic themes as pillars of the house, the perspectives as the wall, and the core values as the foundation. This illustrates the linkages between different elements of the strategy *(See Figure 12).*

FIGURE 12: STRATEGY HOUSE ILLUSTRATING LINKAGES BETWEEN DIFFERENT STRATEGY ELEMENTS



The strategy's focus is to create value for HFVH and the society at large through Service Excellence, Strategic partnerships, Financial Sustainability, and Organizational Capacity.

The Strategy is represented using a metaphor of a house where the roof represents the mission (what is our purpose) and vision (what are we trying to achieve). The BSC perspectives represent the floors of the house and act as lenses and the dimensions of performance through which we view the organization; the foundation of the house represents the human dimensions of the system – referring to the fully engaged leadership and proactive communications and change management without which the

house will be on shaky ground; the strategic themes/results are the load bearing walls which support the mission and vision of the organization and provide stability by linking all the way from the foundation, through each perspective level to the roof.

The mission of HFVH clearly outlines the intention to create and enhance value and promote life to the full by providing client-centered quality health care to all persons and train health care providers in accordance with the mission of Christ. The core values that define business decisions and behaviour of staff have been reviewed in resonance with the strategic priorities and aspirations. The values of Respect, Equity, Justice, Shared well-being, Accountability and Love are in line with our cherished HFVH philosophy of creating value in a sustainable manner.

The value proposition has been crafted to tease out specific expectations regarding product development and value creation. These will inform the levels of engagements with different stakeholders. The corporate strategy is based on four priorities or strategy themes/pillars with eight strategic objectives and related strategic initiatives, in line with the revised mission and vision. The strategy has been cascaded to functional units within the HFVH where upon all individuals have smart goals and initiatives in line with the departmental objectives. The initiatives form the basis for activities for the operational plan and budget.

4.2 Strategic objectives

The eight strategic objectives have been aligned with the strategic themes and perspectives: (1) Improve hospital financing aligned with the financial sustainability perspective; (2) Improve Client and Stakeholder satisfaction aligned to the client and stakeholder perspective; (3) Improve access to health services aligned to business process perspective; (4) Grow partnerships aligned to the business process perspective; (5) Improve Staff productivity aligned to business process perspective; (6) Improve governance aligned to Organizational Capacity perspective; (7) Improve healthcare technology aligned to Organizational Capacity perspective; and (8) Improve staff competencies and engagement aligned to Organizational Capacity perspective. The objectives are highlighted in the strategy map illustrating the cause-effect

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interdependencies of the objectives. *(See Annex 6: Strategic Objectives & Performance Management)*

Strategic objective commentaries have been provided to guide interpretation, facilitate development of strategic metrics, and catalyze adoption. *(See Table 2)*

TABLE 2 STRATEGIC OBJECTIVE COMMENTARIES

Perspective	Objective Commentary	Intended Results
Financial Sustainability		
Improve hospital financing	Improving hospital financing involves adopting prudent financial management practices, generating revenue, and ensuring sustainable financial health.	• Increased surplus • Reduced debt burden • Improved financial resilience • Enhanced resource allocation
Client & Stakeholder		
Improve client and stakeholder satisfaction	This objective aims to prioritize client and stakeholder satisfaction through effective communication, quality service delivery, and meeting their needs.	• High client satisfaction • Positive stakeholder feedback • Enhanced reputation • Increased referrals
Internal Business Process		
Improve access to health services	These centers on enhancing accessibility to healthcare services for diverse populations, ensuring equitable healthcare provision.	• Increased service reach • Reduced waiting times • Enhanced affordability • Health equity
Grow partnerships	The focus of this objective is to establish and strengthen collaborations with external organizations, donors, and other healthcare providers to enhance the hospital's capabilities and extend its reach.	• Enhanced resource pooling • Enhanced service offerings • Increased funding opportunities • Improved hospital reputation
Improve staff productivity	Improving staff productivity involves optimizing workflows, providing necessary tools and resources, and empowering staff to work efficiently.	• Streamlined processes • Effective resource utilization • Improved patient throughput • Higher output
Organizational Capacity		
Improve governance	Improving governance involves implementing strong management practices, transparency, and accountability within the hospital's operations. Effective governance ensures the hospital operates efficiently and ethically.	• Efficient decision making • Enhanced regulatory compliance • Increased stakeholder trust • Risk mitigation
Improve	This objective focuses on adopting and	• Enhanced patient outcomes • Increased efficiency

healthcare technology	leveraging advanced healthcare technologies to enhance patient care, streamline processes, and improve overall efficiency in service delivery.	• Improved data management • Technological resilience
Improve staff competencies and engagement	This strategic objective aims to enhance the skills, knowledge, and capabilities of the hospital staff while fostering a culture of engagement and commitment. By investing in staff development and creating a supportive work environment, the hospital can improve the overall competence and motivation of its workforce.	• Enhanced staff competencies • Increased staff engagement • Improved retention rates • Enhanced patient experience

The hierarchical nature of the strategic objectives has an intrinsic cause-effect structure. Success in the perspective of organizational capacity (people, tools, and technology) will drive improvement in internal business processes which will translate into increased client and stakeholder satisfaction. This will boost the financial performance of the hospital *(See Figure 13).* The corporate strategic objectives are further cascaded into departmental objectives for the functional units and subsequently to the individual employee scorecards *(See Annex 7: Departmental Objectives).*

