

Rooted in Christ: Cultivating Depth and Growth in Education and Research

AIC KIJABE HOSPITAL
Education and Research Division
Kijabe College of Health Sciences
STRATEGIC PLAN 2024 - 2029

For this very reason, make every effort to add to your faith goodness; and to goodness, knowledge; and to knowledge, self-control; and to self-control, perseverance; and to perseverance, godliness; and to godliness, mutual affection; and to mutual affection, love. For if you possess these qualities in increasing measure, they will keep you from being ineffective and unproductive in your knowledge of our Lord Jesus Christ."

2 Peter 1:5-8



AIC
Kijabe
Hospital
Health Care to God's Glory



FOREWORD

To all of our staff, students, partners, and supporters,

Thank you for joining us as we implement our 2024-2029 Education Strategic Plan. By aligning our educational and research objectives with the broader hospital strategic plan, we envision a future where we not only uphold the standards that have shaped the last 50 years but also become a hub of excellence in education and research for Kenya, East Africa, and beyond.

As we planned, we have prayed for the students and leaders whom God will bring to Kijabe—envisioning them leaving changed, disciplined, and empowered as servant leaders ready to transform healthcare within and beyond our borders. In research, we aim to lead in producing innovative, high-quality data, generated and refined in Kenya, that will transform how we share our work and improve healthcare practices around the world.

We invite you to join us in all that God is doing here in the years to come.

Gratefully,



Arianna Shirk
Director of Education and Research
AIC Kijabe Hospital



ACKNOWLEDGEMENTS

- Inspired by **God's grace and guidance**, we have embarked on the journey of developing this Strategic Plan for Education and Research, driven by our unwavering commitment to excellence and compassion.
- With deep gratitude, we extend our thanks to the **African Inland Church** for their support in upholding the hospital's Christian foundations
- We are profoundly appreciative of the strategic guidance provided by the **Education Steering Committee**, fuelling our mission to serve with excellence and compassion.
- We acknowledge the indispensable role of **healthcare professionals** in shaping the future of patient care, guiding our many students with their expertise and insight.
- We recognize the tireless efforts of our **administrative and support staff**, whose commitment to operational efficiency and student well-being propels us daily
- We extend our appreciation to our **partner organizations**, both local and international, academic institutions and NGOs, for their collaborative support in our pursuit of excellence.
- We are grateful to our **generous donors** whose unwavering belief in our mission empowers us to continue transforming lives and shaping the future.
- We commend the **immediate and surrounding community** for their support, which is essential in our collective endeavour to uplift and empower those we train and serve.
- To our **patients, families, and learners**, we extend our deepest gratitude for your trust, feedback, and unwavering belief in our shared vision of a healthier, more compassionate future.



Introduction

Kijabe Hospital, with its century-long legacy, has emerged as a cornerstone in Kenya's healthcare landscape, known for its high-quality, compassionate care, and a commitment to Christian values. From the beginning, training others has been at the heart of the institutions both internally and formally starting with our Nursing School in 1980 and expanding with our residency trainings since the 1990s. For the next six years, the Kijabe Hospital Division of Education and Research embarks on an ambitious journey with its Strategic Plan for 2024-2029, anchored by the vision to impact lives through education and the dissemination of information through research contributing to the hospital's goal of reaching 1 million lives annually in Africa.

Vision and Mission

Our mission: To glorify God by providing Christ centred healthcare education and research with excellence in Africa and beyond

Our vision: Kijabe Hospital envisions a Christ-focused center of excellence in healthcare education and research empowering transformative leaders who serve with humility and integrity.

Strategic Goals

- 1. Delighted and Loyal Customer:** We will enhance the student experience to exceed expectations and foster enduring loyalty with involved alumni.
- 2. Comprehensive and Holistic Education Services:** We will offer a broad spectrum of high-quality education services from community to subspecialty levels that innovatively address current and future gaps in the Kenyan and East African healthcare education landscape
- 3. Highly Skilled, Engaged, and Christ-centred Workforce** We will develop a dedicated team of teachers, tutors, program directors and support staff who excel in their field of expertise, embody the hospital's Christian ethos, and prioritize discipleship of the next generation
- 4. Vast and Accessible Network:** We will expand our education reach to ensure that excellent and compassionate healthcare education is accessible to all demographics throughout the continent
- 5. Strategically Aligned Partnerships:** We will form strategic alliances to augment our education services, broaden our community impact, and facilitate growth of innovative programs
- 6. Compassionate Graduates of Influence:** We will educate and disciple professionals who will lead with compassion and influence in the healthcare sector after the example of Jesus Christ
- 7. Data-driven Innovative Research Hub** We will establish a hub for innovative research that leverages data to advance medical care, training excellent researchers, and increase its visibility through regular and intentional publications
- 8. Sustainable Financial Framework:** We will build a financial framework that ensures sustainable growth, optimizes investment, and thoughtfully allocates resources to maximize our students experience and educational advantage.
- 9. Highly Capable Leadership and Corporate Governance:** We will foster leadership excellence and corporate governance to steer our division towards its strategic vision with an enhanced equitable organogram in line with the Hospital's vision a mission.

Conclusion Kijabe Hospital's Education Strategic Plan 2024-2029 shows our dedication to serving our community through intentional training while embracing innovation and efficiency. As we advance, we hold steadfast to our vision of impacting lives, guided by our Christian principles and confident in our ability provide training and produce research that transcends expectations and fosters lasting change in Africa.

BACKGROUND

Foundation: Established in 1915 as Theodora Hospital, AIC Kijabe Hospital has evolved from a local clinic into a renowned referral centre serving Kenya and its neighbouring regions. Guided by the Africa Inland Church - Kenya and its dedicated board, the hospital has adapted to meet the dynamic healthcare needs of the region and has been training since the 1970s.

Hospital Mission and Services: Upholding its mission to "Glorify God through compassionate healthcare provision, training, and spiritual ministry in Christ Jesus," AIC Kijabe Hospital is celebrated for its comprehensive surgical and medical care, including paediatrics. Operations are sustained through patient revenue supplemented by donor funds for capital projects, training scholarships, and supporting vulnerable patients.

