

ISLAMIC MEDICAL ASSOCIATION OF UGANDA (IMAU)

**SAIDINA ABUBAKAR ISLAMIC HOSPITAL (SAIH) GROWTH AND
DEVELOPMENT PLAN 2021 to 2030**

January 2021

Executive Summary

Saidina Abubakar Islamic Hospital (SAIH) is owned and run by the Islamic Medical Association of Uganda on a 12 acre piece of land which was bought by IMAU and is located in Wattuba on Bombo road 14km from Kampala city. The Islamic Medical Association of Uganda was established in 1988. It is an Islamic faith-based non governmental organization consisting of over 600 Muslim health professionals. In 2002, IMAU started fundraising for the construction of Saidina Abubakar Islamic Hospital from its members and well wishers and partners. The first external grant of US\$ 10,000 was from Iqraa Foundation of Saudi Arabia. IMAU later got a grant of US\$ 500,000 from Al-Bukhary Foundation of Malaysia, with support from the First Lady of Malaysia Dr. Siti Hasmah. The hospital was officially opened on 28th January, 2005 by the Minister of Health of Uganda to start offering medical services. The hospital was planned to be constructed in five phases as follows:

Phase I: Construct and establish a 60-bed general hospital with a modern mosque and staff accommodation and a perimeter wall. Estimated cost US\$ 2,000,000.

Phase II: Construct and establish a 200 bed SAIH specialist services, education, training, research and examinations center and acquire International Organization for Standardization (ISO) and Halal and other certifications and accreditations for an Islamic Academic Health Center of Excellence for general and specialist health services. Estimated cost US\$ 7,000,000.

Phase III: Construct and establish SAIH Association House and Continuing Health Professionals Development Center. Estimated cost US\$ 2,000,000.

Phase IV: Construct and establish hospital and client support services including hotel accommodation and shopping center for generating income to cater for poor patients and run the hospital. Estimated cost US\$ 5,000,000.

Phase V: Construct and establish training school facilities for medical students, nurses and allied health professionals. Estimated cost US\$ 5,000,000.

We are currently working on phase one of the hospital. What we need to complete this phase includes:

- i. Completion of construction of wards and mortuary services.
- ii. Equipment for the wards and theatre services, laboratory services, imaging services, endoscopy services, dental services and mortuary services
- iii. Construction of key staff accommodation, a modern mosque and a perimeter wall for the hospital

IMAU is continuing with the fundraising drive to complete all phases of the hospital Inn Shaa Allah.

Profile of the Islamic Medical Association of Uganda

Organizational Background	
1. Name of organization	ISLAMIC MEDICAL ASSOCIATION OF UGANDA
2. Type of organization	Islamic Faith-based Non-Governmental Organization (NGO)
3. When was the organization established?	1 st September 1988
4. Area of operation	Countrywide
5 Why was the organization established?	To have united, Islamic conscious, Muslim health professionals, who use Islamic teachings and practices to promote a healthy and productive life for all.
6. What is the vision of the organization?	A sound, credible, reliable, friendly, trustworthy and sustainable Association of Muslim health professionals with excellence in Islamic health service delivery.
Contact Details	
1. Organization's operational contact person	Professor Magid Kagimu PhD, FRCP
2. Designation of contact person	President
3. Telephone of contact person	+256 782 016868
4 Contact person email address	magidkagimu@gmail.com
5. Organization's physical address	Wattuba, 14km on Bombo Road at Saidina Abubakar Islamic Hospital.
6. Organizations telephone number	+256 392 175132, +256 774528752
7. Organization's email address	islamicmedassocuganda@gmail.com
8. Organisation's Website	www.ima-uganda.org
Legal Status	
1. Is the organisation registered	Yes
2. Who is the organisation registered with?	
Registered with	1.Non- Governmental Organizations Board 2.Corporate body under the Trustees Incorporation Act
3. Organizations Bankers	Stanbic Bank Account Name: Islamic Medical Association of Uganda Branch: Metro Branch A/C Number: 9030015382456 Currency: US Dollars