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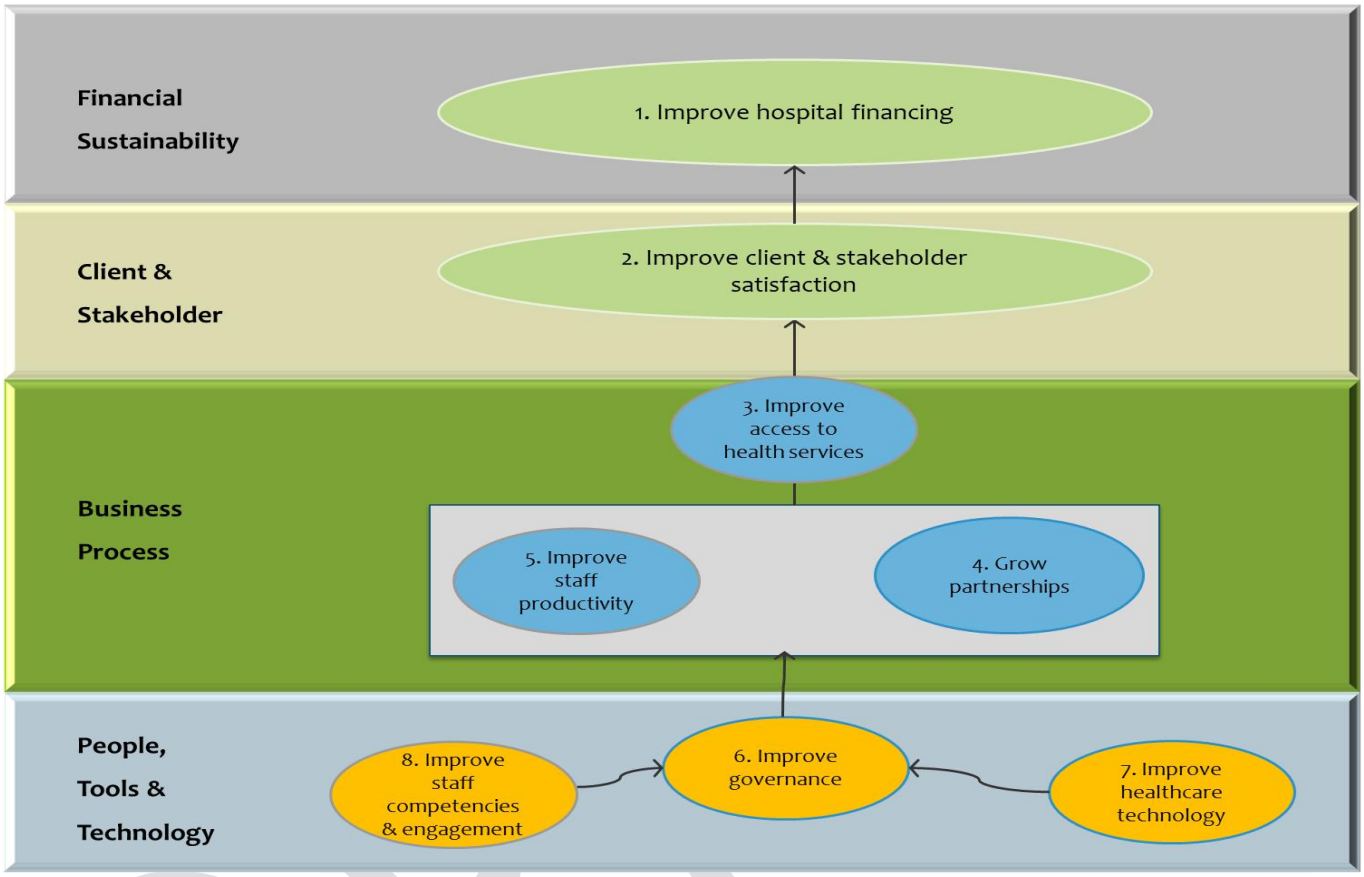
FIGURE 13: CORPORATE STRATEGY MAP SHOWING CAUSE AND EFFECT RELATIONSHIP OF THE STRATEGIC OBJECTIVES



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4.3 The Value Creation Story

The Holy Family Virika Hospital's Value Creation Story is based on the organizational assessment, performance, SWOT analysis, sector, and landscape analysis. These formed the assumptions and inspirations, which informed the strategies, initiatives, and targets.

Value proposition:

The HFVH value creation centers around our shared purpose and vision, driving our commitment to providing quality and affordable healthcare solutions to the community. Our shared mission, *"To promote life to the full by providing client-centered quality health care to all persons and train health care providers in accordance with the mission of Christ,"* reflects our commitment to delivering exceptional healthcare services to those in need.

The vision, *"A provider of choice for holistic healthcare services in Uganda,"* serves as guiding light, propelling us to be the preferred healthcare partner in the country, excelling in providing holistic healthcare services for the greater good. To achieve this vision, the emphasis will be based on the strategic pillars: Service Excellence, Strategic Partnerships, Financial Sustainability and Organizational Capacity. These pillars form the foundation of our success and drive us to continually enhance stakeholder value.

The growth in stakeholder value will be realized through the enhancement of the institutional sustainability. Additionally, the institution will leverage the quality of the services and products to exceed customer expectations and strengthen customer relationship management. To achieve operational excellence, there is a need for strong emphasis on the internal organizational capacities. By embracing cutting-edge tools and technology, enhancing the knowledge, skills, and abilities of our staff, and fostering a rich culture of good governance, we fortify our foundation for increased efficiency in our business processes.

As a hospital that cherishes the public service mandate, the institution embraces an enabling corporate culture and robust governance structures. These elements are vital components of our internal capacity, allowing for continuous improvement in operating efficiency and service delivery. HFVH will develop initiatives to promote consumption of

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its services including those better costing and pricing of services, development of new services, accelerating group-based health insurance packages, and maintaining optimal levels of medicines and supplies. HFVH will continually engage clients and stakeholders to obtain feedback and suggestions on aspects related to service excellence and client and stakeholder satisfaction.

Overall, the value proposition story is predicated on the core values – Respect, Equity, Justice, Shared well-being, Accountability and Love. Through the collective efforts of the dedicated team, the institution strives to make a meaningful impact on the health and well-being of the community, ensuring that the vision of being the Provider of choice for holistic healthcare services in Uganda is realized every day.

Theory of change:

The theory of change for this strategic plan is based on the Strategic Alignment Model articulating the fundamental organizational aspects that require change and enhancement for HVFH to satisfy its clients and stakeholders, attain financial sustainability, and realize its vision, and the ADKAR-Prosci organizational change management strategy for popularization, acceptance, and absorption of the strategic plan among the staff and stakeholders. The theory of change illustrates how positive changes in organizational capacity will lead to improvements internal business processes, which in turn will enhance client and stakeholder indices, and subsequently the financial sustainability of the hospital.

Organizational capacity:

Organizational capacity will have to be improved in a number of aspects: staff competence and engagement, healthcare technology, and governance. The Staff-Client relationship score which measures the quality of the relationship between staff and client will have to move from 58% to 80% by the year 2028. The technology functionality score which the availability, utilization and functionality of the relevant technologies will have to move from 65% to 95%. Internal communication effectiveness, which is an important driver of productivity, will have to move from 70% to 90%. Staff satisfaction also a driver of productivity and a mission-critical element will have to move from 36% to 80%. Similarly, the number of staff will have to increase from 138 to 160 by 2028.

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Internal business processes:

Positive changes in the organizational capacity will drive improvement in a number of internal business parameters including staff productivity and cost-efficiency. Staff productivity and Cost-efficiency will be measured in terms of liquidity ratios, revenue per capita and client growth rate. The current ratio will move from 0.6 to 2.0 while the quick ratio will move from 0.47 to 1.2. Revenue per capita will increase from 8 million UGX to 24 million per capita by 2028[1]. The annual per capital clientele will move from 143 to 220. The annual number of strategic partnerships will grow from 6 to 10. Accordingly, the hospital will have to measure and monitor waiting time for clients with a view to reducing this by 20% annually. The number of service delivery platforms and number of services will be measured and monitored with a view of increasing them.

Client and Stakeholder perspective:

Positive changes in the internal business processes will drive improvements in the net promoter score (NPS), stakeholder satisfaction score (SSS) and number of clients. The NPS will increase from 60 to 70, the SSS will increase from 60% to 80% in the final year of the strategic plan. The number will grow at a rate of 15% annually.

Financial sustainability: The overall cost to revenue ratio will decrease from 1.1 to 0.4; the annual revenue growth will be 5%; and the liquidity ratios will improve as highlighted above. *(See Annex 2: Financial Projections)*

[1] This is calculated by dividing the total revenue by the projected total number of staff. It is meant to increase as an indicator of increase in productivity.