Education: The institution's commitment to education led to the establishment of the Kijabe College of Health Sciences in 1980. Initially focused on nursing, the college has expanded to include innovative programs such as Kenya Registered Nurse Anaesthetist (KRNA) in 2007, Emergency and Critical Care Clinical Officers (ECCCO) in 2014, Paediatric Emergency and Critical Care Clinical Officers (PECCCO) in 2019 and Family Health Clinical officer (FHCO) training in 2021 as higher diplomas and has added a diploma for Clinical Medicine and Surgery. Additionally, Kijabe Hospital has served as a government internship centre since 1995, training medical officers, clinical officers, nutritionists and nurses. We are a residency centre for PAACS and COSECSA for General Surgery since 2007 and now for Plastic Surgery, Orthopaedic Surgery, Obstetrics and Gynaecology, and Anaesthesia. We are also a training site for the Kabarak University family medicine residency program. Under the Department of Continuous Professional Development, we also are able to award CPD points for clinicians, clinical officers, and nurses. Since 2010, the CPD department also runs the only site country wide to run HIV/TB Training Courses certified by NASCOP(MOH-Kenya). We are also an American Heart Association site for BLS, ACLS, Heartsaver and PALS in partnership with AIC Cure International Hospital.

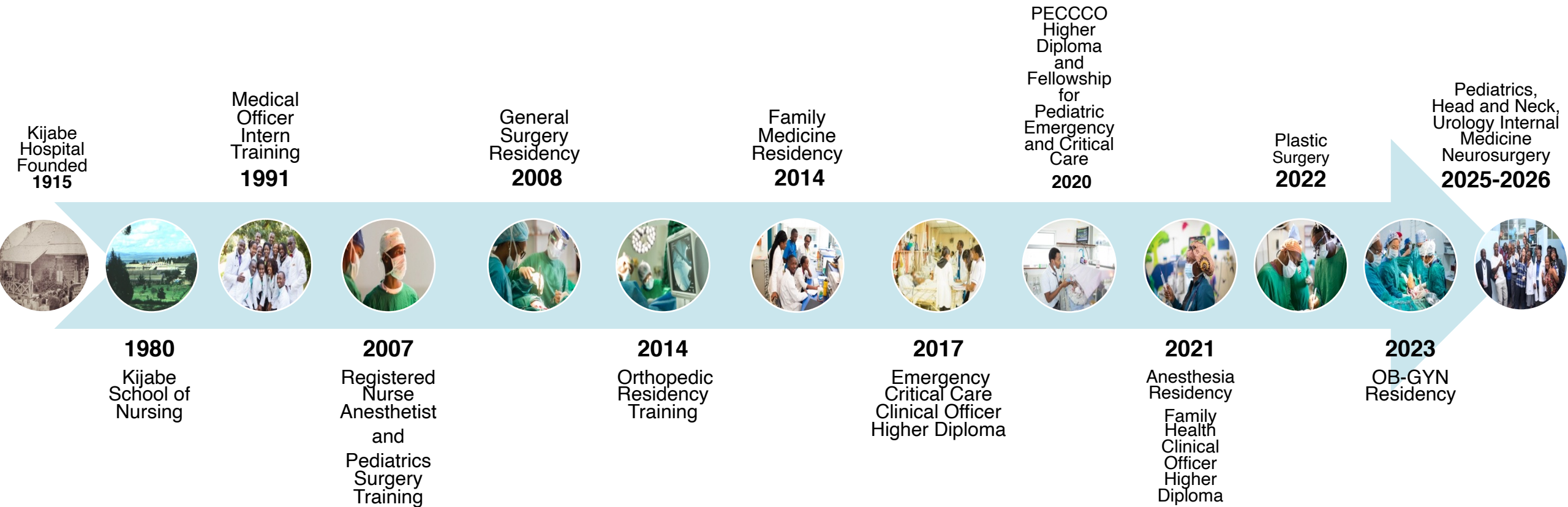
Research: AIC Kijabe Hospital has a rich research history, with over 200 publications in peer-reviewed journals. In 2021, a new head of research was appointed, leading a growing team of clinicians and biostatisticians. The hospital fosters a culture of in-house research and operates an institutional research and ethics committee approved by NACOSTI, enabling formal research approval for internal and external stakeholders.

Embracing Technology: AIC Kijabe Hospital remains at the forefront of digital health integration, utilizing e-learning and innovative management systems to expand its reach and improve patient care. Innovation is embraced in all aspects, including alumni follow-up and ongoing education.

Staff and Outreach: With 50 dedicated staff members and a growing student and alumni base, AIC Kijabe Hospital's graduates are making significant contributions to healthcare in over 15 countries around the world, including Kenya. To date, we have graduated over 3,200 nurses, 23 orthopaedic surgeons, 18 general surgeons, 15 pediatric surgeons, and 7 family medicine consultants.

Kenyan Healthcare Context: Despite advancements, Kenya faces challenges such as healthcare inequity and the rise of non-communicable diseases in addition to tuberculosis and HIV. Infant mortality remains at 32 deaths per 1000 live births and average life expectancy per world bank is 62 years old. AIC Kijabe Hospital's role in healthcare training is crucial for bridging gaps in care and driving improvement in research originating from the African continent.

Kijabe Graduate & Post Graduate Education History





VISION,
MISSION &
CORE VALUES

MISSION

To glorify God by providing Christ-centered healthcare education and conducting research with excellence in Africa and beyond

VISION

A Christ-focused center of excellence in healthcare education and research, leaving an indelible mark on the world as we empower transformative leaders to serve with humility and integrity.

BHAG

Reach and impact 100,000 lives for Christ annually in Africa through excellent healthcare education, leveraging on innovation, research and strategic partnerships.

Kijabe Hospital Education and research division seeks to share, teach, inspire, mentor, and disciple to facilitate exponential impact for Christ as a cornerstone of a healthier, more hopeful Africa, where every life changed brings glory to God.

Compassion

1 John 4:19: "We love because he first loved us."

We serve our students with a heart of love, following the example set by Jesus Christ. Our approach to education is rooted in compassion, understanding that every student deserves care, support, and encouragement as they pursue their academic and professional goals.

Accountability

Micah 6:8: "What does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God?"

We are accountable to ensure quality at every level of care and teaching – to our staff for equitable treatment and professional development, and the students we serve to facilitate and suitable learning environment.