4. Current Annual operating budget	USD 500, 000
Governance Structure	
1. What is the governance structure of the organization?	IMAU has 8 Governing organs. The highest governing organ is the National General Assembly, the other governing organs are Board of Trustees, National Executive Committee, National Advisory Council, Office of the Executive Director , Disciplinary, Arbitration, Reconciliation and Conflict Resolution Committee, Branch General Assembly and Branch Executive Committees.
2. Does the organization have a Board?	Yes. IMAU has a National Executive Committee and a Board of Trustees
3. Who are the organization's top board members?	
Names of IMAU Executive Committee Members	Position
1.Professor Magid Kagimu PhD, FRCP.	President
2.Mr. Kassim Magoba	Secretary General
3.Sr. Rashidah Nabukalu	Director for Finance
Sub awards/Partnerships	
1. Has IMAU worked in partnership with others before?	Yes
4. State those Organisations	<ol style="list-style-type: none"> 1. USAID/Uganda Private Health Support, 2. Inter Religious Council of Uganda 3. CDC/PREFA 4. CDC 5. USAID 6. UNAIDS 7. WHO 8. UNICEF 9. UNDP 10. Ministry of Health – Government of Uganda 11. Al-Bukhary Foundation, Malaysia
Organizational Sectors	
List of the sectors in which the organization has worked or is working and the target group	
Sector	Target group
1. HIV/AIDS	Children, Youth, Men and Women

2. Primary Health Care	Children, Youth, Men and Women
3. Preventive, Curative , Rehabilitative and Palliative Care	Children, Youth, Men and Women

5 Previous Projects				
Project Name	Field(e.g. HIV)	Location	Project period	Funding Partner
1.Community Action for Prevention Treatment and Care of HIV/AIDS (CAPTCA)	HIV/AIDS	Wakiso District Kampala District	2007 to 2021	USAID/CDC
2.Community Action to Protect Children from AIDS(CAPCA)	HIV/AIDS	Wakiso District Kampala District	2002 to 2007	CDC
3.Community Action for AIDS Prevention (CAAP)	HIV/AIDS	Wakiso District Kampala District	1995 to 1996	USAID
4.Family AIDS Education and Prevention Through Imams (FAEPTI)	HIV/AIDS	Countrywide	1992 to 2005	USAID UNDP UNAIDS
Current Projects				
Project Name	Field(e.g. HIV)	Location	Project period	Funding partner
Saidina Abubakar Islamic Hospital	General Health Services	Wakiso	2005 to 2021	Albukhary-Foundation-Malaysia CDC USAID Uganda-Government