4.4 Strategic initiatives

Strategic initiatives are well-defined actions or projects that enable an organization to achieve its strategic objectives. In the context of the BSC method, these initiatives are integrally linked to the key performance indicators (KPIs) and targets that are set for each perspective. They are developed to address specific challenges or opportunities identified during the strategic planning process and are aimed at driving progress towards the achievement of the strategic objectives and vision of the organization.

The HFVH strategic initiatives are focused on staff development, staff welfare, healthcare technology, and governance framework; research and innovation, staff productivity, hospital services, strategic partnerships, stakeholder engagement, client management, revenue mobilization, hospital investment, ESG policy, policy management, marketing and promotion of health services, leadership, and strategy execution. After carving out the strategic initiatives, they were prioritized based on their ease of implementation and their impact on the strategic objectives[2].

Initiatives prioritization: The initiatives were prioritized based on their potential impact and effort required to implement them. This was done in two stages. Stage 1 involved mapping the initiatives against the strategic objective that they impact, and the sum of the objectives affected became the impact score. In Stage 2, each of the initiatives was ranked on a scale of 1 to 10 based on the perceived ease of implementation in terms of time and other resources required. The two scores were averaged and computed to provide a Priority score on the order of implementation as seen below:

TABLE 3 PRIORITIZATION OF INITIATIVES BY IMPACT AND EASE OF IMPLEMENTATION

Rank	Strategic Initiatives	Impact	Ease of implementation	Priority Score
1	Develop & implement a stakeholder engagement plan	6	9	75%
2	Develop a governance framework	7	8	75%
3	Develop a strategy execution plan	8	7	75%
4	Develop & implement a hospital service development plan	8	7	75%
5	Develop & implement a client management plan	7	7	70%
6	Develop & implement a revenue mobilization strategy	7	7	70%

[2] That is the number of strategic objectives that each initiative will impact

7	Develop & implement a staff development plan	8	6	70%
8	Develop a staff productivity enhancement scheme	8	6	70%
9	Develop & implement a marketing and promotion plan	8	6	70%
10	Develop a policy framework	8	5	65%
11	Develop an ESG policy	8	5	65%
12	Develop & implement a healthcare technology improvement plan	7	5	60%
13	Develop & implement a partnership development plan	5	6	55%
14	Develop & implement a staff welfare program	6	5	55%
15	Develop & implement a leadership enhancement program	6	5	55%
16	Develop & implement a research and innovation program	7	3	50%
17	Develop a hospital investment plan	5	4	45%

The prioritization of the strategic initiatives was conducted methodically, ensuring a harmonized approach to achieving HFVH's long-term objectives. The initiatives were classified into four distinct categories based on their strategic importance and ease of implementation. This classification facilitated the phased rollout of initiatives over the 5-year period (2023-2028), aligning them with the strategic objectives and overarching themes of Service Excellence, Strategic Partnerships, Financial Sustainability, and Organizational Capacity.

High Impact, Easy to Implement (Quick Wins): These initiatives are designed to offer significant impact while being relatively easier and cost-effective to implement. This combination ensures a swift return on investment in terms of achieving the strategic objectives. The strategy is to roll out these initiatives in the initial years to gain quick wins and build momentum for the successive phases. These include developing the stakeholder engagement plan; developing a governance framework; and developing the strategy execution plan.

High Impact, Hard to Implement (Long-Term Wins): These initiatives are pivotal in realizing the long-term vision of HFVH. Although resource-intensive, they promise substantial benefits, fostering robust growth and development. The focus is to commence these initiatives early in the strategic plan to realize their benefits within the 5-year period. These initiatives include: to develop the hospital service development plan; develop a client management plan; develop a revenue mobilization strategy;

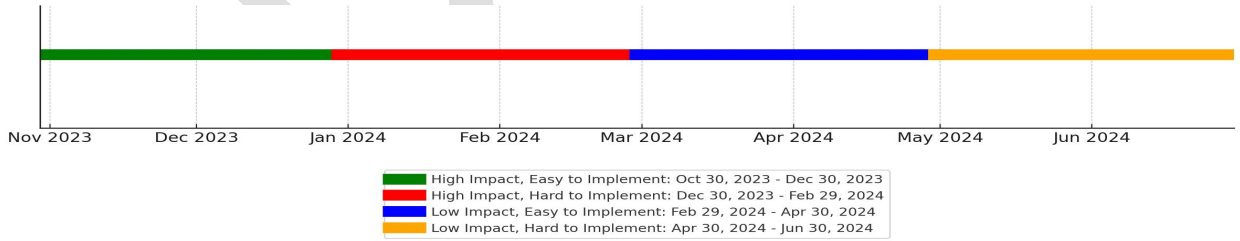
develop a staff development plan; develop a staff productivity enhancement scheme; develop a marketing and promotion plan; and develop a policy framework.

Low Impact, Easy to Implement (Limited Potential - Just Do): These are initiatives that, while not transformational, can bring about steady improvements in the organizational processes. These initiatives will be interspersed throughout the strategic plan period, providing consistent enhancements without straining resources significantly. They can be pursued when there's available bandwidth or when they align with other ongoing projects. The initiatives in this category include: developing the ESG policy; developing a healthcare technology improvement plan; developing the partnership development plan; developing a staff welfare program; and developing a leadership enhancement program.

Low Impact, Hard to Implement (Lowest Priority - Consider): These initiatives are resource-intensive but offer relatively lower strategic impact. These are slated for the latter part of the strategic plan, ensuring that resources are first channeled to initiatives with higher impacts. These include: developing a research and innovation program and developing the hospital investment plan.

To ensure a structured and phased approach, a timeline was established for the first phase of implementation and distributes the initiatives over a span of eight months, leading up to June 30, 2024. This timeline, segmented into four crucial categories, is based on the prioritization matrix. It highlights the period allocated for drafting, refining, and obtaining board approvals for each of the initiatives and activity plans. Once approved, the subsequent implementation phase will commence.

FIGURE 14: TIMELINE FOR DOCUMENTATION DEVELOPMENT AND BOARD APPROVALS



4.4.1 Strategic Initiatives commentary

1. **<u>Develop and implement a stakeholder engagement plan</u>**

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This strategic initiative aims to actively engage key stakeholders and address their needs and concerns. By implementing effective communication strategies and engagement activities, the hospital seeks to strengthen relationships, gain stakeholder support, and improve overall organizational performance.

Activities	Identify key stakeholders and their needs.
	Design communication strategies and engagement activities.
	Collect feedback and measure stakeholder satisfaction.
Anticipated benefits	Improved relationships with stakeholders.
	Increased support and advocacy for the hospital
Performance will be measured by:	Stakeholder satisfaction score
	Number of stakeholder engagement activities conducted.

2. Develop a governance framework

A robust governance framework defines the roles, responsibilities, and decision-making processes within the organization. A well-defined governance structure promotes transparency, accountability, and effective risk management, contributing to better organizational performance.

Activities	Define the hospital's governance structure and roles.
	Develop policies and procedures to guide decision-making and accountability.
Anticipated benefits	Improved decision-making and clarity of responsibilities.
	Enhanced transparency and accountability.
	Strengthened oversight and risk management.
Performance will be measured by:	Compliance with governance policies.
	Number of governance meetings held on schedule.

