

# Bwindi Community Hospital



## 21<sup>ST</sup> ANNUAL REPORT

Uganda Nursing  
School Bwindi

Uganda College of Health  
Sciences Bwindi

**OUR VISION:** A healthy and productive community free from preventable diseases and with excellent health services accessible to all

**OUR MISSION:** Serving Jesus Christ through giving healthcare and life in its fullness to the staff, patients, clients and visitors in the Hospital and Community



*Flavia, a midwife at BCH, taking the vitals of a newborn to ensure a healthy start to life*

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

## Executive Summary

Dear Friend,

I extend a warm welcome to our Annual Report for the financial year 2023/2024.

As the new Executive Director of Bwindi Community Hospital (BCH), it is an honor to present this year's report, reflecting on our shared achievements and setting our vision for the future. First and foremost, I would like to deeply appreciate our partners, especially Dr. Scott Kellerman, without whom BCH would probably not be in existence. On behalf of BCH, the diocese, the Bwindi community, and the entire Kanungu District, I extend heartfelt gratitude for the unwavering support and contributions that have shaped our hospital's journey.



Dr Charlotte Anguti Ongom

In 2023/2024, we made significant strides across various areas:

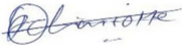
- **Patient Care and Community Outreach:** The introduction of the Mama Baby Bwindi project has greatly enhanced delivery care, especially for the most vulnerable mothers and infants in our community, ensuring safe deliveries among the “poorest of the poor.” Additionally, our community outreach programs have positively impacted the lives of the Batwa, increasing access to essential health services and education.
- **HIV and TB Services:** Our efforts to meet the UNAIDS 95-95-95 targets have been impactful, with significant progress in diagnosis, treatment linkage, and viral suppression among our clients. With an HIV prevalence rate of 1.4%, we remain committed to strengthening our services. In collaboration with the Uganda Protestant Medical Bureau, we are working towards integrating HIV and TB services into the general outpatient department. This initiative aims to reduce stigma and provide inclusive, comprehensive healthcare for all.
- **Training Wing Expansion:** Our training wing achieved full licensure for the college, keeping us on track toward our Vision 2025 of becoming a university. Curriculum development is currently underway, bringing us closer to this important goal and strengthening our capacity to train qualified healthcare professionals.
- **Specialist Care Development:** We are focusing on expanding our specialist care services, aiming to establish dedicated clinics led by specialists such as pediatricians, physicians, and obstetricians/gynecologists. These specialized clinics will enhance our capacity to provide targeted, high-quality care for our community.
- **Dental and Vision Clinic Construction:** Construction of our new dental and vision clinic is underway, and we anticipate its completion by January 2025. This facility will bring essential dental and eye care services closer to our community, and we extend our heartfelt thanks to all who are making this project possible.
- **Infrastructure and Equipment:** Key departments have been equipped with essential resources,

including a new POC m-PIMA machine for rapid infant testing, enabling timely interventions for HIV-exposed infants.

For the year 2024/25, we plan to build on these accomplishments with targeted objectives:

- Enhance Preventive Health Services: We aim to intensify our HIV and TB prevention programs and expand community education efforts.
- Strengthen Financial Sustainability: We aim to initiate revenue-generating projects that supplement partner contributions and hospital service income. These initiatives will ensure affordable healthcare for the most vulnerable members of our community while reducing dependency on external funding.
- Expand Facility Resources: We plan to invest in key areas such as digital record-keeping and telemedicine capabilities to further improve patient care.

We are deeply grateful for your continued support and partnership in these efforts. I would be glad if you could take the time to read the report in detail, as it highlights our journey and aspirations for the future of Rwindi Community Hospital.



Dr Charlotte Aguti Ongom

## UNSB 3<sup>rd</sup> Graduation in Pictures



*The graduation procession*



# Contents

Executive Summary.....	I
Uganda College of Health Sciences Bwindi (UCHSB).....	1
Uganda Nursing School Bwindi.....	2
Child Health Program Area.....	3
HIV/AIDS and TB Program Area.....	5
Sexual and Reproductive Health Program Area.....	6
Surgery Program Area.....	7
Community Health and Batwa Program Area.....	8
Byumba &Kanyashogye Satellite Clinics.....	10
Outpatient, Dental and Eyes Program Area (OPD) Program Area.....	11
Medical Ward (Internal Medicine).....	12
Surgical Ward .....	13
Diagnostics Program Area.....	14
eQuality Health Bwindi Program Area.....	15
Administration Program Area .....	16
Information and Technology Program Area.....	18
Chaplaincy Program Area.....	19
Operations Program Area.....	20
Pharmacy.....	21
Human Resources Program Area .....	22
Accounts Program Area .....	23
Communications Program Area.....	24
Physiotherapy Services at Bwindi Community Hospital.....	26

# Uganda College of Health Sciences Bwindi (UCHSB)

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

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

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

US\$ 215,500 annually runs the school.



*Some of the UCHSB students on SRH Ward*

### Top Achievements:

- Increased student enrollment: Student intake rose from 12 to 16.
- The first cohort of students graduated in November 2023.
- Uniforms introduced: New uniforms and scrubs were provided for students.
- Scholarships secured: Scholarships were obtained for some needy students.
- Fully licensed DCM course: The Diploma in Clinical Medicine (DCM) course achieved full licensure.

### Aspirations:

- Introduce new courses like sonography, pharmacy, and lab certificates
- Improve facilities and equipment for allied health programs and the library
- Seek accreditation for new courses in collaboration with Uganda Nursing School Bwindi (UNSB)
- Secure a vehicle for administrative activities and hire a full-time accountant
- Acquire key books and teaching materials for the DCM and laboratory courses
- Start Pharmacy





# Uganda Nursing School Bwindi- *Uganda Christian University Affiliate*

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

Vision 2025: To become a university

US\$ 432,830 annually runs the school.

