

KABALE

CHRISTIAN CARE

STRATEGIC PLAN • 2023-2025



EXECUTIVE STATEMENT

Kabale Christian Care (KCC) is dedicated to modeling Jesus Christ as it advocates for and provides end-of-life, holistic care in Uganda for those suffering. This strategic plan advances this non-profit's efforts over three years. The process began with a board retreat with Impact Group Consulting (IGC) to further the mission and vision while rooting this plan on the core values of collaboration, compassion, and Integrity. Executive Directors Lianna and Peter Namaya then facilitated a listening session with KCC staff to ensure broad input and contributions from multiple levels of the organization.

Utilizing the information gathered during the retreat, IGC developed this plan with input from the Board and staff. This represents KCC's next strategic plan with goals and objectives focused on continuing the efforts as a sustainable non-profit organization. The strategic plan is meant to be a guide and support, but not a rigid line that will limit change, innovation, and adjustment to the needs of those served. The plan will be reviewed yearly, and the process of developing the following plan will begin at the beginning of 2026.



ABOUT KCC

Since 2019, Kabale Christian Care (KCC) has provided holistic home-based and outpatient palliative care for individuals suffering with chronic illnesses in South Western Uganda. Currently, only 11% of people in Uganda receive the palliative care required to alleviate their pain and suffering. Services are designed to be accessible and address the individual's physical, emotional, social and spiritual needs with the goal of improving quality of life. KCC offers free assessments, medicine, counseling, Bible study and prayer, end-of-life care and bereavement support for the family. This non-profit organization is dedicated to collaborating with community partners to create palliative care awareness and accessibility for all in need.

VISION

Our vision is to rekindle hope and reduce suffering among vulnerable people throughout Uganda.

MISSION

Modeling Jesus Christ, KCC advocates for and provides end-of-life, holistic care in Uganda for those who are suffering.

VALUES

Collaboration

We strive to accomplish our mission through collaboration with our community partners, our patients and their caretakers, and our global support team.

Compassion

We are moved by love to give hope and comfort those God places under our care without discrimination.

Integrity

We are accountable for every resource and act in a manner befitting of a Christian while creating a workspace where every team member can thrive.



STRATEGIC IMPACT GOALS

Many times, patients with terminal illnesses require extra medical assistance, which can be addressed with inpatient care. In an inpatient facility, the atmosphere is calm and more home-like than regular acute care facilities, providing more comfort for the patient and caregivers.

—Geraldine Tuhirwe
Medical Clinical Officer



1

Grow Kabale Christian Care's infrastructure to support impact expansion, including increasing the number of people served each year.

In 2019, KCC provided palliative care to two community members. Today, we care for 140 adults and elderly living with severe, chronic illnesses. Our goal is to meet the needs of the community, especially those in rural areas who have limited access to healthcare services. In Uganda, only 11% access pain control and palliative care. We are taking steps to build the first inpatient hospice facility in Western Uganda to provide quality, 24-hour care for those facing end-of-life or needing short-term medical attention.

2

Develop staff and staffing structure to sustainably advance the mission of Kabale Christian Care.

We currently provide home-based care to patients living within 20km (12.4 miles) of Kabale Town. However, we aim to extend that radius every year to care for more people in Western Uganda. It is vital to have an optimal patient-to-staff ratio to ensure control of a patient's symptoms while maintaining compassionate, patient-centered care. Recent research revealed that the ideal patient-to-staff ratio for the best patient outcomes include the following; 5-6 patients to 1

physician, 1-3 patients to 1 nurse, & 4-6 patients to 1 nurse-assistants (Artico, Piredda etc. al, 2022, *Palliative Care Organization and Staffing Models in Residential Hospices; Which Makes the Difference?*). Existing staff will continue to further their education, specifically in palliative care, guaranteeing quality care. This will be accomplished through continued networking with Africa Palliative Care Association, Palliative Care Association of Uganda, and other professional organizations.



STRATEGIC IMPACT GOALS

3

Increase the awareness of Kabale Christian Care's vision and mission among the medical and faith communities locally and abroad.

A famous African Proverb states, "If you want to go fast, go alone. If you want to reach far, go together." It is important to inform others of KCC's vision and mission to encourage understanding of palliative care. Ultimately, this will improve the quality of life for the patient, and their caregivers.