3. Develop a strategy execution plan

The Strategy Execution Plan ensures the successful implementation of the overall strategic plan. By setting clear goals, defining action plans, and monitoring progress, the hospital can align its resources, optimize performance, and achieve its strategic objectives effectively and efficiently.

Activities	Assign responsibilities and set clear performance expectations.
	Develop a detailed timeline and budget for strategic initiatives.
	Establish mechanisms for monitoring and reporting progress.
	Conduct periodic reviews and adapt the plan as needed.
Anticipated benefits	Improved organizational alignment and focus.
	Effective and timely implementation of strategic initiatives.
	Enhanced accountability and performance management.

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	Greater adaptability and responsiveness to changing circumstances.
Performance will be measured by:	Percentage of strategic initiatives successfully implemented.
	Progress towards strategic goals and objectives.

4. Develop and implement a hospital service development plan

This strategic initiative involves assessing current service offerings and identifying opportunities for expansion. By developing a menu of new services based on patient needs and preferences, the hospital aims to attract new patient segments, diversify revenue streams, and enhance service quality.

Activities	Assess current service offerings and patient needs.
	Identify gaps and opportunities for service expansion.
	Develop a menu of new services to be introduced.
Anticipated benefits	Increased service range.
	Attraction of new patient segments and increased utilization.
	Diversification of revenue streams.
Performance will be measured by:	Number of new services introduced.
	Patient utilization for new services.
	Revenue growth from new services.

5. Develop and implement a client management plan

The Client Management Plan aims to enhance the overall experience and satisfaction of clients by implementing personalized care strategies, effective communication, and feedback mechanisms. By understanding and meeting client needs, the hospital can foster loyalty, retention, and positive word-of-mouth, leading to an improved reputation and increased referrals.

Activities	Assess client needs and expectations.
	Implement systems for personalized client care and follow-up.
	Establish mechanisms for client feedback and complaint resolution.
Anticipated benefits	Improved client satisfaction and loyalty.
	Higher client retention and increased referrals.
Performance will be measured by:	Client satisfaction score
	Client retention rate

6. Develop and implement a revenue mobilization strategy

This initiative focuses on identifying new revenue streams, optimizing existing ones, and implementing fundraising campaigns. By diversifying revenue sources and maximizing

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financial opportunities, the hospital can achieve sustainable financial stability and invest in technology, infrastructure, and service improvements.

Activities	Identify potential revenue streams and opportunities.
	Develop pricing strategies and revenue optimization plans.
	Implement fundraising campaigns and seek external funding.
Anticipated benefits	Increased revenue generation and financial stability.
	Diversified revenue sources to reduce dependency on user fees.
	Enhanced ability to invest in technology and infrastructure.
Performance will be measured by:	Revenue growth rate
	Percentage of revenue from new service offerings

7. <u>Develop and implement a staff development plan</u>

This strategic initiative aims to enhance the knowledge, skills, and competencies of the hospital's workforce through systematic training and professional development programs. By investing in staff development, the hospital seeks to improve employee performance, job satisfaction, and retention while ensuring a skilled workforce capable of delivering high-quality healthcare services.

Activities	Conduct Training Needs Assessment for all staff.
	Design and implement training programs based on identified needs.
	Provide opportunities for continuous professional development and certifications.
Anticipated benefits	Enhanced staff knowledge and skills.
	Improved job performance and productivity.
	Higher staff motivation and job satisfaction.
Performance will be measured by:	Percentage of staff completing training programs
	Training effectiveness score
	Improvement in staff competencies and performance

8. <u>Develop a staff productivity enhancement scheme</u>

Staff productivity is a proponent of financial sustainability. The hospital will be able to identify and address productivity bottlenecks through process improvements, automation, and training initiatives. The outcomes of this initiative include increased output, enhanced service delivery and employee engagement.

Activities	Conduct productivity assessments and identify bottlenecks.
	Implement process improvements and automation.
	Provide training and support for staff to enhance productivity.
Anticipated benefits	Increased output and efficiency.

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	Improved service delivery and reduced waiting times.
	Higher staff engagement and job satisfaction.
Performance will be measured by:	Staff productivity index
	Patient waiting time reduction
	Employee satisfaction

9. Develop and implement a marketing and promotion plan

This initiative aims to increase visibility, attract new patients, and promote the hospital's services. By implementing targeted marketing campaigns, enhancing brand awareness, and leveraging digital and traditional channels, the hospital can expand its market reach and improve service utilization.

Activities	Conduct market research to identify target segments and understand their needs.
	Develop branding guidelines and key messages.
	Implement advertising campaigns and monitor their impact.
Anticipated benefits	Attraction of new clients and patient referrals.
	Increased awareness and recognition of the hospital's services.
	Higher patient retention and loyalty.
Performance will be measured by:	Number of new clients acquired through marketing efforts.

10. Develop a policy framework

The policy framework ensures clarity and consistency in organizational guidelines, standards, and decision-making processes. By updating policies to align with best practices and regulations, the hospital can improve governance, accountability, and compliance, creating a cohesive and well-managed organizational structure.

Activities	Review existing policies and identify gaps.
	Develop new policies or update existing ones to align with best practices and regulations.
	Communicate policies to stakeholders and ensure compliance.
Anticipated benefits	Improved decision-making and accountability.
	Compliance with legal and regulatory requirements.
Performance will be measured by:	Policy compliance rate.
	Number of policies reviewed and updated.

11. Develop an ESG policy

The ESG Policy reflects the hospital's commitment to environmental, social, and governance responsibilities. By implementing sustainable practices, community

outreach, and responsible governance, the hospital can enhance its corporate reputation, attract socially conscious stakeholders, and positively impact society and the environment.

Activities	Formulate policies and guidelines on environmental, social, and governance (ESG) practices.
	Implement ESG initiatives, such as sustainability measures and community outreach.
	Monitor and report on ESG performance and progress.
Anticipated benefits	Enhanced sustainability and corporate responsibility.
	Improved reputation and attractiveness to socially conscious stakeholders.
Performance will be measured by:	ESG performance score.
	Number of ESG initiatives implemented.
	Community impact assessment.

12. <u>Develop and implement a healthcare technology improvement plan</u>

To optimize healthcare processes and improve patient care, the hospital needs to upgrade and implement new healthcare technology. By adopting digital health solutions, the hospital will be able to streamline workflows, enhance data accessibility and patient safety.

Activities	Conduct a technology assessment to identify areas for improvement.
	Upgrade existing healthcare technology and invest in new systems.
	Improved data accuracy and accessibility.
	Enhanced patient care and safety.
Performance will be measured by:	Technology adoption rate among staff

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13. <u>Develop and implement a partnership development plan</u>

This strategic plan emphasizes the importance of establishing collaborative relationships with strategic partners and stakeholders. By collaborating with partners to jointly develop initiatives and projects, the hospital aims to access additional resources, expand service offerings, and increase market reach.