## **Top Achievements:**

- 3rd UNSB graduation and 10 years anniversary held successfully.
- The UNMEB pass rate increased to 99.2%, and diploma students achieved a 100% pass rate.
- Research reports were reviewed, and weekly ground rounds and seminars were maintained.
- Internet capacity increased from 7 Mbps to 35 Mbps.
- Construction of a boys' dormitory began.
- Conversion of the old library into a staffroom.
- Scholarships were provided to needy students, and partnerships were maintained with institutions like the Orvis School of Nursing.
- Retained national female football championship.
- Implemented the QuickSchool management system for better operations.
- Provided career guidance.
- Introduced a school pay system for streamlined fees payment.
- Hosted a group of principals who visited for benchmarking, marking a significant achievement. This opportunity allowed us to showcase our best practices and share valuable insights, fostering collaboration and continuous improvement across institutions.



*Leaders from health training institutions visiting UNSB for benchmarking and collaboration.*

## **Aspirations:**

- Increase capacity license from 250 to 500 students
- Ensure 24/7 internet availability and increase from 7mbps to 20mbps. Cost: US\$ 40000 a year
- Accreditation of family planning and sonography courses Cost: US\$ 11,352 a year.
- Recruit and build staff capacity to meet the standards of vision 2025
- Start and advertise for BNS program
- Construct a hostel for for students' accommodation. Cost: US\$ 457,143
- Follow up the accreditation of BNS with UCU medical school and NCHE
- Acquire a bus for transportation of students. Cost: US\$ 80,000
- Acquire land for external placement at Kambuga
- Improve sports field drainage system and creation of grounds for other games

## Child Health Program Area

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

We offer a comprehensive range of specialized paediatric health care services, such as neonatal care, nutritional services, chronic paediatric health care, acute infectious diseases, emergencies, and parent and caregiver health education. As the only unit providing Neonatal Intensive Care Unit (NICU) services in Kanungu District, we play a vital role in a community with an estimated population of around 300,000 people.

In the fiscal year 2023/2024, we experienced a notable increase in inpatient admissions, totaling 1,160 compared to 1,093 in the previous year (2022/2023).

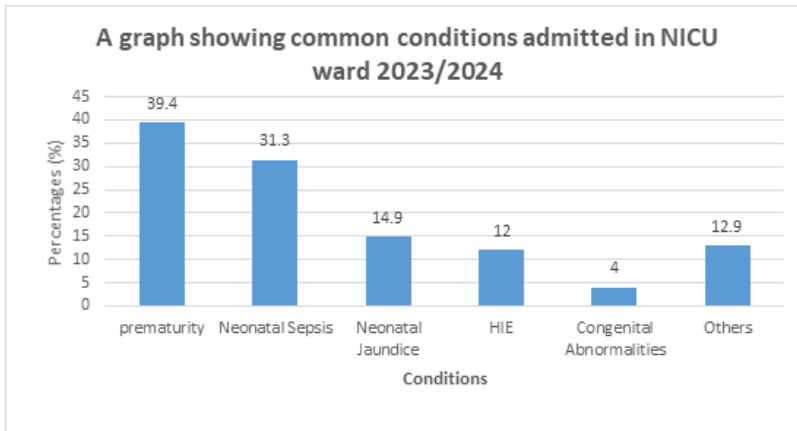
Out of the total admissions, 249 (21.5%) were neonates of whom 98 (39.4%) were preterm babies and 78 (31.3%) had neonatal sepsis.

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



*A newborn receives lifesaving phototherapy in the Bwindi Community Hospital NICU. With only one machine available, we are urgently in need of three more to ensure every baby with jaundice gets timely treatment.*





### Top Achievements:

- Successfully maintained a part-time paediatrician who covers one week each month, ensuring continuous availability for consultations and enhancing the quality of care provided to children
- Neonatal Intensive Care Success: Achieved multiple success stories in the Neonatal Intensive Care Unit (NICU), including the remarkable case of a neonate born with gastroschisis, who was effectively managed and discharged as cured, showcasing our commitment to high-quality neonatal care
- Engaged a dedicated physiotherapist specializing in the care and rehabilitation of children with cerebral palsy, significantly improving their physical health outcomes and overall quality of life
- Enhanced child-friendly environment: Reached a significant milestone by successfully furnishing the paediatric ward, which has improved the overall ambiance and created a child-friendly environment that is conducive to comfort and healing for young patients
- Acquired five additional incubators, significantly bolstering the hospital's ability to provide critical care for preterm infants
- Achieved a remarkable 50% increase in chronic care enrollment by integrating services for malnourished and preterm infants into our clinic offerings

### Aspirations:

- Maintain a dedicated team that includes a full-time paediatrician and a full-time nutritionist
- Invest in the capacity building of our nursing staff, equipping them with specialized skills in the management of neonates and older children
- Modify our High Dependency Unit (HDU) to meet Intensive Care Unit (ICU) standards, as well as improve our isolation unit, in order to provide a safer environment for critically ill children and those requiring isolation due to infectious conditions
- Acquire essential medical equipment such as patient monitors, apnea monitors, oxygen concentrators, and phototherapy machines
- Expand our Neonatal Intensive Care Unit (NICU) to accommodate Kangaroo Mother Care (KMC) practices while providing sufficient space for isolating infectious conditions
- Acquire surfactant therapy options for extreme preterm babies, which is crucial in managing respiratory distress syndrome effectively
- Source support for children enrolled in the chronic care clinic who face financial barriers in accessing necessary health services such as investigations and referrals for specialized care