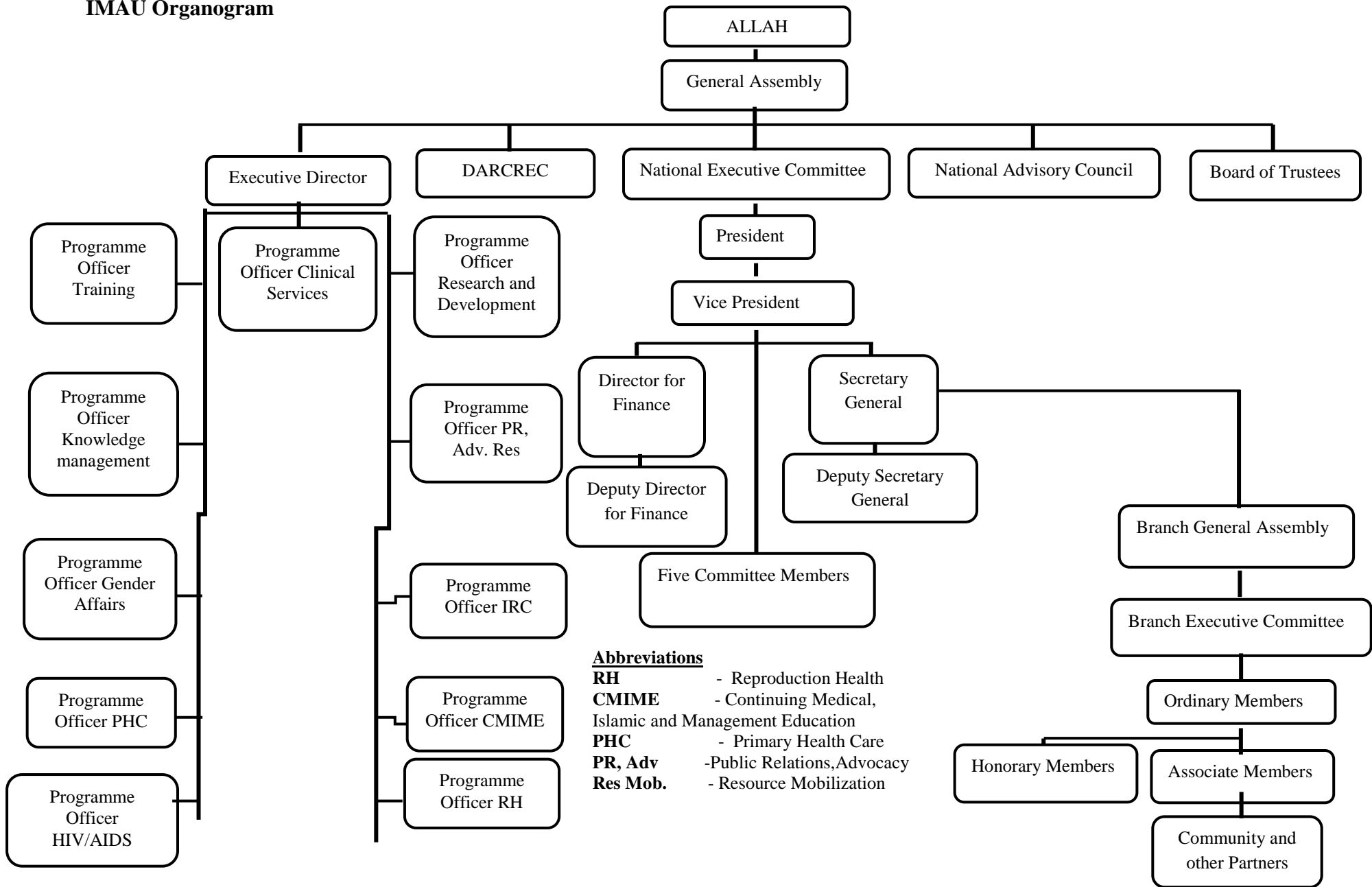
List of current key staff in the organization			
Name	Designation	Telephone contact	email
1.Professor Magid Kagimu	President	0782016868	magidkagimu@gmail.com
2.Mr. Kassim Magoba	Secretary General	0782379410	kassimpsych@yahoo.com
3.Sr. Rashidah Nabukalu	Director for Finance	0782378144	naburashidah@yahoo.com
4.Dr Yusuf Walakira	Project Coordinator	0772646776	islamicmedassocuganda@gmail.com
5.Dr Anwar Kakeeto	Medical Superintendent Saidina Abubakar Islamic Hospital	0782576405	seremanwar@yahoo.com

6. Dr. Lukwago Asuman	Chairman, IMAU National Advisory Council	0772521581	ps.lukwago@gmail.com
7.Hajat Salaama Kaye	Accounts Officer - IMAU	0752569403	salaamakaye@yahoo.com
8. Sheikh Ali Lubowa	Hospital Imam and administrator SAIH	0776016868	luub2006@gmail.com

Key Stakeholders

List of key stakeholders in the organization and why this is so
1.Members of the Islamic Medical Association of Uganda who form the governing organs of IMAU
2.Uganda Muslim Supreme Council because they are leaders of the Islamic faith of Uganda.
3.Inter-religious Council of Uganda because they are the leaders of religious leaders of all faiths in Uganda with whom we collaborate.
4.Community religious leaders and local Council leaders because they educate and mobilize communities for health promotion.
5.Funding partners because they provide the essential financing of our activities

IMAU Organogram



Abbreviations

- RH** - Reproduction Health
- CMIME** - Continuing Medical, Islamic and Management Education
- PHC** - Primary Health Care
- PR, Adv** - Public Relations, Advocacy
- Res Mob.** - Resource Mobilization

I.R.C - International Resource Center for the promotion of the Islamic Approach to HIV/AIDS
DARCRE - Disciplinary, Arbitration, Reconciliation and Conflict Resolution Committee

1.0 Saidina Abubakar Islamic Hospital (SAIH)

1.1 Vision

We strive to be a center of excellence in health service delivery while submitting to God's will.