Activities	Identify potential partners and stakeholders.
	Establish collaborative relationships through formal agreements.
	Jointly develop initiatives and projects with partners.
Anticipated benefits	Expanded service offerings and improved patient care.
	Increased market reach and visibility.
Performance will be measured by:	Number of new partnerships established.
	Partner satisfaction score
	Percentage of revenue from strategic partnerships

14. <u>Develop and implement a staff welfare program</u>

This is focused on creating a supportive and caring work environment for employees. By implementing welfare initiatives such as health packages, education packages for children of staff and provident schemes, the hospital aims to boost staff morale, reduce turnover, and improve staff well-being.

Activities	Conduct staff satisfaction surveys to identify areas of improvement.
	Design and implement welfare initiatives, including education bursaries, provident schemes, and work-life balance support.
Anticipated benefits	Increased staff morale and motivation.
	Higher staff retention and reduced turnover.
Performance will be measured by:	Employee satisfaction
	Employee turnover rate

15. <u>Develop and implement a leadership enhancement program</u>

This initiative focuses on developing and nurturing leadership skills among senior and middle-level managers. By providing leadership training, mentoring, and support, the hospital can cultivate a strong leadership team that drives organizational growth, fosters innovation, and effectively manages change.

Activities	Conduct a leadership needs assessment and gap analysis.
	Design leadership training modules and workshops.
	Facilitate mentoring and coaching opportunities for aspiring leaders.
	Monitor the progress and impact of the leadership program.

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Anticipated benefits	Strengthened leadership effectiveness and decision-making.
	Improved staff engagement and motivation.
	Enhanced succession planning and talent development.
Performance will be measured by:	Leadership effectiveness scores.
	Percentage of leaders who participated in the program.

16. Develop a research and innovation program

This initiative aims to foster a culture of research and innovation within the hospital. By investing in research projects and collaborations with academic institutions and other stakeholders, the hospital seeks to advance medical knowledge, develop new products or services, and maintain a competitive edge.

Activities	Identify research priorities and potential areas for innovation.
	Allocate resources and support for research projects.
	Foster collaborations with academic institutions and industry partners.
Anticipated benefits	Development of new products or services.
	Enhanced reputation as a leading healthcare institution.
Performance will be measured by:	Number of research projects initiated and completed.
	External funding secured for research initiatives.

17. Develop a hospital investment plan

This initiative involves assessing capital needs, prioritizing projects, and allocating resources for strategic investments. By improving healthcare infrastructure, facilities, and technology, the hospital can enhance patient care, attract more patients, and position itself as a leading healthcare provider in the region.

Activities	Conduct needs assessment for capital investment.
	Prioritize investment projects based on impact and feasibility.
	Allocate funds and resources to approved projects.
Anticipated benefits	Improved healthcare infrastructure and facilities.
	Enhanced patient care and service quality.
	Attraction of new patients and human resource talent.
Performance will be measured by:	Number of capital projects completed.
	Return on investment (ROI) for capital projects.

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5.0 PERFORMANCE ANALYSIS, MONITORING & EVALUATION

Performance analysis, monitoring, and evaluation are critical components of the strategic planning process. These activities involve continuously assessing the progress and impact of the strategic plan to ensure its successful implementation and achievement of desired outcomes. A performance management system has been orchestrated through the linkage of the smart goals with specific measures that have been well defined and will be assessed from time to time to determine progress towards the strategic objectives and the vision.

5.1 Performance Analysis

Performance analysis will involve regularly reviewing and analyzing key performance indicators (KPIs) to assess the organization's progress toward its strategic objectives and initiative. This analysis helps identify areas of success and areas that may require improvement or adjustments to stay on track. It involves:

- Regular tracking and reporting of KPIs.
- Comparing actual results to targets.
- Identifying trends and patterns.
- Identifying areas for improvement.

5.2 Monitoring

Monitoring involves ongoing and systematic tracking of the organization's activities, outputs, and outcomes against the strategic plan. It will ensure that actions are being taken according to the plan and helps detect any deviations or challenges early on. Key aspects of monitoring can be coordinated by the Assurance department and will include:

- Regular data collection
- Communication and reporting
- Risk assessment
- Feedback and corrective action

5.3 Monitoring & Evaluation Framework

The BSC will form the basis for capturing, collating, and presenting performance data and provide the platform for monitoring and evaluation. The performance measures have been created for the smart goals developed at strategic, team and individual levels. To facilitate

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this process, the process of collating and presenting data will be automated. The balanced score card will enable staff to drill down to decipher causes of poor performance downstream.

The framework for monitoring and evaluation for employees will be instructed by the format below:

Objective	**Smart goal**	**Performance measure**	**Initiative**	**Activities**	**Performance target**	**Actual performance**

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6.0 CHANGE MANAGEMENT STRATEGY

The purpose of the change management framework is to guide staff, clients, and stakeholders in embracing the new strategic direction of Holy Family Virika Hospital. Prosci's change management methodology was adopted as the standard approach to leading and managing change within the organization. It focuses on influencing the attitudes, behaviors, mindsets, and work methods of staff to ensure successful execution of the new strategy.

The Prosci methodology consists of a 3-Phase Change Management Process and the ADKAR Model, both of which guide the management of the people side of change.

FIGURE 15: THE CHANGE MANAGEMENT STRATEGY

Stage	Involvement	Change Building Block	1st Component	2nd Component	3rd Component
Initiation (0)	Notification	Awareness of the need to change	Decision Complete	Approach Complete	Methodology Complete
Production (1)	Participation	Desire to participate in and support the change	Design Complete	Development Complete	Promulgation Complete
Implementation (2)	Engagement	Knowledge on how to change	Publication Progressing	Dissemination Progressing	Roll out Started
Utilization (3)	Immersion	Ability to implement desired skills and behaviours Reinforcement to sustain change	Interpretation Planned	Adoption Planned	Usage Planned
Evaluation (4)	Reflection	Learning and Improvement	Monitor Being Set up	Review Being set up	Evaluation Being set up

The overall objectives of change management are to maximize the organization's return on investment for the initiatives undertaken. This is achieved by accelerating the adoption of the change solution, increasing utilization and participation in the new processes, and building the necessary competencies to incorporate the change effectively into the work environment. *(See Figure 15)*

The change management strategy and plan target various key stakeholders within Holy Family Virika Hospital, including the Board of Directors, Management, staff, stakeholders, and clients. The Senior Management team will play a crucial role in sponsoring the change

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process, while managers and supervisors will take on the role of coaching. The change champion team and the strategy team will support them.

The Strategy will be introduced through a comprehensive communication and change management plan designed to promote understanding, adoption, and utilization of the new strategies. The plan will also address potential challenges, such as resistance, disinterest, and apathy, ensuring a smooth and effective transition for all stakeholders involved.

7.0 STRATEGY EXECUTION

The strategy will be executed through development of strategic initiatives, annual operational planning, quarterly management reviews. To facilitate strategy adoption a strategy execution program and strategy role tree have been developed.