## HIV/AIDS and TB Program Area

**Goal:** A community free from HIV/AIDS and TB transmission and with all infected clients accessing treatment programs in a safe, confidential and friendly environment

Bwindi Community Hospital (BCH) collaborates with USAID, the Uganda Protestant Medical Bureau Local Service Delivery Activity (UPMB-LSDA), and the Elizabeth Glaser Pediatric AIDS Foundation (EGPAF), working under the guidance of the World Health Organization (WHO) and Uganda's Ministry of Health (MoH). This partnership supports the USAID UPMB LSDA - BCH integrated project, focused on achieving the UNAIDS 95-95-95 goals by 2030. These targets aim for 95% of people living with HIV (PLHIV) to know their status, 95% of those diagnosed to be linked to care and treatment, and 95% of those in treatment to reach viral load suppression.

Currently, BCH's ART Clinic provides care to 1,190 clients on Highly Active Antiretroviral Therapy (HAART), following established treatment protocols. This includes 78 children (ages 0-19) and 80 mothers enrolled in Prevention of Mother-to-Child Transmission (PMTCT) programs. Among clients, 1,102 (92.6%) are on first-line ART regimens, 86 (7.2%) are on second-line regimens, and 2 clients are on third-line regimens, with all regimens reported as effective for their users.

US\$ 210,830 annually runs this program area.

### Top Achievements:

- HIV testing: 3,214 clients tested; 1.4% tested positive and were linked to care.
- Condom Distribution: 20,448 condoms distributed in community and facility.
- PrEP enrollment: 224 new clients started PrEP, totaling 641.
- TB care: 27 active TB patients, 87% treatment success rate; all 2,660 clients screened, 49 diagnosed and treated.
- ART clinic: Managing 1,190 active clients; 96% on first-line treatment.
- Pediatric/Adolescent HIV: All children/adolescents are on preferred ART regimens.
- VMMC: 655 males circumcised, achieving 102% of the target.
- Cervical cancer screening: 107% of eligible women screened, with treatment for positives.
- PMTCT: 80 active mothers, 97% viral suppression; 31 HIV-exposed infants enrolled, 1.5% positivity rate.
- Viral suppression: Increased from 96.4% to

98.7% this year.

- Infant testing: New POC m-PIMA machine allows timely PCR testing and management for exposed infants.

### Aspirations:

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

## Sexual and Reproductive Health Program Area

**Goal:** To reduce maternal morbidity and mortality, under-fives mortality and total fertility rate through quality antenatal and post-natal care, safe deliveries for all women in our catchment area, improved access to treatment for sexually transmitted infections and all individuals having access to family planning

With services including targeted prenatal care, routine obstetric sonography, emergency caesarean procedures, family planning, and a youth-friendly clinic, we have upheld our promise to all of our clients to provide them with high-quality sexual and reproductive health services. In the last financial year, we had 871 deliveries with 881 live births. Perinatal deaths reduced from 40 (2022-2023) to 27 per 1,000 live births.

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

### Top Achievements:

- Launched the MamaBaby Bwindi project as an initiative to support mothers facing financial difficulties. This program aims to provide vital assistance, ensuring that mothers receive the care and resources they need during and after pregnancy, helping to improve both maternal and child health outcomes in the community.
- 2809 pregnant women attended our prenatal  
Had 2,599 total antenatal care (ANC) contacts
- 23.5% of women made their first ANC visit, 31.6% came in time (before 12 weeks), and 15.3% attended the 4th visit.
- 332 women were admitted to the mothers' waiting home, and there were 301 deliveries. 99.6% of babies were discharged alive.
- Carried out 48 postnatal care (PNC) outreaches attended by 303 clients - 60% of mothers attended postnatal check-ups at 6 days and
- 3,234 family planning clients took family planning service, 32% opted for long-term methods.
- 351 women were screened for cervical cancer; 6 had positive lesions and were treated.
- Acquired a new refrigerator for oxytocin and water heater.
- All funds were properly accounted for, with income generated through skilling projects.



*This mother safely delivered her baby, thanks to the life-saving support of the MamaBaby Bwindi voucher Project.*

### Aspirations:

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

# Surgery Program Area

**Goal:** Be able to offer emergency surgical care for obstetrics, trauma and non-trauma conditions at any time, as well as reducing disability through operative interventions

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

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

### Top Achievements:

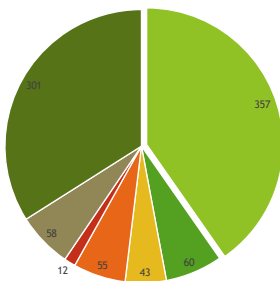
- 24-hour coverage for the operating room
- Successfully conducted multiple surgical camps including fistula, orthopedic, eye, and urology camps
- Replaced old interior doors with new aluminium doors
- Recruited a medical officer special grade - orthopaedic surgeon
- Maintained a low sepsis rate (less than 1%)
- Operationalized the laparoscopic tower
- Maintained a high-quality referral system
- Reduced the turnaround time for histology results from two weeks to one week
- Acquired orthopaedic sets including large and small fragment sets with screws



*One of the 50 women undergoing VVF surgery during the specialized camp sponsored by Dr. Verena and her dedicated team at BCH*

### Aspirations:

- Establish exchange programs with other modern theatres to enhance skills and knowledge
- Introduce laparoscopic surgeries and organize more surgical camps and outreaches
- Hire two more nurses and ensure stable anaesthetic and cleaning coverage during annual leaves
- Upgrade power systems for stability
- Install standard theatre doors and warm water in scrubbing areas
- Shift the sterilization area to outside the theatre
- Install an oxygen plant
- Conduct a research project and launch a monthly radio program to educate the public about surgical services
- Contract a biomedical engineer specifically for endoscopic equipment



■ obstetrics   
 ■ orthopedic camp   
 ■ urology camp   
 ■ fistula camp  
■ eye camp   
 ■ specialized surgeries   
 ■ other surgeries



## Community Health and Batwa Program Area

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

We serve a population of over 70,000 across 101 villages, collaborating with 525 village health volunteers, including 23 from Batwa settlements, to reach all 17,023 households in the region. We have incorporated mobile and digital technology, using SMS messaging to enhance maternal and child health, promote health insurance, and raise awareness of health rights within our catchment area. In 2013, we launched mental health services, integrating them into both the hospital and community, benefiting approximately 3,700 clients since then.