1.2 Mission

We strive to provide the highest possible quality of care for all people in Uganda through delivery of promotive, preventive, curative, palliative and rehabilitative health services, while submitting to God's will.

1.2 Motto

We are on God's Selfless Health Service

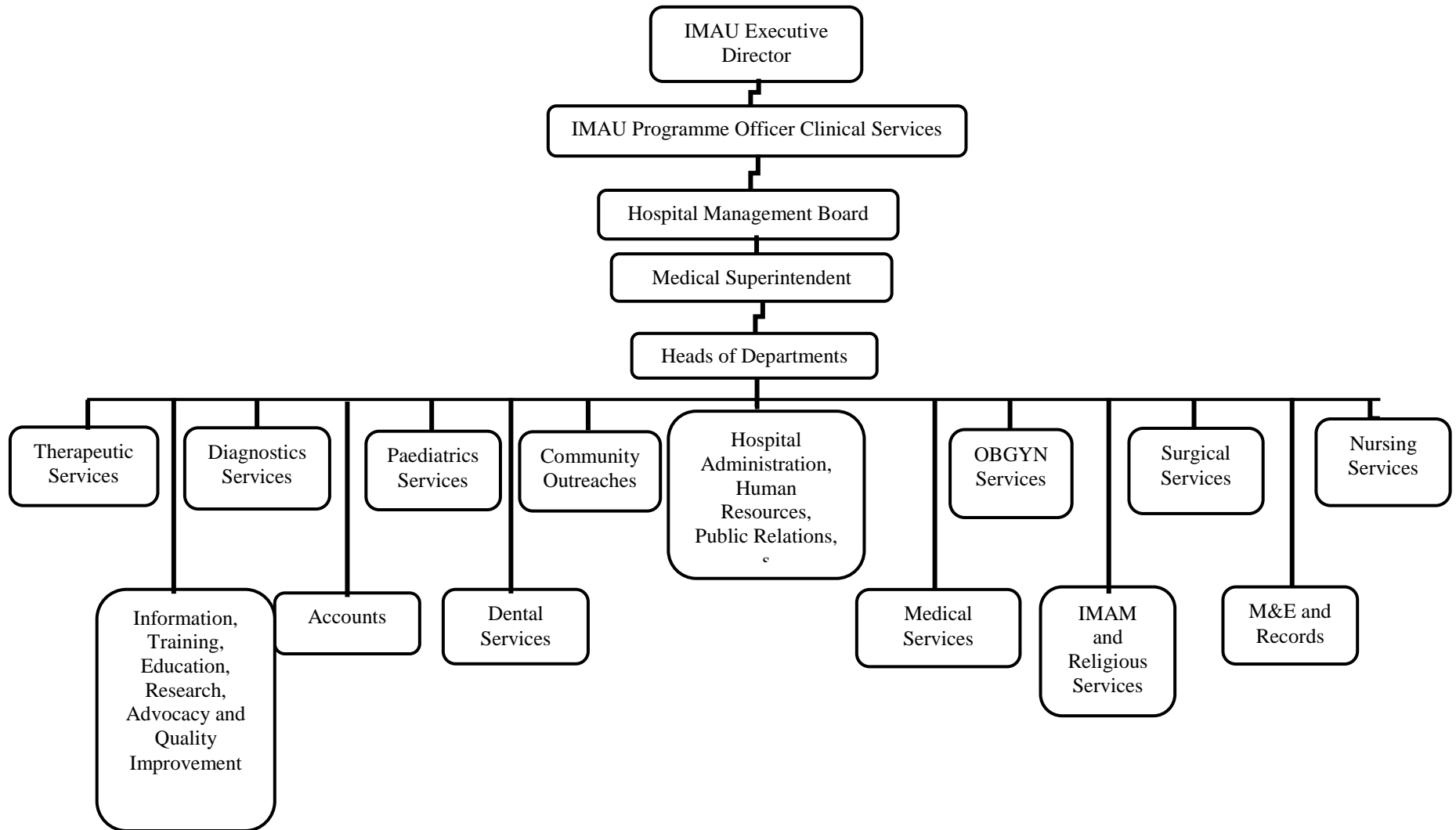
1.3 Objectives

SAIH has seven strategic objectives from which its priority work programmes and projects flow.