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ANNEXURES

Annex 1a: Strategy Execution Program

Process Owner	July	August	September	October	November	December
Board of Directors	Approval of Annual plan & Budget			Quarterly review of Strategic Plan (Corporate)		Quarterly review of Strategic Plan (Corporate)
Committees	Review of Previous Strategic Plan (Corporate)			Quarterly review of Strategic Plan (Corporate)		
Senior Management	Review of Previous Strategic Plan (Departmental)		Quarterly review of Strategic Plan (Departmental)			Quarterly review of Strategic Plan (Departmental)
Supervisors	Monthly meeting	Monthly meeting	Monthly meeting	Monthly meeting	Monthly meeting	Monthly meeting
Strategy Team	Sensitization training of staff			Refresher training of staff		

Annex 1b: Strategy Execution Tree

Roles	Responsibilities
Board of Directors	1. Define and approve the overall strategic direction and goals of the organization 2. Monitor and review the progress of the Strategic Plan implementation
Senior Management	1. Translate the Board's strategic direction into actionable plans and initiatives 2. Allocate resources and responsibilities to different departments and teams 3. Monitor the progress of initiatives and make necessary adjustments
In-charges	1. Communicate the strategic goals and initiatives to their respective teams 2. Ensure the alignment of team goals with the overall organizational strategy 3. Monitor the performance and progress of their teams towards achieving strategic objectives
Staff	1. Execute the tasks and responsibilities assigned to them as part of the strategic initiatives 2. Provide feedback and suggestions for continuous improvement 3. Contribute to the achievement of strategic goals through their individual efforts and teamwork

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Annex 2a: Financial Projections

Strategic plan Budget workings for 2023/4 – 2027/8

SP Financial Projections 2023/4 - 2027/8					
Funding	**2023/4**	**2024/5**	**2025/6**	**2026/7**	**2027/8**
Borrowing	0	0	0	0	0
User fees	2,119,982,066	2,225,981,169	2,337,280,228	2,454,144,239.15	2,576,851,451.11
Grants	1,424,069,605	1,495,273,085	1,570,036,740	1,648,538,576.49	1,730,965,505.31
Other income	48,540,667	50,967,700	53,516,085	56,191,889.64	59,001,484.12
Total	**3,592,592,338**	**3,772,221,955**	**3,960,833,053**	**4,158,874,705**	**4,366,818,441**

Assumptions made:

- Projections were based on the budget performance for the first nine months of the FY 2022/2023.
- All increments are 5% each year
- Government subsidy which is under grants will continue
- If the hospital acquires a new X-ray machine and alternative source of water, user fees will continue to increase

Annex 2b: Budget for implementation of initiatives

	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
Annual Revenue	**3,592,592,338**	**3,772,221,955**	**3,960,833,053**	**4,158,874,705**	**4,366,818,441**	**19,851,340,492**
Initiatives	**Expenditure**					
1 Develop a staff development plan	179,629,617	188,611,098	198,041,653	207,943,735	218,340,922	992,567,025
2 Develop a staff welfare program	143,703,694	150,888,878	158,433,322	166,354,988	174,672,738	794,053,620
3 Develop a governance framework	28,740,739	30,177,776	31,686,664	33,270,998	34,934,548	158,810,724
4 Develop a research and innovation program	179,629,617	188,611,098	198,041,653	207,943,735	218,340,922	992,567,025
5 Develop a Healthcare technology improvement plan	179,629,617	188,611,098	198,041,653	207,943,735	218,340,922	992,567,025
6 Develop a staff productivity	179,629,617	188,611,098	198,041,653	207,943,735	218,340,922	992,567,025

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enhancement scheme						
7 Develop the hospital service development plan	71,851,847	377,222,196	396,083,305	415,887,471	436,681,844	1,697,726,662
8 Develop the partnership development plan	179,629,617	188,611,098	198,041,653	207,943,735	218,340,922	992,567,025
9 Develop the stakeholder engagement plan	179,629,617	188,611,098	198,041,653	207,943,735	218,340,922	992,567,025
10 Develop a client management plan	10,777,777	11,316,666	11,882,499	12,476,624	13,100,455	59,554,021
11 Develop a revenue mobilization strategy	215,555,540	226,333,317	237,649,983	249,532,482	262,009,106	1,191,080,430
12 Develop the hospital investment plan	179,629,617	188,611,098	198,041,653	207,943,735	218,340,922	992,567,025
13 Develop the ESG policy	3,592,592	7,544,444	7,921,666	8,317,749	8,733,637	36,110,089
14 Develop policy framework	7,185,185	7,544,444	7,921,666	8,317,749	8,733,637	39,702,681
15 Develop a marketing and promotional plan	10,777,777	11,316,666	11,882,499	12,476,624	13,100,455	59,554,021
16 Develop a Leadership program	71,851,847	71,851,847	71,851,847	71,851,847	71,851,847	359,259,234
17 Develop a Strategy Execution plan	71,851,847	188,611,098	198,041,653	207,943,735	218,340,922	884,789,254
Operations	718,518,468	754,444,391	792,166,611	831,774,941	873,363,688	3,970,268,098
Debt servicing	718,518,468	754,444,391	792,166,611	-	-	2,265,129,469
Total expenditure	3,330,333,097	3,157,529,406	3,311,813,284	3,473,811,355	3,643,909,331	16,917,396,474
Surplus	262,259,240.67	614,692,549.05	649,019,768.89	685,063,349.55	722,909,109.50	2,933,944,018

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Annex 3: Corporate Strategy One Pager

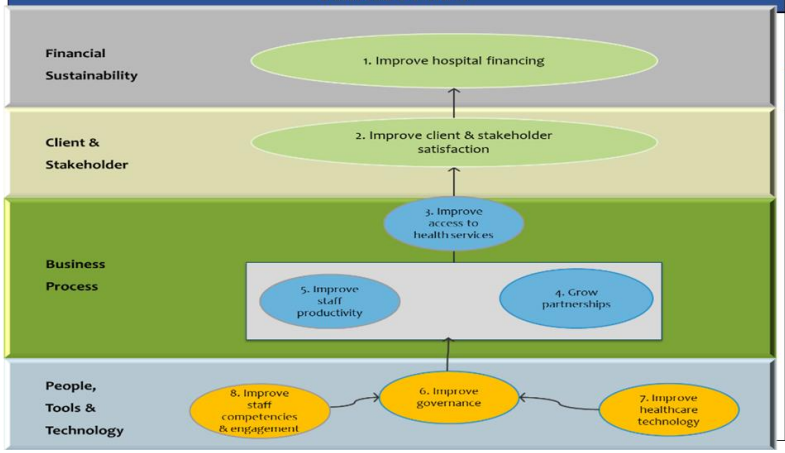
Strategic Planning & Performance Management System – HOLY FAMILY VIRIKA HOSPITAL

MISSION	VISION	CORE VALUES
To promote life to the full by providing client-centered quality health care to all persons and train health care providers in accordance with the mission of Christ	A provider of choice for holistic healthcare services in Uganda.	• Respect • Equity • Justice • Shared well being • Accountability • Love