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

#### Top Achievements:

- Malaria Prevention: Reduced malaria cases by 83% in three high-risk communities, from 134 to 23 per quarter, through preventive measures like mosquito net distribution and home follow-ups
- Immunization: Achieved the goal of vaccinating 95% of children under one year for measles by improving mobilization and follow-up of defaulters
- Malnutrition Management: Followed up with 80% of malnourished children, increasing from 67%
- Maternal Health: Registered only one maternal death, which occurred from a referral, and improved Batwa health services through free ANC, delivery services, and follow-up
- Environmental Protection: Exceeded the tree-planting target by 232%, planting 6,974 trees across Batwa communities to improve food security and the environment
- Mental Health: Reduced the average length of stay for mental health patients to 4.7 days, significantly below the national average of 39 days
- Outreach Services: Reached 38 schools, sensitizing over 4,700 students on teenage pregnancy, STIs, and life skills

#### Aspirations:

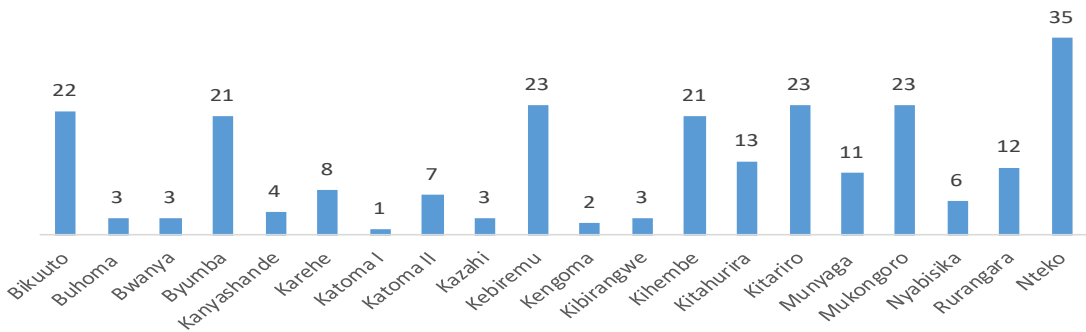
- Expand mental health services: Increase community-based mental health follow-ups to 80% and establish a room for acutely mentally ill patients
- Strengthen collaborations: Build partnerships for sustainability and recruit more specialized staff like occupational therapists and social workers
- Resource development: Secure funding for new motorcycles, laptops, and internet for better data management and outreach services
- Community health leadership: Become a model community health program through advanced interventions and integrated services across departments
- Continue immunization efforts: Maintain regular vaccine administration and outreach programs, focusing on improving overall child health and maternal services in the Batwa communities



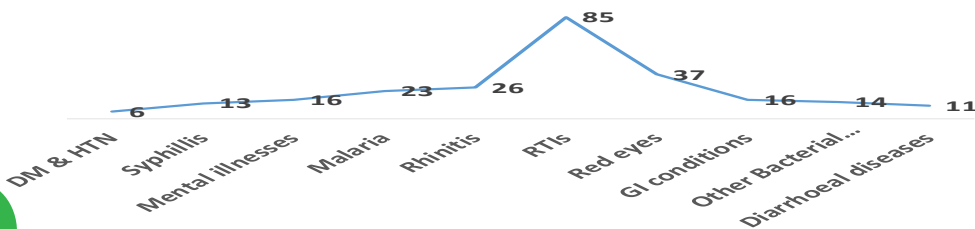
## BCH Impact on the Batwa

- BCH, along with the Batwa Development Program (BDP), offers health insurance to 1,197 Batwa members, covering medical expenses at BCH and referrals for advanced care outside BCH. Transport is provided to improve healthcare accessibility.
- BCH has significantly improved maternal health among Batwa women, ensuring 91% of deliveries now occur in health facilities. This success is attributed to free antenatal care, delivery services, and transport assistance.
- Immunization rates are high, though some children default due to parental challenges like card misplacement and migration. Malnutrition has also decreased, aided by community health volunteer support and nutritional education.
- With an HIV prevalence of 4%, lower than the national average, BCH provides regular screenings and ensures 82.6% treatment compliance among HIV-positive Batwa. The hospital offers tuberculosis care and monitors patient compliance closely.
- Recognizing health risks associated with inadequate housing, BCH and BDP have transitioned Batwa families to better-built homes with kitchens and pit latrines, though coverage gaps remain. Sanitation and hygiene education accompany these initiatives.
- BCH addresses alcohol dependency in the community, facilitating rehabilitation programs and providing counseling. Psychosocial support projects, such as goat rearing, beekeeping, and tree planting, offer livelihood support and help reduce dependency behaviors.
- Menstrual health support, including reusable pads and menstrual health education, targets Batwa women and girls. This initiative seeks to enhance personal health and dignity within the community.

Number of Batwa households as of 30th June, 2024 per settlement(N=244)



Common illnesses among Batwa who consulted at Bwindi Community Hospital and other health units from January to June 2024.



