SUMMARY OF THE STRATEGIC PLAN FOR IIHS

The IIHS was established to serve as a center for training professionals, providing health information, serving as a research facility. Over all, it focused at providing general, professional knowledge, skills and other abilities to the trainees to become competent health care providers in various situations and settings. Other key areas of focus were provision of consultancy services, medical and related services. In all its work of training, its ambition was driven by the need to provide trainees and staff with opportunities for growth, development, local and international experience sharing as well as developing the career of staff facilitating training courses. IIHS was also set up to develop, review and implement curricula for health training courses that are relevant to the problems, challenges and health needs of the people of Uganda. It dreamt of trainees that were professionally ethical, well groomed in character, leadership, responsibility; and who possessed human virtues. In furthering achievement of her objectives the institute aimed at developing health training sites with a long term vision of setting up an appropriate community infrastructure that would promote her goals. With the current achievements, the institute looks to the future with confidence. The IIHS Strategic Plan therefore is a means of addressing the institutes future development needs.

The major goals of the institute as prescribed in the mandated objects of the institute are:

- i. To serve as a center for training health professionals;
- ii. To operate a health information resource center;
- iii. To operate a research facility on topical issues within its mandate;
- iv. To develop curricula for health training courses that address the problems, challenges and health needs of the people of Uganda;
- v. To impact general and professional knowledge, skills and other abilities to health and other professionals attending courses at the institute;
- vi. To equip health care training with knowledge and skills for delivering health care interventions to the people of Uganda and beyond, in their various situations and settings; and to ensure that the trainees are inculcated with desirable professional ethics and groomed with good character, leadership, responsibility and correct virtues;
- vii. To open up health training sites and develop other health services for the communities in various settings;
- viii. To provide consultancy and other related medical and professional services and to provide health services to those in need;

- ix. To offer opportunities for trainees and staff of the institute growth and career development and provide avenues for sharing international experiences with foreign students and staff join the training courses; and
- x. To carry out any other developments such as income generating activities that can promote the mission, objectives and outputs of the institute, with the framework of National Education Policies.

The functions of the IIHS are:-

- i. To establish a gender balanced enrolment of students through provision of full-time and part time courses of study and training in the fields of nursing and midwifery and other related fields;
- ii. To advocate for the IIHS programmes and promote public awareness by arranging and organizing conferences, seminars, workshops and study group targeting professionals within and outside the country;
- iii. To mobilize human and financial resources that can start and sustain new IIHS programmes building on the present achievements;
- iv. To establish income generating activities;
- v. To collaborate with various development minded individuals and agencies for purposes of attaining IIHS needs in a transparent, accountable and responsive manner to the public;
- vi. To administer and manage the IIHS in a manner that promotes continuity of the programmes and thus remain a winner among stakeholders in Education and Health matters;
- vii. To produce competitive students and carry out other services that promote national and international development interests;
- viii. To initiate, develop and implement other educational and training programmes recommended or directed by the responsible Government Authority, as the laws of the Country provides;
- ix. To provide students with opportunities for part-time or full-time courses tenable at the IIHS; and
- x. To perform any other functions as may be directed by the Ministers responsible for education and Health on the advice of Government.

Goals, Strategic Objectives and Performance Indicators

The IIHS Strategic Plan 2011/12-15/16 will address the following goals, strategic objectives, performance indicators.

Goal 1: To establish a center for training health professionals

Strategic Objective 1.1: To introduce ICT in management processes (procedures, processes and mechanisms)

Strategy 1.1.1: Establish a computerized financial accounting (management, auditing) system.

Performance Indicator: Financial accounting software developed and installed for use at the IIHS. Number of financial transactions computerized.

Strategic Objective 1.2: To establish a human Resource Management information System.

Strategic 1.2.1: Develop and install Human resource management software for use at the IIHS.

Performance indicator: Number of HRM processes computerized

Strategic Objective 1.3: to establish appropriate management infrastructure

Strategy 1.3.1: Establish a monitoring and evaluation unit

Performance Indicator: A monitoring and Evaluation Unit established and equipped. No. and type of tools developed.

Strategic Objective 1.4: Establish a Business Centre

Strategy 1.4.1: Establish a Business Centre

Performance Indictor: A functional Business Centre established

Strategy 1.4.2: Establish new departmental function to accommodate Registered Comprehensive Nursing, Laboratory Technicians and Clinical offices courses

Performance indicator: No. classrooms elected

Strategy 1.4.3: Establish a maintenance unit at campus

Performance Indicator: an equipped maintenance unit established

Strategy 1.4.4: Establish a facility to accommodate staff

Performance Indicator: No of staff accommodation units elected

Strategy 1.4.5: Establish board expenses, advisory services and other strategic management issues

Performance Indicator: Board expenses, advisory services and other strategic management issues

identified and reports on interventions developed

Strategic Objective 1.5: Strengthen the management, administrative systems and structures

Strategy 1.5.1: HR manual developed

Performance Indicator: A report of HR policies, procedures and processes including terms and

conditions of services developed

Strategy 1.5.2: Develop and operationalize IIHS organizational and functional structure

Performance Indicator: a report on the organization and functional structures developed, No. of

positions established, No. of Departmental structures, a report on recruitment

Strategic Objective 1.6: To improve staff terms and conditions of services.