STRATEGIC THEMES & THEME RESULTS

SERVICE EXCELLENCE:	STRATEGIC PARTNERSHIPS:	FINANCIAL SUSTAINABILITY:	CAPACITY DEVELOPMENT:
Consistently and reliably provide excellent services to the utmost appreciation of the beneficiaries, healthcare providers and other stakeholders	*Continually attract, nurture, retain and maintain reliable and beneficial partnerships*	*Ensure the long-term financial stability and growth of the hospital by implementing sound financial management practices, optimizing revenue generation, and managing costs efficiently.*	*Invest in the professional development of the hospital's staff members, providing them with opportunities for continuous learning, skill enhancement, and career advancement.*

STRATEGY MAP



OBJECTIVES	STRATEGIC PERFORMANCE MEASURES		STRATEGIC INITIATIVES
Financial Sustainability	**Performance Measures**	**Target**	
Improve hospital financing	• Revenue growth • Current ratio • Quick ratio	• 5% • 2.1 • 1.2	• Develop and implement a Staff Development plan • Develop a Staff welfare program • Governance framework • Research & Innovation program • Healthcare technology improvement plan • Staff productivity enhancement scheme • Hospital service development plan • Partnership development plan • Stakeholder engagement plan • Client management plan • Revenue mobilization strategy • Hospital investment plan • ESG policy • Policy framework • Develop a Marketing & Promotion Plan • Implement a Leadership program • Develop a strategy execution plan
Perspective: Client & Stakeholder			
Improve client & stakeholder satisfaction	• Number of clients • Stakeholder satisfaction • Net Promoter Score	• 15% increase • 80% • > 70	
Perspective: Business Process			
Improve access to health services	• Waiting time • Number of service delivery platforms • Number of services	• 20% reduction • 10% annual increase • 2 new services / yr	
Grow partnerships	• Number of strategic partnerships • # of donations in kind	• NLT 5 new • NLT 20 donations	
Improve staff productivity	1. Number of clients per staff (per capita) 2. Staff satisfaction score 3. Staff loyalty 4. Cost to revenue ratio (per unit)	• 10% increase • NLT 80% • > 90% • < 0.4 per unit	
Perspective: People Tools & Technology			
Improve governance	• Internal communication effectiveness score • Asset variances • Staff satisfaction	• > 90% • Range of +/- 5% • > 80%	
Improve healthcare technology	• Tools utilization rate • Functionality of technologies • Downtime of equipment	• 40% increase • NLT 95% • < 14 days	
Improve staff competencies and engagement	• Staff-Client relationship score • Staff turnover • Timeliness in reporting	• > 90% • <15% • 100%	

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Annex 4 Previous Strategic plan assessment

SP Pillar	Strategic objectives	Assessment
Customer service	Increase the daily average number of clients to a minimum of 90 (excluding ART Clinic)	Not achieved (50 per day)
	Increase the daily average number of new clients from the current 5 to at least 15	Achieved (36 per day)
	Maintaining the Recovery rate of 98%	Achieved (98%)
	Increase in service scope to include at least one additional service in each of the current medical services department	Achieved
	Increase average daily in-patients to 15	Not achieved (average daily was 10 in-patients)
	Increase income from donations from the current 200M to 600M	Achieved
	Automate Finance Processes	Not achieved
	Decrease the Debt Conversion Rate	Not achieved
Corporate Governance	All policies operationalized and reviewed	Partially achieved (policies were operationalized but not reviewed)
	Review the Pricing Policy	Not achieved
	Standardized agenda for all corporate governance organs	Achieved
	Quarterly strategy review	Partially achieved
	Review the Human Resources Policies to incorporate policy decision of rightsizing of the Human resources function	Not achieved
Infrastructure Development	Reduce the cost of water and electricity by 58% from the monthly average of 6m to 2.5m	Not achieved
	Establishment of a nutrition unit	Not achieved
	Enhancement of IPC	Achieved
	Improve radiology services	Not achieved

	Improve security	Not achieved
	Reduce on the levels of stock outs	Achieved
	Improve staff welfare	Partially Achieved
	Improve Client care on waiting.	Not achieved
	Hospital face-lifting	Not achieved
Human Capital Development	Improve the staff job description and attain excellent staff appraisal scores with 85% of staff scoring at least 90% in performance appraisals and a staff retention rate of %.	Achieved
	Increase the daily average Patient-Health Workers Ratio from the current 0.7 to at least 2.	Not achieved (0.5)
	Human Resource cost to revenue to reduce from the current average of 49.5% to utmost 46% by the year end.	Not achieved
	Increase staff involvement in planning processes	Achieved
	At least one staff sponsored for further education	Achieved

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Annex 5: Strategic Objectives & Performance Management

Perspective	Strategic objective	Measures	Baseline	Targets	Strategic initiatives
Organizational Capacity	Improve staff competencies and engagement	• Staff-Client relationship score • Staff turnover • Timeliness in reporting	▪ 58% ▪ 20% ▪ N/A	▪ > 80% ▪ < 15% ▪ 100%	• Develop and implement a Staff Development plan • Develop a Staff welfare program
	Improve healthcare technology	• Tools utilization rate • Functionality of technologies • Downtime of equipment	▪ 30% ▪ 65% ▪ 25 days	▪ 40% increase ▪ NLT 95% ▪ < 14 days	• Research & Innovation program • Healthcare technology improvement plan
	Improve governance	• Internal communication effectiveness score • Asset variances • Staff satisfaction	▪ 70% ▪ 15% ▪ 36%	▪ > 90% ▪ Range of +/- 5% ▪ > 80%	• Governance framework • ESG policy • Policy framework • Implement a Leadership program • Develop a strategy execution plan
Internal Business Processes	Improve staff productivity	• Number of clients per staff (per capita) • Staff satisfaction score • Staff loyalty • Cost to revenue ratio (per unit)	▪ 25 ▪ 65% ▪ 76% ▪ 1.1	▪ 10% increase ▪ NLT 80% ▪ > 90% ▪ < 0.4 per unit	• Staff productivity enhancement scheme
	Grow partnerships	• Number of strategi partnerships • # of donations in kind	▪ 6 ▪ 18	▪ NLT 10 new ▪ NLT 20 donations	• Partnership development plan • Stakeholder engagement plan

	Improve access to health services	• Waiting time • Number of service delivery platforms • Number of services	▪ Not measured	▪ 20% reduction ▪ 10% annual increase ▪ 2 new services/ year	• Hospital service development plan • Develop a Marketing & Promotion Plan
Client & Stakeholder	Improve client and stakeholder satisfaction	• Number of clients • Stakeholder satisfaction score • Net Promoter Score	▪ 20677 ▪ 73% ▪ 60	▪ 15% increase ▪ 80% ▪ > 70	• Develop a client management plan
Financial Sustainability	Improve hospital financing	• Surplus • Cost / patient visit • Cost / inpatient	▪ -17% ▪ N/A ▪ N/A	▪ 5% ▪ 10% reduction ▪ 8% reduction	• Revenue mobilization strategy • Hospital investment plan

Annex 6: Departmental objectives

Department	Objectives	Performance measures	Initiatives
HR & Admin	***Organizational Capacity (People Tools & Technology)***		1. Develop and implement an effective employee engagement and feedback mechanism
	Enhance administrative technology	• System uptime • User satisfaction	