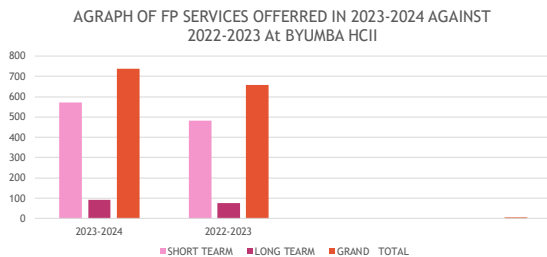


## Byumba & Kanyashogyi Satellite Clinics

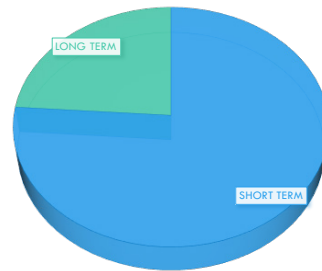
**Goal:** Sustainable quality healthcare with focus on disease prevention and improved utilization of health services

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

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



A PIE CHART SHOWING FAMILY PLANNING INTAKE AT KANYASHOGYI



### Top Achievements:

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

### Aspirations:

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

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

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

The Outpatient Department (OPD) provides comprehensive health services seven days a week. This clinic acts as the first contact area for all clients, especially during the day. The OPD consists of 18 staff members and provides a wide range of clinics, including general consultations, chronic care, dental, eye, orthopaedic, emergency, surgical, gynaecological, palliative care, youth-friendly, and physiotherapy services.

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

### Top Achievements:

- Improved youth friendly service attendance to 666 client from 410 in the previous year
- Served 1,855 clients over the year and successfully conducted workshops to improve self-management skills for patients with chronic illnesses
- Conducted two successful orthopaedic surgical camps, benefiting numerous clients through surgical management and physiotherapy
- Improved care and utilization of the emergency unit, serving 69 patients monthly with a survival rate of 99.6%
- Continued dental outreaches and health education to communities and maintained daily orderly clinics
- Conducted training and workshops for staff, including response to viral hemorrhagic fever outbreaks and family planning
- Maintained adequate clinical staff with at least two clinicians on station and specialist support
- Monthly outreaches to satellite clinics for support supervision and chronic illness screenings
- Eye and dental outreaches conducted regularly
- Started the construction of the dental unit expansion
- Maintained functional equipment in the emergency room and kept the ambulance in operation



*Community members participate in a training session on Type 1 Diabetes at BCH*

### Aspirations:

- Create a spacious orthopaedic clinic and a dedicated minor operations room
- Construct a walkway to the physiotherapy center and a comfortable waiting area
- Improve the drug formulary to meet patient demands, particularly for specialized clinics
- Reduce waiting times at all stations to improve patient satisfaction
- Enhance service delivery by conducting independent eye and dental outreaches to communities and schools.
- Employ a full-time emergency nurse and nutritionist to enhance care quality
- Train clinical officers in surgical procedures to improve the availability of minor surgeries
- Support health research initiatives for better-informed healthcare delivery

## Medical Ward (Internal Medicine)

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

The medical ward falls under the Internal Medicine department, with three major sections; the general ward (male and female wards), isolation rooms, and the Intensive Care Unit (ICU). We admit all patients aged 14 years or greater for both medical and psychiatric treatment, seeing an average of 76 admissions monthly.

US\$ 209,700 annually runs this program area.



*Dr. Scott and Rotarians officially inaugurate the BCH ICU, marking a new era of advanced patient care.*

### Top Achievements:

- Mortality rate reduced from 3.2% to 2.6%
- Introduced services like electrocardiograms and bone marrow biopsies
- Acquired new equipment, such as a TV for health education and Seafle for patient follow-up
- Renovated rooms, separated medical from surgical wards, and updated drug formularies
- Conducted staff performance appraisals and hosted team-building activities

### Aspirations:

- Introduction of an endoscopy service and ECHO machine to improve diagnoses
- Increase staffing with more trained ICU nurses and recruit intern doctors
- Renovate the isolation unit and upgrade ICU facilities, including having a negative pressure ward for TB cases
- Enhance patient safety with code alert systems and install pictographs for health education in wards

## Surgical Ward

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

The Surgical Ward at Bwindi Community Hospital provides high-quality care across various specialties, including general surgery, orthopedics, and emergency procedures. Staffed by a skilled team, the ward ensures excellent pre- and post-operative care. It also hosts surgical camps and serves as a training hub for medical professionals, enhancing access to specialized healthcare in the community.

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



*Dr. Asaph and Dr. Ines from Africomed reviewing a patient's X-ray during the orthopedic camp*

### Top Achievements:

- Introduction of tinted glass windows for patient privacy
- Availability of a full-time physiotherapist and orthopaedic surgeon
- Staffing improvements, with two staff per duty shift
- Timely ward rounds and a 0% sepsis rate were maintained.
- Successful completion of urology and orthopedic camps, with most patients discharged without complications
- Infection control efforts maintained above 90%.
- 100% follow-up on all admitted patients for prognosis

### Aspirations:

- Constructing a new complex for the surgical ward
- Purchasing a TV for recorded health talks
- Purchasing adjustable beds
- Initiating surgical mobile outreaches and radio talk shows to raise awareness
- Recruiting a urologist
- Acquiring functional monitors for both general and premium wards
- Implementing new equipment such as a fully functional three-bottle system for underwater seal drainage
- Acquiring a fracture board
- Partitioning the general ward and equipping it with necessary resources like an iPad