1. To be a spiritually empowering, sustainable, safe, timely, effective, efficient, equitable and patient-centred, Hospital providing high quality, personalized, empowering, coordinated and compassionate care with sympathy, empathy, respect and dignity for patients and staff.
2. To be a well-governed Hospital with high standards of quality assurance, responsive to members and stakeholders in transforming services to meet future needs.
3. To meet the challenges of the current economic climate changes in Uganda and internationally by providing efficient and cost-effective services and better value-for-money healthcare.
4. To provide high quality general acute healthcare to the people of Uganda including more joined-up care across local health and social care services in the community.
5. To develop extended clinical networks that benefit our partners and the people we serve. This will support the delivery of safe and sustainable services throughout the network of care that we are part of and our provision of high quality specialist care for the people of Uganda and beyond.

6. To lead the development of durable partnerships with academic, health and social care partners and the life sciences industry to facilitate training, research, discovery and implementation of findings for the benefits of the people we serve.
7. To be a leader in the Islamic and faith-based approach to the delivery of health services.

1.4 Saidina Abubakar Islamic Hospital organization structure:



1.5 SAIH Philosophy of Care and keys to success

We strive to:

- Ensure that the individual patient/client is of prime importance at all times.
- Patients' needs, wishes and expectations must come first and patients should be treated with dignity, feel important and in control, and receive services appropriate to their age, ethnic background, religious affiliation and other personal characteristics.
- Ensure that each patient's right to privacy and confidentiality is respected.
- Promote and safeguard the well-being and interests of every patient in our care.
- Ensure that our patients are partners in care and that information relating to choice is made available.
- Care for every patient in a way which is competent and compassionate. The technical, professional and managerial competence of staff will be subject to regular review and update.
- We will endeavor to make our staff confident, competent, creative, courageous and with a good character to be able to deliver excellent health services and feel valued themselves.
- Ensure that service providers continuously develop their core competences in clinical practice which include Systems-based practice, Interpersonal and communication skills, Medical knowledge, Practice-based learning and improvement, Professionalism and Patient care.
- Recognize the needs of relatives, carers and other partners such as religious leaders and community leaders and their assistants, in the provision of patient care services.
- Ensure that patients get accurate, relevant and understandable explanations of: what is wrong, what the implications are, what can be done, what the treatment is likely to involve. We recognize that patients are entitled to a second opinion if they so wish.
- Achieve our quality improvement goals by ensuring that staff of all grades and disciplines contribute to, understand and are committed to quality standards. We will make efforts to improve standards through research, education, training and monitoring and evaluation. We will endeavor to ensure there is good value for money
- Avail all the necessary equipment and medicines to improve the quality of care of our patients

2.0 SAIH Summary

Saidina Abubakar Islamic Hospital is a faith-based private not-for-profit health institution. It is a project of the Islamic Medical Association of Uganda, a registered Non-governmental organisation. The hospital was opened by the Minister of Health of the Republic of Uganda on the 28th January 2005. Saidina Abubakar Islamic Hospital is an Islamic hospital. Islam is defined as submission to God's will. A hospital is defined as an institution where the ill or injured receive medical, surgical or psychiatric treatment, nursing care, and other health services. An Islamic hospital is therefore, an institution where health services are provided in accordance with or in submission to God's will and guidance. God's will and guidance is derived from the Holy Books and the Prophets He has sent down to mankind over time. SAIH health services are delivered as a contribution to the implementation of Uganda's motto, **For God and my Country**, within the health sector.