Department	Objectives	Performance measures	Initiatives
	Improve staff knowledge and skills	• Staff training hours per employee • Training effectiveness score	2. Maintain competitive compensation and benefits packages 3. Implement regular employee development and training programs 4. Develop and implement a staff needs assessment framework 5. Provide leadership training and mentoring programs for managers 6. Review and update hospital policies and procedures to ensure compliance with regulations and best practices. 7. Develop a stakeholder engagement framework 8. Develop a quality improvement framework
	Enhance communication and employee engagement	• Employee communication effectiveness score • Employee engagement score Number of staff meetings	
	Strengthen organizational leadership	• Leadership effectiveness score	
	Internal Business Processes		
	Improve hospital policies	• Employee turnover rate • Staff satisfaction score	
	Improve reporting systems	• Timeliness of reports • Accuracy of reports	
	Improve reward and recognition	• Employee turnover rate • Employee satisfaction score	
	Improve maintenance of equipment	• Equipment downtime	
	Improve inventory management	• Stockout rate • Inventory accuracy	
	Enhance research and innovation	• Number of new research projects	
	Client & Stakeholder Value		
	Improve organizational culture	• Employee satisfaction score	
	Enhance marketing and promotion	• Number of new clients	
	Improve stakeholder engagement	• Stakeholder satisfaction score • Number of stakeholder engagements	

Department	Objectives	Performance measures	Initiatives
	Enhance partnership development	• Number of new partners	
	Financial Sustainability		
	Improve staff retention and productivity	• Productivity rate per employee • Employee turnover rate • Absenteeism rate	
	Enhance financial sustainability	• Revenue growth rate	
Medical Department	***Organizational Capacity (People Tools & Technology)***		1. Implement training programs for clinical staff 2. Establish clear protocols and guidelines for patient care 3. Implement a queuing management system 4. Develop and implement a feedback system for patients 5. Acquire and upgrade medical equipment 6. Introduce new medical services and expand existing ones 7. Establish a research and innovation unit 8. Implement a monitoring and evaluation system to track adherence to protocols 9. Implement a continuous quality improvement program
	Enhance internal suppor supervision	• Number of incidents reported	
	Improve staff competencies and engagement	• Staff training hours • Training effectiveness score	
	Enhance medical equipmen capacity and utilization	• Utilization rate • Availability rate	
	Internal Business Processes		
	Enhance adherence to treatmen protocols and guidelines	• Compliance rate	
	Enhance research and innovation	• Number of new research & innovation projects	
	Enhance patient safety and quality of care	• Client satisfaction score • Medication error rate	
	Client & Stakeholder Value		
	Expand the range of medica services	• Number of new services • Patient utilization rate for new services	
	Expand service delivery platforms	• Number of new service delivery platforms	

Department	Objectives	Performance measures	Initiatives
	Enhance the reach of telehealth services to clients	• Telehealth service uptake rate	
	Enhance partnership development	• Number of new partnerships	
	Financial Sustainability		
	Improve service utilization	• Service utilization rate pe department	

Department	Objectives	Performance measures	Initiatives
Nursing	***Organizational Capacity (People Tools & Technology)***		1. Implement patient scheduling and workflow management systems to optimize service utilization. 2. Provide continuous professional development opportunities for nursing staff. 3. Develop and implement a client feedback and satisfaction monitoring system 4. Develop and implement a continuous quality improvement program
	Enhance staff development and training	• Nursing staff training hours • Training effectiveness score • Nursing certification rate	
	Internal Business Processes		
	Improve client engagement and communication	• Client engagement score	
	Optimize nursing workflows and efficiency	• Nursing staff-to-patient ratio • Average patient waiting time	
	Enhance patient-centered care	• Patient care plan compliance rate • Patient experience score	
	Improve service utilization	• Service utilization rate • Number of patients	
	Client & Stakeholder Value		
	Enhance the effectiveness of referral systems	• Number of referral-ins	
	Improve client loyalty and retention	• Client satisfaction score • Client retention rate	

		• Net Promoter Score	
	Financial Sustainability		
	Enhance financial sustainability	• Revenue growth rate	

Department	Objectives	Performance measures	Initiatives
Finance	***Organizational Capacity (People Tools & Technology)***		1. Implement fundraising campaigns and explore partnerships for financial support 2. Implement financial management systems 3. Implement a modern inventory management system 4. Conduct regular financial audits and assessments 5. Review pricing structures and optimize service utilization
	Enhance staff development and training	• Training hours per employee • Training effectiveness score	
	Enhance financing for health care technology	• Budget allocation to healthcare technology	
	Internal Business Processes		
	Enhance the quality of financial reporting and documentation	• Timeliness of financial reporting • Accuracy of financial statements	
	Maintain affordability of healthcare services	• Affordability index	
	Client & Stakeholder Value		
	Improve financial resource mobilization	• Donor satisfaction score	
	Expand access to credit services to new client groups.	• Number of new client groups • Client satisfaction with credit services	
	Enhance capital development initiatives	• Number of new initiatives	
	Financial Sustainability		
	Enhance commodity and financial security	• Inventory turnover rate • Stockout rate	
	Reduce the burden of debt	• Debt-to-revenue ratio	
	Improve financial efficiency	• Operating Expense ratio • Revenue growth rate	

		• Average revenue per client • Cost-to-revenue ratio	
Department	Objectives	Performance measures	Initiatives
Chaplaincy	***Organizational Capacity (People Tools & Technology)***		1. Developing community outreach and mobilization programs 2. Develop a counseling and support services program for patients and their families
	Enhance staff competencies and engagement	• Number of staff training hours • Training effectiveness score	
	Internal Business Processes		
	Enhance safety net mechanisms	• Number of patients covered by safety net program	
	Client & Stakeholder Value		
	Enhance community engagement	• Number of community engagements	
	Extend healthcare services to underserved communities	• Community satisfaction score • Number of underserved communities reached	
	Financial Sustainability		
	Enhance financial sustainability	• Revenue growth rate	
Department	**Objectives**	**Performance measures**	**Initiatives**
Assurance	***Organizational Capacity (People Tools & Technology)***		1. Conduct regular quality assessments and audits to monitor service delivery standards. 2. Implement internal control mechanisms to ensure compliance with policies and regulations.
	Enhance monitoring and evaluation	• Compliance to evaluation schedule	
	Internal Business Processes		
	Enhance compliance and accountability	• Number of policy adherence checks	
	Client & Stakeholder Value		
	Enhance data analytics and reporting	• Data accuracy rate • Timeliness of governance reporting • Timeliness of incident reporting	
	Financial Sustainability		

	Enhance financial sustainability	• Revenue growth rate	

Annex 7: List of references

1. Balance Scorecard Institute's Nine Steps to Success model
2. Uganda National Health Policy
3. Ministry of Health Strategic Plan 2020/21 - 2024/25
4. Third National Development Plan (NDPIII) 2020/21 – 2024/25
5. RCC Hospital Charter
6. Essentials of Strategic Planning in Healthcare, by Jeffrey Harrison
7. Strategic plan 2018/2019 - 2020/2021
8. HFVH previous strategic plan (2018-2023)

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