## Diagnostics Program Area

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

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

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

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

### Top Achievements:

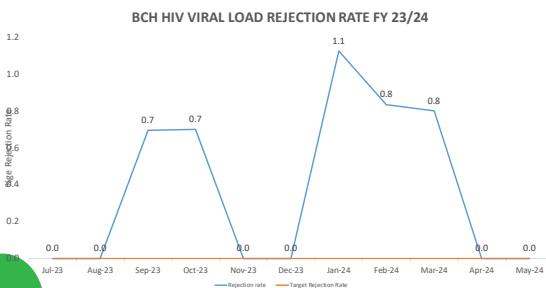
- Introduced new tests to determine levels of Vitamin D and fertility hormones
- Procured a 2-in-1 storage refrigerator for fresh frozen plasma and chemistry reagents
- Enrolled Gram stain culture and sensitivity in the national EQA scheme and achieved 100% EQA performance for all tests
- Enhanced the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



*Lab personnel performing culture and sensitivity testing to combat antimicrobial resistance and guide effective treatments*

### Aspirations:

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



## eQuality Health Bwindi Program Area

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

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

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



*eQuality stakeholder engagement meeting*

### **Top Achievements:**

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

### **Aspirations:**

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



## Administration Program Area

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

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



### Top Achievements:

- Purchased 5 new motorcycles for the community health team
- Started construction of the Visual Dental clinic
- Recruited a new Executive Director
- Constructed a temporary kitchen and storage facility
- Enhanced cleaning services
- Strengthened the hospital farm operations
- Purchased additional land for hospital expansion
- Acquired a house to accommodate more staff
- Secured architectural plans for staff quarters, a lab complex, and fencing
- Coordinated quarterly meetings with department heads for support services
- Effectively managed risks related to finances, human resources, and equipment
- Purchased 5 new motorcycles for the community health team
- Updated the pricelist

### Aspirations:

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

## Infrastructure Updates



*Construction of the new Dental and Vision Clinic at Bwindi Community Hospital is underway! Completion is anticipated by January 2025.*



*Current progress of the boys' hostel at Uganda Nursing School Bwindi*





## Information and Technology Program Area

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

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

### Top Achievements:

- Maintained a stable local network and extended internet coverage to various hospital areas
- Upgraded existing LAN and restored network to areas with hardware failures
- Procured backup batteries, new laptops, and NAS drives
- Upgraded laptops with SSDs and ensured software and hardware updates
- Implemented a central firewall, ensured endpoint security, and created user accounts for controlled access
- Regular data backups and maintained CCTV systems
- Upgraded staff systems and completed new modules for hospital management systems
- Developed a mobile app for health insurance verification and improved data handling for newborn tracking
- Improved data accuracy and completeness through monthly data reviews and routine database checks
- Provided raw data for research purposes
- Graded departments based on reporting rates
- Trained staff and students in IT usage and data handling



*Enhancing Connectivity: Installing an outdoor router at Mama Diane's to boost internet coverage and keep everyone connected*

### Aspirations:

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



## Chaplaincy Program Area

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

The Chaplaincy plays a vital role in supporting the overall goal of health as a holistic state of physical, mental, and social well-being, rather than just the absence of illness or disability. The department is led by a hospital chaplain Rev Naume kanyesigye.

### Top Achievements:

- Conducted two Sunday school celebrations and maintained daily ward visits, offering spiritual care to patients, staff, and attendants at Bwindi Community Hospital
- Organized a 3-day youth conference, monthly prayer meetings, and Bible study sessions
- Baptized over 10 infants and one adult
- Held two chapel council meetings, transitioned leadership roles, and awarded outgoing leaders
- Increased Sunday collections from UGX 13,017,100 to UGX 14,318,350 in the second half of the year, with a total of UGX 27,335,450 collected
- Initiated a beehive project to generate additional income

### Aspirations:

- Strengthen social and spiritual support through fellowship and discipleship groups
- Increase fundraising efforts
- Expand the hospital canteen project, and establish other income sources
- Organize staff retreats
- Enhance outreach ministry with new uniforms and improved church facilities



*BCH staff lifting hearts in praise and worship*

# Operations Program Area

**Goal:** Effective and efficient functional systems

### Top Achievements:

- Hired a biomedical technician, reducing equipment servicing costs
- Installed new air conditioning in the power room and upgraded the hospital power lines
- Purchased six motorcycles for community health
- Acquired two commercial washing machines to help in cleaning linen
- Conducted major repairs in the operating theater and surgical ward, including painting the ward roof
- installation of a 70.4KWP solar project, improving energy efficiency, thanks to Dr Forat and Africomed
- Coordinated the shipment of Project Cure supplies
- Installed a new 10,000-liter water tank and other water system upgrades
- Improved the hospital's sanitation with the installation of new cleaning taps
- Maintained the hospital fleet
- Serviced fire extinguishers and maintained the hydro scheme, minimizing power blackouts
- Improved patient care and privacy by installing a new door in the operating room
- Developed innovative solutions like making JIK (sodium hypochlorite) and liquid soap, reducing costs
- Ensured hospital staff received embroidered uniforms for easy identification



*Inside the power auto switch room. This controls the electricity of BCH. This was made possible by Dr Forat and Africomed.*

### Aspirations:

- Establish a separate power line for water supply to reduce water crises
- Create a service station/workshop for medical equipment
- Develop an emergency plan for floods
- Secure storage for hazardous waste
- Set up a mini fuel station to improve fuel quality and management
- Purchase a fan to reduce high temperatures in the general stores
- Increase production of detergents like Harpic to reduce costs
- Monitor hospital projects, farms, and other potential expense leaks
- Develop a sewage treatment system as a hospital-owned company
- Install a firefighting hydrant
- Establish an emergency water supply source to ensure continuity during crises