Employee Engagement

Romans 12:4-5: "So in Christ we, though many, form one body, and each member belongs to all the others."

Our education and research division values employee engagement, fostering a culture where every staff member is valued, supported, and motivated to give their best, ensuring their overall well being and commitment to our shared goals and values.

Sustainability

1 Peter 4:10: "Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms."

We prioritize sustainability in education, stewarding our resources to meet financial commitments, rewarding employees appropriately, and intentionally extending available resources to those in need. We are mindful of our social and environmental responsibilities, seeking to make a lasting impact on lives while maintaining a sustainable educational environment.

Accessibility

Psalms 140:12: "I know that the LORD secures justice for the poor and upholds the cause of the needy."

We seek to provide world-class education at affordable prices, to all students irrespective of background or socio-economic status, ensuring that each learner is able to pursue their educational aspirations. Additionally, we strive to increase the availability of African data and research worldwide, contributing to global knowledge exchange and understanding.

Innovation

Isaiah 43:19: "Behold, I am doing a new thing; now it springs forth, do you not perceive it? I will make a way in the wilderness and rivers in the desert."

In education, we embrace innovation as a catalyst for growth and progress. We view challenges as opportunities for creative solutions, fostering a culture of continuous learning, exploration, and inventive thinking. Through innovation, we aim to adapt to changing educational landscapes and empower students to thrive in an ever-evolving world.

STRATEGY ANALYSIS



SWOT Analysis Summary

INTERNAL

Table 1: SWOT Summary



POSITIVE

NEGATIVE

STRENGTHS

- A highly reputable institution with over 50 years of history.
- Supportive management.
- Support for advanced training provided by PAACS, COSECSA, and other partners.
- Goodwill from all stakeholders.
- A Christian community and friendly environment.
- Available land (50 acres) for expansion.
- Available human resources with specialties in different disciplines, including nursing, medical, community health, and system management.
- Available sources of power, i.e., Kenya Power Lighting Corporation (KPLC) and a generator.
- The institution is located in a favorable environment for learning, with the following institutions on the Kijabe Station: Care for Creation and Moffat Bible College.
- NACOSTI approved IREC.
- High Fidelity Simulation Lab.

WEAKNESSES

- Inadequate physical facilities with lecture halls
- Inadequate school kitchen and dining hall.
- Lack of resources for teaching faculty development and infrastructure.
- Insufficient technological resources (internet, computer labs, etc.).
- Limited of funding from the grants, sponsorships and government
- Absence of income-generating resources.
- Brain drain resulting in high turnover among teaching faculty staff.
- Student population, constrained by the accommodation facility.
- Inadequate funds for infrastructural development.
- Inadequate costing models reflecting in kind educational labor (missionary)

OPPORTUNITIES

- Growth of the middle class leading to an increasing demand for quality healthcare education.
- Alignment of partnerships: Public-Private Partnerships (PPPs) with research institutions.
- High demand for quality research from Africa.
- Potential to diversify revenue streams through the introduction of more programs, increasing capacity for current programs, and offering short courses.
- Technological advancements improving efficiency and care.
- Expansion of services or market reach to attract a broader student base.
- Rollout of Universal Health Coverage (UHC) providing different options for patient coverage.
- Growing healthcare needs due to demographic changes.
- Expand the community of believers discipling and training one another

THREATS

- Competition from new schools offering copy-cat programs.
- Staff poaching by other educational institutions.
- Prohibitive policies that may affect operational models.
- Changes in the healthcare landscape with the implementation of UHC
- Increasing competition as many institutions develop programs for higher-level (BScN) Nursing.
- Risk of offering outdated courses due to rapid advancements in healthcare.
- Demand for continuous re-orientation in training design due to emerging and re-emerging disease conditions.
- High dropout rates resulting from a high poverty index in catchment areas.
- Lack of patenting or property, leading to piracy of courses.
- Undergraduate programs face high competition in the market with a limited number of students competing for the courses.
- Research partners with a colonial mindset
- Increasing costs of high quality post graduate education and salary stipends
- Increasing cost of foreign student visas and permits
- Increasingly secularized government

EXTERNAL

STRATEGIC DRIVERS

Specialised post-graduate qualifications The last decade has demonstrated how Kijabe is able to see the need for specialised post-graduate qualifications, indeed in many instances pioneering the development of new programmes. . To continue to grow as an institution and position ourselves as a market leader we will need to focus on these innovative new postgraduate programmes. We will also need to ensure our undergraduate programmes are constantly evaluated to ensure materials, teaching methods and clinical placements remain world leading and thus attract more students in an increasingly competitive market.

Curriculum anchored around spiritual growth: Excellence in education anchored in spiritual growth and discipleship of trainees is essential to moving us forward to our vision of a Christ focused center of excellence.

University level qualifications There is an increasing desire from students as well as in the job market for graduates to have higher level qualifications i.e. Bachelors, Masters or Doctorates. Kijabe will need to be able to offer these course, either independently or through partnerships, to enable it to remain as a world leading healthcare training institution.

Technologically Innovative The Education Division has a history of being at the forefront of technology in the delivery of medical education. This is shown most starkly in its utilisation of medical simulation, with the first high fidelity simulation laboratory in the region. The institution will need to continue to be wise in its use of technology to augment the learning experiences of students.

World-class clinical placements and instructors. The education division has benefitted from being embedded in a tertiary level hospital. The institution needs to continue to develop this symbiotic relationship; with all staff, at all levels, seeing themselves as instructors and part of the teaching network. All staff will therefore need to be equipped as medical educators. As both the student body and faculty grow there is a need to ensure that one-to-one mentorship is a key component of the student experience, thereby tailoring the student learning experience to individual needs.

Research Driven The division will be following evidence-based practice in terms of both curriculum content and teaching methods. It recognises the need for locally relevant high-quality research and will pioneer being leaders in quality improvement research in the region.

Partnerships To achieve the ambitious goal of expanding programmes, research and student numbers, the division will have to work with partner organisation who have similar visions. We will build on existing national and international relationships while actively seeking new partners with whom we can jointly achieve our goals.