Strategy 1.6.1: Develop a policy for attraction, retention and motivation of teaching staff

Performance Indicator: A report on policy on attraction, retention of teaching and non-teaching

staff developed and operationalized

Strategy 1.6.2: Establish IIHS student rules, regulations and procedures

Performance Indicator: Revised student's rules and regulations

Strategic Objective 1.7: Put in place adequate infrastructure

Strategy 1.7.1: Acquire and maintain transport infrastructure at the institute (70 ton lorry, 60

seater bus, 14 seater staff van, 2 motorcycles for staff)

Performance Indicator: No. /type of transport equipment procured, No. / type of transport

equipment good mechanical condition

Strategy 1.7.2: procure computer for academics (80 computers)

Performance Indicator: No. of computers with accessories purchased.

Strategy 1.7.3: Procure office supplies to facilitate the running of activities (2 heavy duty photocopiers, 2 networked printers, a standby-generator)

Performance Indicator: No. /type of office supplies, No. /type of equipment

Strategy 1.7.4: Build an institute Canteen

Performance Indicator: Equipped canteen

Strategy 1.7.5: Open up a road network and beautify campus compound

Performance Indicator: No. of kms. of roads constructed at campus

Strategic Objective 1.8: To establish safe water and sanitation systems

Strategy 1.8.1: Establish a safe water supply system

Performance Indicator: Functional water supply facility at campus, No. of functional access

point at campus

Strategy 1.8.2: Establish sanitation, sewerage drainage systems

Performance Indicator: functional drainage facilities operational.

Goal No. 2: To review, develop and implement curricula for health training courses that is relevant to the needs of rural and hard to reach areas.

Strategic Objective 2.1: Inculcate in the trainees desirable professional ethics (good character, leadership, responsibility and human virtues)

Strategy 2.1.1: Develop appropriate learning/ teaching materials for the students

Performance Indicator: No. of students attending the special ethical standards training

Strategy 2.1.2: Invite visiting lecturers to share experiences on the respective professional codes of practice, including the leadership code of practice

Performance Indicator: No. of students per facilitated per semester, No. of codes exposed to students

Strategy 2.1.3: Develop memorandum of understanding with health facilities that offer practicum sites to the students

Performance Indicator: M.O.U signed by the stakeholders

Strategic Objective 2.2: Provide trainees and staff opportunities for growth and development

Strategy 2.2.1: Undertake training needs assessment

Performance Indicator: A Report of Training Needs Assessment indicating staff training needs

and interventions

Goal No. 3: To develop health training sites and other health services for the communities in

various settings

Strategic objective 3.1: Strengthen research facility and health information resources

Strategy 3.1.1: Build and equip a hospital facility of HCIV status

Performance Indicator: A functional health facility constructed and equipped

Strategy 3.1.2: Establish health information resource center

Performance Indicator: Functional resource center constructed and equipped

Strategy 3.1.3: Establish a research facility

Performance Indicator: An equipped research facility

Strategy 3.1.4: Establish links with e-health newsletters

Performance Indicator: No. articles published in recognized e-health newsletters

Goal No. 4: To provide professional knowledge, skills and other abilities to health and other

professionals attracted to the institute

Strategic Objective 4.1: To establish extracurricular activities

Strategy 4.1.1: Procure indoor games

Performance Indicator: No. /Categories of indoor games purchased

Strategy 4.1.2: Construct and equip a facility for outdoor games

Performance Indicator: An outdoor games facility

Strategy 4.1.3: Procure entertainments equipment- videos, TVs, DVD players

Performance Indicator: Receipt of entertainment equipment purchased

Strategy 4.1.4: Publish and institutes new letter

Performance Indicator: News letter

Strategy 4.1.5: Manage an institutional advocacy and campaign programme

Performance Indicator: No. Campaigns held, No. of meetings done

Strategy 4.1.6: Develop and design messages

Performance Indicator: No. of messages put in the media

Strategy 4.1.7: Establish a customer care desk

Performance Indicator: Equipped customers

Strategy 4.1.8: Develop a communication strategy

Performance Indicator: A report of the strategy

Strategic Objective 4.2: Strengthen collaboration and networking with institutions that have a stake in health training matters

Strategy 4.2.1: Partnerships and collaboration with reputable organizations

Performance Indicator: Mutually agreed work plans with partners in development

Strategy 4.2.2: Organize a forum for discussing pertinent training issues in the private sector

Performance Indicator: No. of conferences/ networking organized

Strategy 4.2.3: Develop a Business strategy for the institute that identifies viable income generating projects

Performance Indicator: Business strategy report

Strategy 4.2.4: Ensure that students pay fees

Performance Indicator: Institute school fees payment measures to enforce strict adherence

Strategy 4.2.5: Develop a Business Plan

Performance Indicator: Report of the business Plan.