## Pharmacy

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

### Top Achievements:

- Procured drugs, laboratory supplies, and medical equipment without stockouts, ensuring continuous service delivery
- Implemented practices to reduce hospital wastage, particularly by minimizing expiries through better consumption management
- Reviewed and updated the drug formulary, improving patient management across departments
- Conducted a price review for co-paid drugs, effective as of October 1, 2023
- Awarded best pharmacy for generating quality orders and timely submissions in the western region
- Improved storage through the acquisition of 9 new shelves, new fridges for maternity and lab storage, and maintained proper cold chain for drugs
- Acquired CPAP and incubators for the paediatric ward, and maintained continuous supply of distilled water
- Upgraded the pharmacy's appearance and hygiene with better arrangements and new carpets
- Established regular monitoring and recording of room and fridge temperatures to ensure product safety
- Maintained strong relationships with suppliers, enhancing service reliability



*In our pharmacy*

### Aspirations:

- Secure more grants for drug purchases due to reductions in the PHC fund
- Consolidate multiple drug and supply storage houses into a single pharmacy unit to improve efficiency
- Add at least two more staff members to handle the pharmacy workload, and support staff training for skill development
- Add a standard compounding room and improved storage space for oxygen cylinders to ensure safety
- Switch from a prescribing to a dispensing system to better track drug usage and manage stocks efficiently
- Administrative Support: Receive more backing for outsourcing difficult-to-procure supplies, and addressing transport challenges
- Automation and Efficiency: install PBX communication systems and procure a printer that can print, photocopy, and scan, reducing paperwork and administrative burdens



# Human Resources Program Area

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

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

### Top Achievements:

- Supported 19 employees with financial aid
- Successfully conducted a competitive recruitment process and onboarded a new Executive Director, ensuring a smooth leadership transition
- Recruited a full-time Orthopaedic Surgeon
- Continued the placement of nurse interns through the Ministry of Health
- Established and maintained an accredited Continuous Professional Development (CPD) centre
- Ensured timely payment of staff salaries
- Maintained staff performance management and facilitated capacity building with partners like the USAID Health Strengthening Activity
- Retained specialists in key areas such as Obstetrics/Gynaecology, Public Health, Internal Medicine, Pediatrics, and Surgery
- Regularly conducted all-staff and quality improvement meetings as scheduled
- Managed staff exits in a timely and organized manner



### Aspirations:

- Reinstate full payment of statutory deductions
- Seek accreditation to host medical interns from the Ministry of Health
- Leverage graduate staff nurses to effectively supervise students on the wards
- Recruit a new physician, paediatrician, and a principal nursing officer with a master's level qualification
- Aid staff in pursuing super-specialized training in fields like urology and oncology
- Review and enhance staff salaries to align with market rates in comparable work environments
- Secure additional staff accommodation as over 70% of staff currently reside in rented premises
- Hire an assistant human resource/volunteer officer
- Create human resource centres by optimizing facilities like the Guesthouse and UCHSB
- Minimize staff turnover and promote corporate governance across all service program areas



*Peace, one of the longest serving staff receiving an award*

## Accounts Program Area

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

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

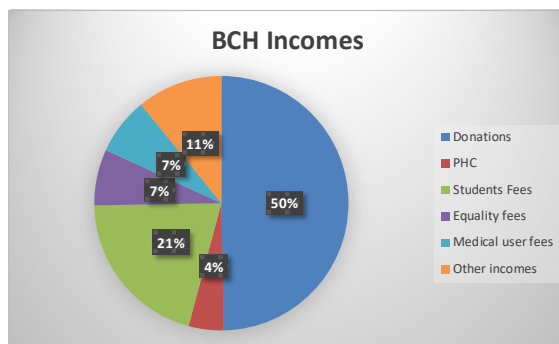
Our financial statements are prepared annually following an in-depth audit by independent auditors, currently Semu & Associates Certified Public Accountants (Kampala). Revenue and expenses are recorded in our books, with income derived from user fees, student tuition, government conditional funds, and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

### Top Achievements:

- Tracked and reported on all outstanding payments from patients, integrating them into our financial reports
- Generated quarterly income/expenditure reports for specific programs
- Provided periodic accountability reports to partners
- Documented all income (donations, sales, and user fees) received either in cash or deposited into the BCH bank account
- Maintained and updated our price list biannually (in February and August) or as needed to reflect current conditions
- Produced bi-annual reports for hospital management and the Board
- Ensured timely salary payments to staff
- Supported the external audit process
- Allocated all income and expenses to the appropriate programs or projects as designated by donors
- Fostered positive relationships with key partners including the Bank, District, URA, NSSF, and various suppliers and contractors

### Aspirations:

- Complete and implement an electronic system to automatically link patient bills and services
- Increase local income contributions toward operating expenses from 45% to at least 60%
- Secure sufficient funding to restore staff salaries to pre-COVID-19 levels or improve them to align with current inflation rates
- Raise funds for staff housing



## Communications Program Area

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



*Teamwork in Action: BCH staff showing their strength and spirit during the rope-pulling event at BCH's 20th-anniversary celebration*

### Top Achievements:

- Fundraised for 6 new motorcycles during the 2023 Christmas appeal
- Fundraised for 5 new incubators through Easter appeals
- Received a container of equipment via partnership with AKP Project Cure
- Secured scholarships for UNSB/UCHSB students and Mbarara University
- Strengthened partnerships with tour lodges, securing financial support for staff salaries
- Led infrastructure projects, including the UNSB dormitory solar project and dental clinic
- Successfully hosted UNSB graduation and BCH@20 celebrations with a documentary release
- Increased social media engagement, notably growing X (formerly Twitter) followers from 721 to 1246