Strategy Positioning

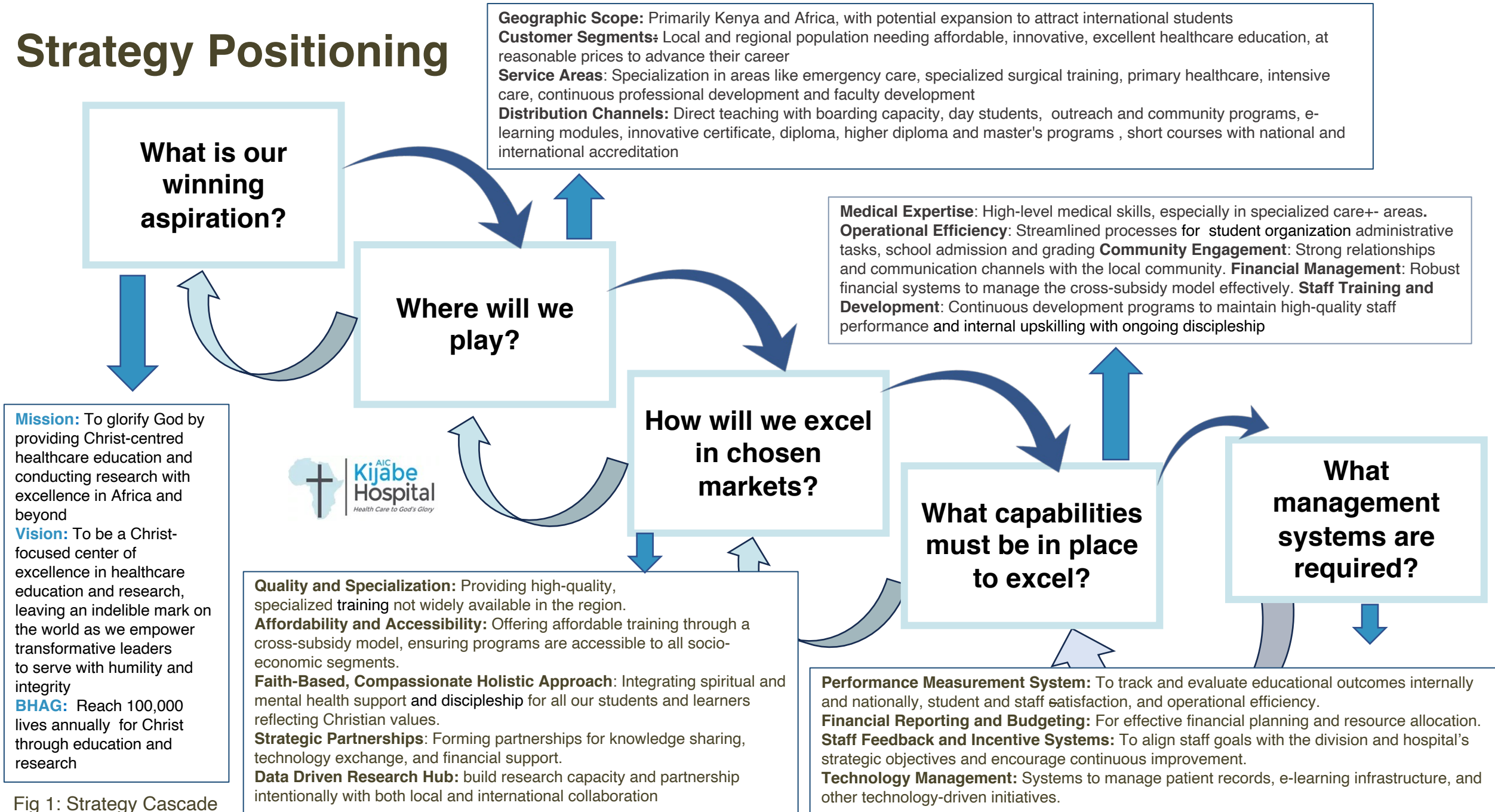


Fig 1: Strategy Cascade

STRATEGY STATEMENT

- AIC Kijabe Hospital's Education and Research Division, including the Kijabe College of Health Sciences, Graduate Medical Education Subdivision, Continuous Professional Development Subdivision, E-Learning Subdivision, and Research Subdivision, is dedicated to advancing its mission of providing compassionate, high-quality healthcare education
- Our **primary focus** lies in delivering comprehensive educational programs and facilitating research initiatives that leverage the medical excellence ingrained within our teaching hospital.
- We are committed to innovation in education, continuously refining our approach while disciplining our students to produce healthcare professionals who excel in skill, leadership, and empathy.
- Strategic trade-offs will be made to maximize the utilization of our facilities, explore opportunities in specialized subspecialty training markets, and enhance our offerings through e-learning and short courses. These initiatives will not only broaden our impact but also set

STRATEGIC GOALS: Nine strategic goals have been identified for 2024 – 2029 in line with the current hospital strategic plan.

1

Delighted and loyal customers: We will enhance the student experience to exceed expectations and foster enduring loyalty with involved alumni.

2

Comprehensive and holistic healthcare education: We will offer a broad spectrum of high-quality education services from community to subspecialty levels that innovatively address current and future gaps in the Kenyan and East African healthcare education landscape

3

Highly Skilled, Engaged and Christ-centred Workforce: We will develop a dedicated team of teachers, tutors, program directors and support staff who excel in their field of expertise, embody the hospital's Christian ethos, and prioritize discipleship of the next generation

4

Vast and Accessible Network Providing Compassionate Care: We will expand our education reach to ensure that excellent and compassionate healthcare education is accessible to all demographics throughout the continent.

5

Strategically Aligned Partnerships: We will form strategic alliances to augment our education services, broaden our community impact, and facilitate growth of innovative programs

6

Compassionate Graduates of Influence: We will educate and disciple professionals who will lead with compassion and influence in the healthcare sector after the example of Jesus Christ

7

Data-Driven Innovative Research Hub: We will establish a hub for innovative research that leverages data to advance medical care, trains excellent researchers, and increase its visibility through regular and intentional publications.

8

Sustainable Financial Framework: We will build a financial framework that ensures sustainable growth, optimizes investment, and thoughtfully allocates resources to maximize our students experience and educational advantage.

9

Highly Capable Leadership and Corporate Governance: We will foster leadership excellence and corporate governance to steer our division towards its strategic vision with an equitable organogram in line with the Hospital.