2.1 SAIH Ownership

SAIH is owned by the Islamic Medical Association of Uganda (IMAU)

2.2 SAIH History

SAIH was built on a twelve-acre piece of land owned by the Islamic Medical Association of Uganda. The major donors who initiated building the Hospital were IMAU members, IQRA Foundation from Saudi Arabia and Albukhary Foundation from Malaysia. The Hospital opened its doors for patient care in January, 2005. The major partners who have been supporting the running of the Hospital include the Islamic Medical Association of North America, the Church of Latter Day Saints, Ministry of Health of the Republic of Uganda, Wakiso District, the US government through USAID and CDC and Turkish government through the Turkish Airlines.

3.0 Products and Services

The Hospital currently offers the following services:

- General out-patient services
- General in-patient services
- Specialist medical, surgical, pediatric & obstetrics and gynecological services. Some specialists can be consulted on appointment or on specified days
- Endoscopy Services
- Maternity services
- Theater services
- Laboratory services
- Dental services
- X-ray and ultrasonography services
- Voluntary HIV Counselling and Testing services
- Safe Male Circumcision services
- Free antenatal care services
- Free antiretroviral drugs
- Free anti TB drugs
- Free immunization services for children and women of reproductive age.
- Outreach services in schools and community
- Free medical treatment for all on selected days

4.0 Market Analysis Summary

The Hospital is located in a rural area with most of the population having a low income. They need to be supported with external funding to care for poor patients.

4.1 Market Segmentation

The surrounding community needs Health Services for high income clients, middle income clients and low income clients.

4.2 Target Market Segment Strategy

SAIH has a strategy of providing high quality health care services to high income, middle income and low income patients. SAIH therefore plans to have a health system with adequate infrastructure, human resources, logistics, financing and supervision, management, administration, leadership and governance to be able to care for the different categories of patients.

4.3 Service Business Analysis

SAIH intends to provide health services to be able to meet and exceed the expectations of the high income, middle income and low income patients and clients. SAIH has set up financial mechanisms to cater for low income patients such as the poor patients' fund which will continue to be supported and promoted.

4.3.1 Competition and Buying Patterns

There are health facilities providing similar services in the District and in the Country. SAIH will continue to benchmark its services with those of other health service providers and ensure that the service charges are competitive in view of the buying patterns in the environment.

5.0 Web Plan Summary

SAIH will develop its website to publicize its services and announce its future activities and booking appointments for its patient care services.

5.1 Website Marketing Strategy

SAIH will announce its website during Continuous Professional Development (CPD) activities, on its stationery, signposts and during community health education activities.

5.2 Development Requirements

SAIH will require to hire consultancy in web design and hosting to ensure that the website is updated and fulfills the expectations of the intended users.

6.0 Strategy and Implementation Summary

The overall strategy is to use Islamic guidance to establish SAIH as an internationally certified Islamic Hospital which is Halal compliant and a center of excellence in providing high quality health services, education, training and research.

The implementation will be done in phases and synchronized with the development of infrastructure, human resources, management systems and procedures. Currently we are at phase one and we expect the current SAIH plans to be completed in the next five phases. Phase I is to establish a 60 bed general hospital with a modern mosque and staff accommodation . Phase II is to establish a 200 bed SAIH Specialist Health Services, Education, Training, Research and Examinations Center and acquire International Organization for Standardization (ISO), Halal and other certifications and accreditations for an Islamic Academic Health Center of Excellence (IAHCE) for general and specialist health services. Phase III is to construct SAIH Association House and Continuing Health Professionals Development Center. Phase IV is to establish hospital and clients support services including hotel accommodation and shopping centre, which will also generate income for supporting poor patients and running the hospital, Phase V is to establish training school facilities for medical students, nurses and allied health professionals.

6.1 SWOT Analysis

6.1.1 Strengths

IMAU who owns SAIH has done well in the following areas:

1. Holding annual conventions
2. Mobilizing and educating the community on health issues
3. Involving communities in implementation of activities
4. Reaching the grassroots communities
5. Working together with other faith groups in its programmes
6. Accountability of donor funds
7. Sustainability of some of its health programmes
8. Adherence to Islamic principles in its programmes
9. Networking and collaborating with other partners both government and non-governmental organizations.
10. Alleviation of poverty in some communities
11. Building the capacity of some of its members and some communities
12. Provision of bicycles as motivation to the volunteers
13. Uniting Muslim health professionals
14. Publication and distribution of newsletters
15. Advocacy and lobbying for some of its projects
16. Involvement of religious leaders and community leaders in its programmes
17. Improving communications and setting up a website
18. Attending international conferences
19. Research and publications on Religiosity for HIV prevention