### Aspirations:

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





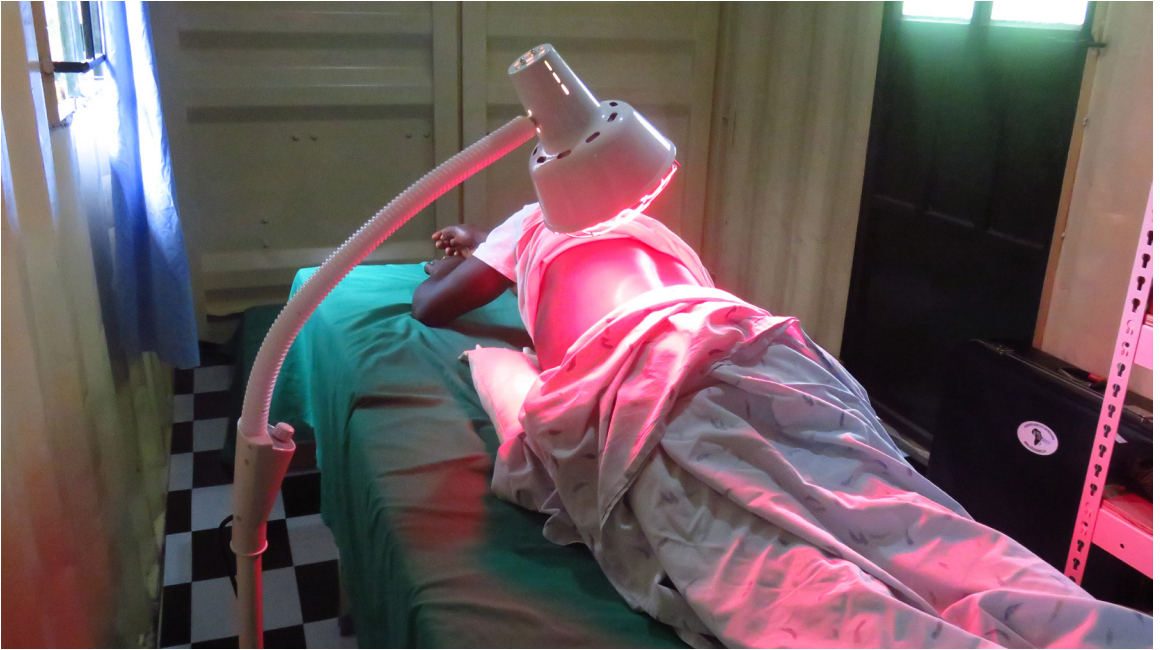
*Solar panels donated by Africomed are now powering Bwindi Community Hospital, providing sustainable energy to support essential healthcare services.*



*Ambulances at BCH after patient referrals, highlighting our growing role as a key referral center for healthcare services*



## Physiotherapy Services at Bwindi Community Hospital



*Infrared lamp being used in physiotherapy. This light is useful in reducing pain.*



*Recumbent exercise bike*



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



*Our well-equipped physio room*



*Community nurses at Bwindi Community Hospital with newly acquired motorcycles. These motorcycles will enhance their ability to reach remote areas.*



*Assembling one of the five of the acquired incubators at BCH, made possible through the generosity of the Easter Appeal*



## **Our Funding Priorities**

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

- USD \$161,700 annually; maintaining the child health department with a full-time paediatrician.
- USD \$274,467 annually; maintaining the sexual and reproductive health program area with full-time obstetrician.
- USD \$230,245 annually; maintaining the surgical services program including a full-time specialty surgeon.
- USD \$209,879 annually; maintaining the community health and Batwa services.

### **Capital projects:**

- USD \$514,300: for a construction of One Health lab
- USD \$130,000: builds one unit for senior staff housing. We need six units.
- USD \$100,000: for an oxygen plant, so far raised US\$29,000
- USD \$48,000: for NICU ventilators
- USD \$15,000: for 2 surgical lights in the operating room

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

#### **Direct wire transfer**

**Account Name: Bwindi Community Hospital**

**Bank: Stanbic**

**Branch: Kihihi**

**Account Number: 9030008175194**

**Sort Code: 045360**

**Swift Code: SBICUGKX**

**In the USA, make a tax deductible donation to: The Kellermann Foundation**

**Email: [info@kellermannfoundation.org](mailto:info@kellermannfoundation.org)**

**[www.KellermannFoundation.org/donate.htm](http://www.KellermannFoundation.org/donate.htm)**

**Or**

**Abercrombie & Kent Philanthropy**

**Link: <http://www.akphilanthropy.org>**

**In the UK,**

**REACH BWINDI**

**<https://reachbwindi.com>**

**In Germany,**

**Health For All Uganda e.V**

**Tukustr.39e, 50825 Koln, Germany**

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

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

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



Located very near the gate to Bwindi Impenetrable National Park, Bwindi Guest House is in the ideal location for enjoying all that this region of Uganda has to offer. Whether your plans include volunteering at Bwindi Community Hospital, trekking the mountain gorillas or simply relaxing we are the right place for you. We offer a wide range of self-contained or shared accommodations at a rate of US\$ 80 per person, per night, full board.

Contact us

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

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

+256 780 314 560, +256 702 198 337



Bwindi Community Hospital  
P. O Box, 58,  
Kanungu.  
Uganda

Tel +256-392-880242  
msbwindihospital@gmail.com  
{Executive Director}  
bwindicommunityhospital@gmail.com  
{communications department}  
www.bwindihospital.org

Uganda Nursing School Bwindi  
P.O Box 52, Kanungu  
Uganda

Tel +256-776-789-151  
unswbindi@gmail.com  
www.unswbindi.ac.ug