STRATEGY IMPLEMENTATION FRAMEWORK

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 1: Delighted and Loyal Customer	1. Enhance Feedback Mechanisms: Establish robust channels for learner and staff feedback to continuously improve service quality.	Learner feedback resolution rate: The percentage of the learner feedback leading to actionable changes % of End of course evaluation forms for visiting learners, short courses and e-learning Pre and Post Test Scores for all learners	Reach a LFRR of 80% by the end of 2028. Feedback from 95% of all learners passing through the Education and Research Division Tracked improvement for 100% of long term learners through pre and post tests	Feedback Integration System (FIS): Develop and introduce digital feedback tools and a feedback portal by Q1 2025 with longitudinal feedback(both scheduled and ad hoc, identified and anonymous) for both learners and staff Establish a cross-functional team to analyse and implement feedback continuously led by quality assurance officer. Development of pre-tests and 100% administration of pre and post tests for all long term learners Develop and distribute feedback forms for all subdivisions and relevant activities	Digital feedback tools go live by Q1 2025. Feedback forms by Q4 of 2024 Cross-functional team assembled by Q2 2025, with ongoing review cycles.	Principal Quality Assurance officer
	2. Elevate Student Experience Provide exceptional training and mentorship environment focused on excellent and improving customer service.	Student experience Score: Measure through biannual student, intern, and resident satisfaction survey Number of improvements made based on feedback	Achieve a SES of 80% by 2029 Reengineer 3 identified area of improvement annually	Roll out a division wide program for student experience standards. Student Experience enhancement <ul style="list-style-type: none"> Establish committees to focus initiatives to liaise and update Implement Student experience advocates Specific Initiatives <ul style="list-style-type: none"> Construct new hostels for the students Increase the recreational facilities. Improve the quality of food for all boarding students Develop and improve feedback matrix for all inquiries via phone and internet Improve admissions process 	Student Experience Committee by Q3 of 2024 Quarterly Meetings to evaluated feedback in all Subdivisions by Q1 of 2025 Quality Assurance officer by Q3 2025	Principal KCHS GME Manager Dean of Students

KEY PERFORMANCE INDICATORS

The following are selected key performance targets to be monitored during the strategic plan’s implementation:

KPI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 1: Delighted and Loyal Customers To Achieve Customer Preference						
Learner Experience Score (LES)	Baseline	+5%	+10%	+5%	+5%	80%
Learner Feedback Resolution Rate (LFRR)	Baseline	+5%	+10%	+5%		
Number of Education Processes Reengineered	3	3	3	3	3	3
Percentage of Learner’s Providing Feedback	Baseline	80%	90%	100%		

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 2: Comprehensive and Holistic Health Care Services	3. Expand Comprehensive Services Broaden the range of training programs offered within the College, GME, and CPD.	Number of new/expanded long term education programs per year Number of new/expanded short term term education programs per year Fill rate for classes	12 sustainable new/expanded education programs by 2029 5 short term courses/conferences done per year 95% fill rate for classes	Establish short term conference steering Committee Perform Needs assessment for new education programs (i.e. ENT, OHNS, Neurosurgery, Emergency Nursing, NICU Nursing, Allied services, etc) Short course needs assessment internal and external (writing workshop, statistics course, NCD, ATC, HIV, etc) Establish current capacity in education departments	Add 2 long term programs annually Develop and Facilitate 5 short term courses/conferences annually	Principal KCHS GME Manager CPD Manager
	4. Integrate Holistic Care into Standard Education Practice with Quality Assurance Ensure an approach that integrates physical, mental, social, and spiritual care for all students	% of long term students linked with mentor for discipleship Validated well-being index and Spiritual Formation intake done for all long term students (>6months) % of Students attending educational Bible studies	90% of students assigned mentor 100% of students complete VWI and Spiritual index annually Increased participation in available Bible study	Implement spiritual intake for all students and develop tailored Bible Study curriculums Develop efficient documentation system to capture holistic care. Employ adequate psychologist support for student care Debrief for our trainees Develop and validate spiritual and formation index Commence faculty training on integrating holistic care in Q3 2025.	Spiritual care questionnaire identified Q3 2024 and implemented with IT integration in Q4 2024. Quarterly validated wellbeing index measurement implemented by 2025 Hire a psychologist with Christian background Q3 2024. Hire an education quality assurance officer (2024)	Principal of KCHS GME manager CPD Manger

KEY PERFORMANCE INDICATORS

The following are selected key performance targets to be monitored during the strategic plan’s implementation:

KPI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 2: Comprehensive and Holistic Healthcare Services						
New/Expanded Educational Programs	2	2	2	2	2	2
Number of long term students actively disciplined	Baseline	80%	90%	90%	100%	100%
Students able to access mental health support	Baseline	+10%	+10%	+10%	-	-
Well being Index administered and reviewed	Develop	80%	100%			
Spiritual Formation assessment completed	Develop	50%	75%	100%		

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines
GOAL 3: Highly Skilled, Engaged, and Christian Workforce	5. Foster Continuous Professional Development: Ensure staff have opportunities to enhance their skills and stay abreast of the best industry practice latest medical advancements.	Number of professional development hours completed by staff annually. Number of internally offered programs that help our staff develop Number of staff undertaking our simulation lab, internal courses and e-learning Number of staff supported for higher degrees % Staff with individual and group internal competency review % of Staff with Professional Development Plan	100% of Average minimum professional development hours in line with industry standards per staff member annually by 2026. 2 new program a year 50% of staff participate in some internal 3 per year 50% of staff annually 100% of staff with professional development plan	Launch training modules for upskilling Training needs assessment from every department head which will inform the course supported Support accreditation and certification of programs designed in house and skills labs Identify outside partners who can provide staff development activities Grow Faculty academic and research appointments with clear criteria for career progression Managers to create written professional development plan for each Education Division Staff annually with biannual review Increase accessibility of short courses for students By offering a competitive scholarship for internal courses and e-learning	Evaluations in place by Q2 2025 Partners identified by Q4 2024 Faculty appointment criteria by Q1 2025 Scholarships for short courses by 2027
	6. Increase Staff Engagement and Retention: Create a supportive work environment that encourages longevity and job satisfaction.	Employee engagement scores and retention rates with low burn-out Well being Index quarterly	For Employee Engagement and Retention: Employee engagement score above 85% by 2026. Staff retention rate increase by 15% by 2028. >85% score on wellbeing index	Implement a feedback and action system to address employee concerns starting Q1 2024 with opportunity for both quarterly and continuous feedback Accurately record and log formal and informal skill sets of all staff Burnout / stress index for Staff in Education Improve and enhance recognition and rewards program to acknowledge staff contributions and excellence by Q3 2024 Establish a world class equipped resource centre for studies and for the learners to be able to carry out their research with references	Deploy the feedback system in Q2 2024. Enhance the recognition program in Q3 2024.