It is my prayer that I will never be comfortable when seeing someone suffer. I desire to respond as Jesus would, to spread the love and hope that has been given to me so freely.

*- Lianna (Tanis) Namanya
International Director
and Founder*





Experience has shown that when a donor gets involved beyond financial giving to seeing first hand what KCC is doing on ground, there is a better appreciation of the ministry and thus we make long-term partners.

*— Peter Namanya
National Director*

4

Increase Kabale Christian Care's fund development plan to provide more opportunities for growth and increased impact.

With our board of directors, a financial plan has been developed for the next three years to grow and maintain our supporters. We want to encourage donors to journey with so they may be blessed by all God is doing in and through our team. Valuing integrity, KCC is held accountable for all received donations.

STRATEGIC PLAN



1 INFRASTRUCTURE

Grow Kabale Christian Care's infrastructure to support impact expansion, including increasing the number of people served each year.

- » **Create a committee including existing board members, staff, and Ugandan volunteers to manage the development of the new care facility**
 - Create a timeline of the process for the project
 - Create a budget specific to the creation and operation of the new facility
 - Create a staffing plan specific to the new facility
- » **Develop a succession plan for each staff member**
 - Plan should include the development of processes and procedures for each role
- » **Look into benefits vs. risks in establishing a laboratory for diagnostic tests**
- » **Research the protocol for offering radiotherapy and chemotherapy**
- » **Purchase a second motorcycle for the office**
- » **Expand catchment area 5-10km per fiscal year**

2 STAFFING

Develop staff and staffing structure to sustainably advance the mission of Kabale Christian Care.

» Increase the number of medical care staff

- Hire one additional medical provider specializing in palliative care
- Hire one additional community health nurse

» Train current staff and volunteers to increase impact

- Create or adopt a continuing education plan for current and future staff
- Develop a national volunteer program to increase engagement and broaden potential impact throughout the community
- Send medical clinical officer for further education in palliative care (bachelors)

» Have committed volunteers

- Two spiritual volunteers who gather, disciple, train, and follow up
- One professional palliative care specialist reviews patient cases monthly
- One physiotherapist to provide out-patient and home-based care
- 10 Village Health Team leaders



STRATEGIC PLAN

3 AWARENESS

Increase the awareness of Kabale Christian Care's vision and mission among the medical and faith communities locally and abroad.

- » Executive Directors with their KCC team to meet with 10 new, local (Uganda) congregations each year sharing the mission and vision of KCC
- » Each member of the Board of Directors is responsible for forging relationships with 2 church and parachurch leaders a year in order to introduce the Namanyas and KCC in hopes of long term partnerships
- » Develop promotional materials that can be distributed virtually and physically that educate and share the mission of KCC
 - Share the material with 10 local (Uganda) congregations each year
 - Share an annual e-newsletter every calendar year
- » Create an international volunteer program
 - Develop an ongoing opportunity for individuals to visit, contribute, and learn more about KCC
 - Joy Ride Adventures to create 2 travel "packages" for people to visit KCC and tour Uganda as an income generating activity
- » Create opportunities for local pastors and community leaders to learn about palliative care
 - Host 1 education and awareness event each year on the annual World Hospice and Palliative Care Day
 - Conduct 4 community outreaches (health camps) each year in rotating locations (urban and rural areas)



4 DEVELOPMENT

Extend Kabale Christian Care's fund development plan to provide more opportunities for growth and increased impact.

- » **Shape KCC's marketable narrative to share with potential financial partners and increase revenue**
- » **Diversify KCC revenue streams to include individual donors, congregation donors, participant payments, and grants to increase annual to \$150,000**
 - Cultivate individual donors
 - *Each member of the Board of Directors is responsible for establishing 5 new donors each year.*
 - *Set up online craft store on website*
 - Develop ongoing relationships with congregations both locally and abroad
 - *Establish 2 new congregations supporting KCC each year*
 - Encourage contribution from enrolled patient and their families
 - Develop sustainable grants
- » **Establish annual financial goals and fundraising calendar**
 - Build 6 months of reserve (expenses segregated on Balance Sheet)
 - Fundraising calendar should include
 - *Events (e.g., golf tournament)*
 - *Campaigns (e.g., Capital campaign)*
 - *Special Annual Giving Day for KCC*





KABALE CHRISTIAN CARE

kabalechristiancare.org