Reasons for IMAU's past successes:

The main reasons for IMAU's past successes include the following:

1. Association's good leadership
2. Accountability
3. Confidentiality
4. Islamic spirit in team work
5. Integrity
6. Voluntarism
7. Transparency
8. Good past record of performance
9. Committed leadership and members

SAIH has done well on the following:

1. Continuously provided hospital and community based health services since 2005
2. Successfully retained a team of health care providers and administrative support staff since 2005.
3. Championed the research which discovered that high levels of religiosity are associated with lower HIV infection rates among communities surrounding the hospital.
4. Championed the Islamic approach to HIV/AIDS prevention, treatment and Care.
5. Successfully implemented the Community Action for Prevention, Treatment and Care of HIV/AIDS projects since 2005.
6. SAIH has created a client base of over 100,000 patients who benefit from hospital and outreach services

6.1.2 Weaknesses

The areas that IMAU needs to improve include the following:

1. Encouragement of members and potential member to participate in IMAU activities
2. Fundraising to get money to fulfill its mission, vision, goals and objectives.
3. Support supervision of branches by the headquarters
4. Scaling up of mobilization and education of communities on health related issues.
5. Encouragement of members to pay subscription fees regularly
6. Collaboration, partnership and networking with more Muslim and non-Muslim organizations.
7. Initiation of more activities at the headquarters and in the branches.
8. Initiating more activities at the IMAU Women's Branch.
9. Proposal writing for resource mobilization to implement strategic plans
10. Research and publications
11. Data management and documentation of IMAU activities
12. Information exchange among IMAU members and between IMAU and its partners.
13. Continuing medical education and continuing Islamic medical education for members.
14. Operationalizing all constitutional provisions.

15. Promoting Islamic consciousness and the Islamic spirit among all IMAU members
16. Career guidance and counseling in schools to encourage students to join health professions
17. Availing the IMAU constitution to members and improving their understanding of its contents and provisions.
18. Initiating a scholarship scheme for IMAU members.
19. Career guidance to families to encourage more students to join the health profession

Improvement of IMAU communication:

IMAU's internal communication can be improved through the following avenues:

1. Use of internet services
2. Use of mobile phones.
3. Publication and dissemination of newsletters
4. Visit to the headquarters by branch members.
5. Making and disseminating quarterly reports
6. Regular meetings at various levels of the IMAU hierarchy.
7. Regular supervision of branches by IMAU headquarters.
8. Inter-branch communications
9. Establishment of an information department or desk at IMAU headquarters and branches.
10. Carrying out Home visits to IMAU members.
11. Holding radio and TV talk shows

SAIH weakness includes

1. Inadequate facilities including equipment, human resources and infrastructure, logistics and financing.
2. Low bed occupancy rates for the currently available facilities.
3. About 40% of the operational budget is dependent on donor funding
4. Lack of integrated computerized management information system.
5. Lack of consistent provision of specialist services.

6.1.3 Opportunities

Opportunities for IMAU: The opportunities that IMAU has or is likely to have in future include the following:

1. Continuing donor funding
2. Expansion of IMAU activities in other districts.
3. Increasing numbers of Muslim health professionals
4. Existence of Saidina Abubakar Islamic Hospital

5. IMAU members placed at various strategic positions of responsibility.
6. National and international recognition.

SAIH opportunities include

1. A large potential market in east and central Africa for an Islamic hospital
2. The potential additional source of funds from Islamic financing mechanisms such as Zakatul-Mal and Baitul-Mal, Islamic institutions and Muslim donors.
3. The potential to premier Islamic medical tourism in Uganda.
4. The hospital environment is getting more urbanized with an increased population, economic activities and social amenities.
5. The potential to influence medical professionals through education and training to promote the Islamic and faith-based ideals of SAIH wherever they may be working.