KEY PERFORMANCE INDICATORS

The following are selected key performance targets to be monitored during the strategic plan’s implementation:

KPI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 3: Highly Skilled, Engaged, and Christian Workforce						
Professional Development Hours (per staff member industry standard)	-	-	80%	100%	100%	100%
Employee engagement rate	Baseline	+3%	+3%	+3%	+3%	+3%
Highly skilled employee attrition rate	Baseline	-5%	-5%	-5%	-5%	-5%
Number of staff disciplined/ programs	Baseline	50%	80%	100%	100%	100%

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timeline	Staff
GOAL 4: Vast and Accessible Network Providing Transformative Christ-centred Care & Training	7. Expand Physical Infrastructure and operational capacity Increase the number of education facilities and remote teaching site to serve a broader population	<ul style="list-style-type: none"> •Number of infrastructure improvements •Number of exchange programs •Number of new training sites 	3 improvements to training infrastructure annually 1 exchange program added annually 3 training sites added annually	Finish Education master plan Initiate engagement with AIC Kijabe Satellites and partner institutions Develop opportunity for exchange programs within Kenya and abroad Improve Bandwidth capabilities to facilitate online learning	15 improvements by 2029 (3 annually)	Principal GME Manager
	8. Enhance Remote Access to Education: Develop streaming and e-learning services to provide access to education for learners in remote areas.	<ul style="list-style-type: none"> •Number of modules on e-learning site •Increase in number of courses streamed remotely •Number of learners utilizing e-learning platforms •Number of monthly courses with remote learners •Access to online library 	100 Added annually 15% increase annually Increase by 15% annually 6 short courses per month 4 all-day courses streamed annually Library access obtained	Develop E-learning site with multidisciplinary and cross-discipline courses (statistics, ventilation, infection control, etc.) Ensure e-learning homegrown portal that supports an end-to-end education need Develop strategy to use eLearning to augment in person learning Enhance Streaming capabilities for classes Add Education teams to outreaches Start engaging partner for access to internet/online library by 2026 Develop database for free and online resources Encouraging trainees to participate in digital learning platform and attend webinars (streaming capability)	-Monthly -Quarterly -Monthly -Quarterly	E-learning lead

KEY PERFORMANCE INDICATORS

The following are selected key performance targets to be monitored during the strategic plan's implementation:

KPI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 4: Vast and Accessible Network Providing Compassionate Care						
EXPAND PHYSICAL INFRASTRUCTURE						
New infrastructure	3	3	3	3	3	
New training sites	3	3	3	3	3	
ENHANCE REMOTE ACCESS TO EDUCATION						
Number of E-learning modules available	100	100	150	150	200	
Number of learners using online modules an remote courses	Baseline	+15%	+15%	+15%	+15%	

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 5: Strategically Aligned Education and Research Partnerships	9. Enhance Value Through Collaborations: Identify and establish mutually beneficial partnerships that enhance the Education Divisions capabilities and services.	Value-added metrics from partnership collaborations (e.g., resources gained, initiatives launched).	Launch at least 3 major collaborative initiatives by 2027	Work with partners to co-create initiatives in education outreach, research, and community health training.	Collaborative Initiative Launch Plan: Identify initiatives and form task forces by Q2 2025. Launch first collaborative project by Q4 2026. -Annually	Research Department
		Number of partners with ongoing involvement added	Retention of current partners and 3 new partners annually	Establish joint task forces for the implementation of collaborative projects. - Introduce collaborative training programs. - Exchange programs for learners and consultants.		
		Number of MOUs with bilateral agreement	5 strategic partnerships with academic and industry entities by 2029.	Engage Partnership Coordinator for regular updates of partners, post training reports, and alumni engagement		
		Number of Kenyan Universities engaged for training		Pursue active MOU's with partner universities with bilaterally defined terms for nursing , medical students, and residents		
		Number of Alumni engaged annually	Increase by 100 annually	Establish active alumni network with alumni leaders (annual in person engagement, internship opportunities, exchange programs, teaching via eLearning, etc.)		
		Number of Grants applications completed	Baseline with increase to 5 annually by 2029	Develop collaborative research projects and exchange programs with partners Have a world class equipped resource centre for studies and for the learners to be able to carry out their research with references		

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 5: Strategically Aligned Education and Research Partnerships	10. Promote Community and Healthcare Sector Engagement:	Number of student-led activities targeted to communities as a measure of corporate social responsibility	5 student-led activities per year for the purpose of healthcare and education	Community and Sector Engagement Strategy (CSES): Develop community outreach programs in collaboration with local NGOs and leaders Establish baseline and foster partnerships with local NGOs for student-led outreach projects. Create an incentive and recognition system for active student participation. Develop a training calendar withing CPD to Lobby for new partnerships and Engage partners in implementing the trainings that address community concerns Leverage the MNCH team to promote community and health sector education in collaboration with students Develop research platforms to track impact and data sharing agreements as part of county MOUs	Community and Sector Engagement Strategy: Develop strategy for new out outreach programs by Q4 2024. (simulation, hospital training partnerships, local CHP trainings, etc.) Expand outreach for CPD to keep alumni coming back and further engage the community	Principal KCHS GME Manager Research Manager
	Engage actively with local community and other underreached communities intentionally to address broader health and education issues	Numbers of students involved in existing outreach activities Number of internship students per year from the unreached	Increase student engagement in community by 15% annually Intentionally invite students form unreached communities for internship interviews			

KEY PERFORMANCE INDICATORS

The following are selected key performance targets to be monitored during the strategic plan's implementation:

KPI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 5: Strategically Aligned Partnerships						
IDENTIFY AND ESTABLISH NEW PARTNERSHIPS						
Number of new strategic partnerships formed	1	2	3	5	7	10
Number of grants applied for	-	5	10	15	15	15
ENHANCE VALUE THROUGH COLLABORATIONS						
Launch major collaborative initiatives	1	1	2	3	5	5
PROMOTE COMMUNITY AND HEALTHCARE SECTOR ENGAGEMENT						
Number of community outreach initiatives involving students	Baseline	5	10	15	15	15
New partnerships with communities for the purpose of healthcare and education	1	1	1	1	1	1

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 6: Compassionate Graduates of Influence	11. Enhance and expand Medical Education Programmes: Establish new and innovative programmes to meet healthcare demands while exemplifying Kijabe Hospital's values across all subdivisions	Number of new long term programmes started each year Progress toward University Charter Requirements % integration of Kijabe Values Curriculum into long term training programs Number of new CPD programs per year Evaluation and review of 50% of programs annually	10 programmes added by 2029 (KCHS and GME) 20% progression annually 100% integration of compassion and Biblically based ethics modules into the curriculum by 2025. 3 new CPD programmes per year 100% of programs reviewed over 2 years	Re-engineer and expand admission, interview and orientation process with values based questions and smooth feedback for intake Hire quality assurance and improvement staff with research background Implement an annual review process of all curriculums with committee to set goals for 2024 programmes Harmonise the Research requirement for all the students, programs to demonstrate step-wise growth minimum standard Steering committee formed to guide toward University Charter criteria Establish training gaps and expansion needs in line with Kijabe capacity and pursue initiation in stepwise fashion (i.e. Dental Officer Internship OHNS, Paediatrics, IMED residencies and Limb Reconstruction fellowship)	Reengineered processes from Q4 2024 Annual: 3 new programmes – 15 programmes by 2028 Quality Assurance officer by Q3 2025 Education Masterplan by 2025 University Charter attainable by 2029	CPD Manager GME Manager Research Manager
	12. Train Christian Leaders: Promote opportunities for students to develop leadership skills and see their medical skills and research skills as an opportunity to serve God	Leadership program incorporated into all Curricula % of students in discipleship programs Number of learners in leadership program	100% of students to participate in leadership programs annually by 2027. 15% increase in active discipleship per quarter 100% by 2028	Leadership Development Program (LDP): Design and launch a leadership development programme focused on healthcare leadership with modules on compassion, Christian ethics and servant leadership that can be used across all programs Enhanced student mentorship programme Collaborate with external experts and leaders for guest lectures and workshops. Approach the Global Leadership Summit Kenya teach to partner in training our young leaders ethically.	Launch Discipleship program by Q1 2025 Global leadership summit to come over and train staff and trainees by Q3 2024 Develop our own internal leadership modules by Q4 2025 Host guest lectures and workshops biannually starting Q1 2025.	Manager of GME Principal KCHS Research Manager

Expanded Strategy Direction Statement



Strategic Goals

Goal 6: Compassionate Graduates of Influence

"How will we nurture
compassionate
future leaders?"

Strategy Direction Statements

"Kijabe Hospital is committed to teaching and mentoring medical professionals who will carry forth a legacy of compassion and leadership in healthcare based on the example of Jesus Christ. Our strategy is to imbue our graduates with cutting-edge knowledge and a heart for service, positioning them as pioneers of change. We assess our impact by the influence our alumni wield in the healthcare sector, the moral compass they navigate by, and the lives they transform."

"Our educational programs will be the crucible for nurturing healthcare leaders who will shape the future of medicine with both skill and heart. Graduates from our institution will be known for their technical acumen and their unwavering commitment to compassion, ethics, service, and mentorship - influencing healthcare practices wherever they go."

Overall Strategic Objective

"To educate, mentor, and disciple healthcare professionals who will be known for their expertise, compassion, and leadership in the healthcare sector."

'Do-Wells'

- Enhance curriculum with a focus on innovative, needed programs and compassionate care
- Offer leadership development opportunities, and
- Encourage active participation national and international healthcare conversations

Measures (Preliminary)

- Graduate employment rates in leadership roles,
- Contributions to healthcare discourse, and
- Feedback from alumni

KEY PERFORMANCE INDICATORS

The following are selected key performance targets to be monitored during the strategic plan’s implementation:

KPI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 6: Compassionate Graduates of Influence						
Number of long term programs started	1	2	2	2	2	1
Percentage of Alumni added to Central database	Baseline	50%	90%	-	-	-
Servant Leadership Learner Curriculum Implemented	Develop	75%	100%			
Student Participation in Mentorship Programs	Baseline	25%	50%	80%		
Progress toward University Charter Requirements	20%	40%	60%	80%	90%	-
Number of CPD programs added	3	3	3	3	3	3

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 7: Data-Driven Innovative Research Hub	13. Establish a Dedicated Research and Innovation Centre: Create framework specifically, for conducting and supporting data-driven research in healthcare.	Number of research projects initiated and completed.	Establish the Research and Innovation Centre with bio-banking by Q3 2025..	Research Centre Development Plan (RCDP): Develop a framework and strategy plan for the Research and Innovation Centre inclusive of facilities, staff, and necessary resources Establish appropriate Research data analytics training and implementation for all Kijabe projects Establish patent/copyright/source codes/rights/intellectual property KPIs in all department report on research/QI outcomes for learning and data driven decision making Support/bond a medical education PhD Create and keep updated Repository of all internal research done (published) Create virtual poster hall of research day and other conference presentations to increase online visibility Establish weekly Journal Club for staff presenting new and relevant Evidence Based Medicine Create access matrix for the research resources	Research Centre Development Plan: Complete funding and planning by Q2 2025. Medical Education PhD by 2028	Head of Research
		Number of publications	Increase by 10 annually			
		Number of abstracts presented at national and international meetings	20 annually			
		Number of managers and faculty trained in research and publication writing	60% by 2027			
		%of departments with active research projects	Increase active research projects and QI projects at department level by 10% YOY			

