

# **STRATEGIC PLAN** 2020 - 2025



Over the last 27 years, Hospice Africa Uganda has been a trailblazer, impacting lives of Ugandans, especially the terminally ill patients in a very unique way through its premier palliative care services since 1993.

Let us join hands in raising both financial and technical support for the work of Hospice Africa Uganda, give our patients a fresh lease of life and lay a foundation for "Palliative care becoming as available as the air we breathe" in the coming five years of this strategic plan. Together we can make it! God being our helper.

Tom Duku Rwothumio Board Chairman, Hospice Africa Uganda

## STRATEGIC OBJECTIVES and STRATEGIC ACTIONS

Strategic Objective

### To provide high quality palliative care

- Develop and strengthen inter-disciplinary clinical teams at HAU sites

Provide quality and professional palliative care services to those in need

🔲 Strengthen palliative care in communities around HAU sites



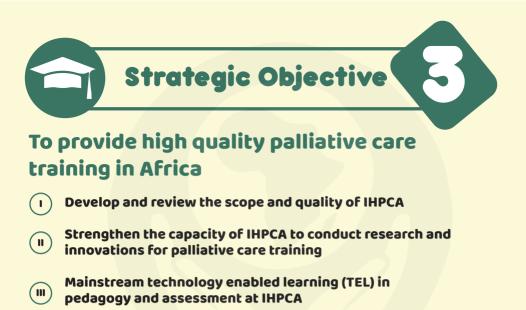
### To strengthen and maintain capacity of HAU to produce oral liquid morphine



Maintain adequate skilled and motivated morphine production team



Ensure compliance with quality standards and SOPs for production of morphine



(w) Strengthen student support systems and processes at IHPCA

• Acquire resources for the operations, development, and sustainability of the IHPCA.



### To build and strengthen capacity of other African countries to deliver palliative care

Provide palliative care training to professionals of other African countries

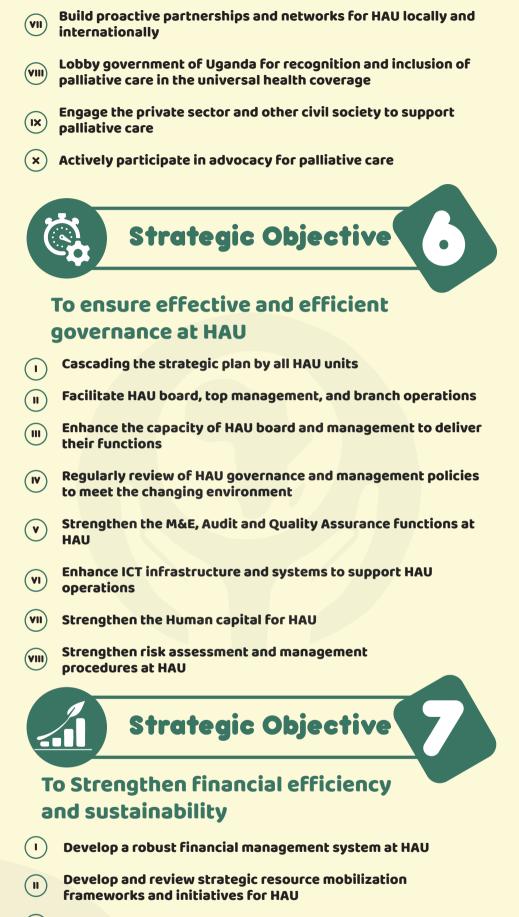
Provide institutional support to other African countries to strengthen palliative care delivery

(m) Actively engage in advocacy for palliative care in Africa.



### To strengthen research, innovations, advocacy and networking for palliative care in Uganda and Africa

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- Develop and implement a research agenda and policy at HAU
- (II) Secure adequate funding for research at HAU
- (m) Strengthen research collaborations for HAU
- (v) Strengthen the research skills of HAU staff
- Conduct and enhance dissemination and utilization of research findings at HAU
- (v) Develop a research and innovation scheme at HAU



🔲 Enhance innovative resource mobilization initiatives at HAU

- Identify and engage potential strategic partners for funding at HAU
- v Recruit and maintain a resource mobilization team at HAU
- VI Increase internally and locally generated income from existing projects at HAU

Arriving in Uganda in 1993, having chosen this beautiful but sad country for the model for Hospice Africa, I could foresee the great way Uganda would embrace palliative care due to the caring approach and recognition of the terrible suffering from cancer and HIV by the then Minister of Health Dr James Makumbi (RIP) and the caring Ugandans.

Our ethos calls us to know the patient, to know the patient's needs, wants, values, joys, expectations and try as much as is humanly possible to allow him/her reach them so that their quality of life is improved even when they have a terminal illness, even when they are at the end of their road.

I implore you, as you read this five-year strategic plan to come, join hands with us at HAU as we move forward, with Uganda, continuing to be a model for African palliative care. Thank you for traveling with us to 2025.

Professor Dr. Anne Merriman Founder Hospice Africa Uganda

### Table 12: Expenditure Projection for the Financial Years 2020/21 – 2024/25 by Strategic Objective

	HAU EXPENDITURE PROJECTIONS (UGX)				
Strategic Objective	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
SO1	972,964,682	972,964,682	972,964,682	972,964,682	972,964,682
SO2	634,725,116	634,725,116	634,725,116	634,725,116	634,725,116
SO3	334,586,233	334,586,233	334,586,233	334,586,233	334,586,233
SO4	97,106,787	97,106,787	97,106,787	97,106,787	97,106,787
SO5	35,000,000	40,000,000	45,000,000	48,000,000	50,000,000
SO6	489,049,405	324,343,413	324,343,413	324,343,413	324,343,413
SO7	327,106,471	327,106,471	327,106,471	327,106,471	327,106,471
TOTAL EXPENDITURE	2,890,538,694	2,730,832,702	2,735,832,702	2,738,832,702	2,740,832,702
GRAND TOTAL	13,836,869,500				

### **Ethos and Values**

HAU is driven by its ethos and accompanying values. The core values of Hospice Africa Uganda are as follows:



#### **Patient centered approach:** The patient and family are at the centre of our care.



Teamwork: The patient is cared for by an interdisciplinary team.



### Partnership

We network and collaborate with other individuals and organisations to maximise quality care for our patients and families



**Hospitality:** We treat our patients as our quests.



Professionalism with integrity: Striving for the best practice always, attending to details of care, ensuring confidentiality.



**Choice:** Preserving patient autonomy and dignity.



**Volunteerism:** Welcoming and recognising the unique contribution of volunteers sharing a diversity of skills to help achieve our goals.



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