6.1.4 Threats

The threats that IMAU is facing or likely to face in future include the following:

1. Donor fatigue with cessation of donor funding.
2. Inadequate information flow from the district authorities to the district branches
3. Negative media publicity
4. Secular un-Islamic culture overwhelming the Islamic and faith-based culture.
5. Negative information about IMAU
6. Bureaucracy and prejudices in some districts
7. Laws unfavorable to NGOs.
8. Inadequate publicity for IMAU in the districts

SAIH threats include

1. Donor fatigue with cessation of donor funding
2. Inability to realize funding from Islamic institutions, Muslim donors and financing mechanisms
3. Negative and or hostile media publicity
4. Negative attitude of some Ugandan Muslims and non- Muslims against IMAU and SAIH
5. Fraud and corruption

6.2 Competitive Edge

SAIH has a competitive edge in the following:

1. Islamic and faith-based approach to addressing health care issues.
2. Halal and Sharia compliance
3. Provision of high quality specialist services.

6.3 Marketing Strategy

1. Focus on the existing client base to create referrals by word of mouth

2. Mainstream education and reminders about the Islamic and faith-based approach to health care through weekly sermons nation-wide in the respective places of worship.
3. Use radio/Television/ Print media talk shows and discussion forums to promote the Islamic and faith-based approach to health care
4. Provision of free medical treatment opportunities to disadvantaged communities across the nation.
5. Mainstream e-marketing of services available at SAIH

6.4 Sales Strategy

1. Improve services and facilities to meet and exceed the expectation of at least 100,000 clients
2. Develop the content of the Islamic and faith-based approach to health care
 - a. Recruit and train Imams and other religious leaders on the Islamic and faith-based approach to health care
 - b. Provide education materials and logistics to the Imams and other religious leaders on a timely manner
 - c. Monitor and Evaluate the activities of Imams and other religious leaders.
3. Identify participating radio and television stations including print media houses
 - a. Internally review and approve the key messages for publicity
 - b. Install a Public Relations Office function
4. Organize and conduct free medical treatment opportunities.
 - a. Acquire requisite approvals
 - b. Identify and make collaborative agreements with selected partners
5. Improve on the website for IMAU
 - a. Create a child website for SAIH on IMAU
 - b. Sign on the hosting agreement
 - c. Develop a digital content to host on the website.
 - d. Install an IT function at SAIH

7.0 Management Summary

IMAU has 8 governing organs that ensure its stability and sustainability. The organization holds regular elections every two years to choose leaders of the National Executive Committee and Branch Executive Committees. The organization has also got organs for stability and continuity whose leaders change only after 7 to 10 years. The organization has therefore got systems in place for change but with stability and continuity.

7.1 Personnel Plan

IMAU has a Human resource Manual to manage personnel.

8.0 Financial Plan

IMAU plans to seek for funding partners for the growth and development of SAIH both locally and internationally with a preference for grants. IMAU plans to fundraise and hire consultants to draw and cost the detailed infrastructure, human resources, logistics, management and financing plans and requirements for the different phases of SAIH. These detailed plans will be used to apply for funding grants from potential funding partners. The hospital will generate income from cost sharing patients and clients to sustain and develop the services. The estimated cost for the different phases are as follows:

Phase I is to establish a 60 bed well equipped general hospital with a modern mosque and staff accommodation . Estimated cost US\$ 2,000,000.

Phase II is to establish a 200 bed SAIH Specialist Health Services, Education, Training, Research and Examinations Center and acquire International Organization for Standardization (ISO), Halal and other certifications and accreditations for an Islamic Academic Health Center of Excellence (IAHCE) for general and specialist health services. Estimated cost US\$ 7,000,000.

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Phase V is to establish training school facilities for medical students nurses and allied health professionals. Estimated cost US\$ 5,000,000.

8.1 Important Assumptions

It is assumed that IMAU will be able to mobilize the required funding from partners and well-wishers to be able to implement the growth and development plan Inshallah.

8.7 Long-term Plan

The long term goal is to establish Saidina Abubakar Islamic Hospital as a learning Center of Excellence for recognizing and appreciating the value of the Islamic and faith-based approach to contributing to the implementation of Uganda's motto, **For God and my country**, in the provision of high quality health services for all.