



HAU | IHPCA
**Hospice Africa
Uganda**

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

1

To provide high quality palliative care

- I Develop and strengthen inter-disciplinary clinical teams at HAU sites**
- II Provide quality and professional palliative care services to those in need**
- III Strengthen palliative care in communities around HAU sites**



Strategic Objective

2

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

- I Maintain adequate skilled and motivated morphine production team**
- II Ensure reliable and sufficient production of morphine at HAU**
- III Ensure compliance with quality standards and SOPs for production of morphine**



Strategic Objective

3

To provide high quality palliative care training in Africa

- I Develop and review the scope and quality of IHPCA
- II Strengthen the capacity of IHPCA to conduct research and innovations for palliative care training
- III Mainstream technology enabled learning (TEL) in pedagogy and assessment at IHPCA
- IV Strengthen student support systems and processes at IHPCA
- V Acquire resources for the operations, development, and sustainability of the IHPCA.



Strategic Objective

4

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

- I Provide palliative care training to professionals of other African countries
- II Provide institutional support to other African countries to strengthen palliative care delivery
- III Actively engage in advocacy for palliative care in Africa.



Strategic Objective

5

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

- I Develop and implement a research agenda and policy at HAU
- II Secure adequate funding for research at HAU
- III Strengthen research collaborations for HAU
- IV Strengthen the research skills of HAU staff
- V Conduct and enhance dissemination and utilization of research findings at HAU
- VI Develop a research and innovation scheme at HAU

- vii** Build proactive partnerships and networks for HAU locally and internationally
- viii** Lobby government of Uganda for recognition and inclusion of palliative care in the universal health coverage
- ix** Engage the private sector and other civil society to support palliative care
- x** Actively participate in advocacy for palliative care



Strategic Objective



To ensure effective and efficient governance at HAU

- i** Cascading the strategic plan by all HAU units
- ii** Facilitate HAU board, top management, and branch operations
- iii** Enhance the capacity of HAU board and management to deliver their functions
- iv** Regularly review of HAU governance and management policies to meet the changing environment
- v** Strengthen the M&E, Audit and Quality Assurance functions at HAU
- vi** Enhance ICT infrastructure and systems to support HAU operations
- vii** Strengthen the Human capital for HAU
- viii** Strengthen risk assessment and management procedures at HAU



Strategic Objective



To Strengthen financial efficiency and sustainability

- i** Develop a robust financial management system at HAU
- ii** Develop and review strategic resource mobilization frameworks and initiatives for HAU
- iii** Enhance innovative resource mobilization initiatives at HAU
- iv** 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

Strategic Objective	HAU EXPENDITURE PROJECTIONS (UGX)				
	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 guests.



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.



Hospice Africa Uganda

P.O. Box 7757, Kampala - Uganda
Tel: +256 392 766867 and +256 701 968098
Email: infoug@hospice-africa.org
Website: www.hospice-africa.org/uganda



Mobile Hospice Mbarara

Tel: +256 772 384938 and +256 705 161125



Little Hospice Hoima

Tel: +256 700 457971 and +256 772 890216



Hospice Africa Ireland

hospiceafrica.ie@gmail.com



Hospice Africa France

Tel.: +33 (0) 6.32.70.62.98
hospiceafricafrance@gmail.com



Hospice Africa UK

Tel.: 01695 581318
chris.merriman@live.co.uk



Hospice Africa USA

Tel: 1-802-457-3994
Email: judithhills@gmail.com



Anne Merriman Foundation

Email: annemerrimanfoundation@gmail.com
Web: www.annemerrimanfoundation.com



Friends of Hospice Africa Australia

secretary@fohaa.org.au