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 7: Data-Driven Innovative Research Hub	14. Foster a Culture of Innovation and Research Among Staff and students: Encourage and enable staff at all levels to participate in research activities and contribute ideas and disseminate knowledge.	Number of high potential staff and students supported in innovative research projects	For Culture of Innovation: 5 staff per year supported in innovative research projects	Innovation Incentive Program (IIP): Implement a program to encourage staff to propose and participate in research projects and foster high potential candidates	Innovation Incentive Program: Launch the incentive program by Q4 2024. Start conducting workshops and seminars from Q3 2024.	Head of Research
		No. of investigator-initiated grants awards	10 people a year for a rising star award in Research (Students/faculty)	Design a harmonized research curriculum for training students across board (fellow, resident, higher diploma and undergraduate) including QI, partnership, grants, and writing		
		Percentage of action plans/QI completed by participants at their facility	80 % action plans on QI at facility level	Two quality improvement projects completed per year, focusing on education division		
		Established Research and innovations development programs for staff, students and faculty	20 enrolled per year -	Increase media presence to allow dissemination of ideas. Establish program to actively encourage staff to carry out research within the hospital with minimal obstacles as well as IRB approval provisions in case they would like to publish		
-Number of Division organized workshops and seminars to foster a culture of innovation.	12 annually (1/month)	Create faculty appointments from KCHS that designate research focus appointment				

Expanded Strategy Direction Statement

Strategic Goals

Goal 7: Data-driven Innovative Research Hub

"How will we become a beacon of innovation driven by data and research?"

Strategy Direction Statements

"Our strategic aspiration is to position Kijabe Hospital as a beacon of innovation, where data and research converge to spark healthcare revolutions. We strive to unlock new frontiers in patient care through rigorous data analysis and bold scientific inquiry. We continue to make global contributions to medical care through pioneering research that responds to the demands of the changing landscape."

"As pioneers in medical research, we will leverage data to drive innovation, fostering a culture where evidence-based medicine and technological advances pave the way for breakthroughs in patient care. Our research hub will be a nexus for discovery and application, contributing significantly to global health advancements."



Overall Strategic Objective

"To become a leading hub for healthcare innovation, fuelled by data analytics and research that improve patient care and medical knowledge."

'Do-Wells'

- Invest in state-of-the-art research systems and facilities,
- Foster a culture of innovation among staff
- Initiate research projects that can lead to tangible healthcare improvements.

Measures (Preliminary)

- Number of research projects initiated,
- Innovations implemented, and
- Improvements in patient care protocols based on data/research.

KEY PERFORMANCE INDICATORS

The following are selected key performance targets to be monitored during the strategic plan’s implementation:

KPI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 7: DATA-DRIVEN INNOVATIVE RESEARCH HUB						
ESTABLISH A DEDICATED RESEARCH AND INNOVATION CENTRE						
Research and Innovation Centre established	30%	75%	100%	–	–	
Number of research projects completed	Baseline	+10% YOY	+15% YOY	+20% YOY	+20% YOY	+10% YOY
Number of QI projects actioned and completed	Baseline	+10% YOY	+10% YOY	+10% YOY	+10% YOY	+10% YOY
FOSTER A CULTURE OF INNOVATION AND RESEARCH AMONG STAFF						
Number of high potential people supported in innovative research projects	5	10	10	10	10	10
Number of Division organized Research Seminars and Programs	12	12	12	12	12	12

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 8: Sustainable Financial Framework	15. Diversify Revenue Streams: Identify and develop new sources of income beyond traditional patient care.	Revenue Generated from CPD courses Revenue generated by Grant Awards Increased annual of revenue generated by new KCHS courses Revenue from E-learning platforms Revenue from GME departments	20% increase annually 1 new grant annually 10% increase annually Monetized and increase 10% annually after	Recruit external teams to Simulation lab and Short courses to increase mobile trainings Monetize e-learning modules Expand Simulation Lab Introduce visiting trainees admin fee Explore incorporation of self-sponsored residency program. Expand Education facilities to allow growth with sustainable environmental features Explore further organizations to sponsor residents (LIA, Medsend, PAACs, etc.	Q2 2025 Q1 2025 Q4 2024 Q2 2024 Q1 2025 Q2 2025	All Education and Research Managers
	16. Enhance Financial Management Efficiency: Streamline financial operations to optimize resource allocation and expenditure.	Individually tracked accounting for education and research and grant management System (HR, Legal, finance, procurement) Do costing of all education programs	Easily accessible accounting for cost and revenue by Q3 2025 Costing of 100% of programs	Financial Operations Optimization Plan (FOOP): Costing of Programs and Benchmarking with other programs done by Q4 2025 Optimized resource allocations(e.g. infrastructure, tutors, locums)	Financial Operations Optimization Plan: Complete financial operations audit by Q4 2024. Roll out new software and training in Q1 2025.	Director Education and Research College Principal

KEY PERFORMANCE INDICATORS

The following are selected key performance targets to be monitored during the strategic plan’s implementation:

KPI	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 8: SUSTAINABLE FINANCIAL FRAMEWORK							
DIVERSIFY REVENUE STREAMS							
Increase in total revenue	Baseline	15%	15%	15%	15%	15%	15%
ENHANCE FINANCIAL MANAGEMENT EFFICIENCY							
Costing Completed	-	100%					
Transparent and Accessible Accounting System	Completed						

FRAMEWORK FOR STRATEGY IMPLEMENTATION

Goal	Objective	Measure	Target	Initiatives	Timelines	Responsible
GOAL 9: Highly Capable Leadership and Corporate Governance	17. Refine and Implement New Governance and Organogram	% Alignment % Completion	100% Alignment of All handbooks	Stakeholder Engagement to Define Organogram Establish Kijabe Education Senate Formalize all GME policies including compensation for program Directors and other Training program leaders	Q3 2025	Director of Education
	18. Foster Transparency and Accountability: Create a culture and system that promotes openness and responsibility in all operations.	Active 360 degree feedback Mechanisms Quarterly feedback forums	100% of Leaders evaluated annually 4 sessions held, minuted and actioned	Transparency and Accountability Framework (TAF): Develop and implement policies and systems that enhance transparency. Establish a regular audit and feedback mechanism. Hire active Quality Assurance Officer	Transparency and Accountability Framework: Develop and implement the framework by Q1 2025. Begin regular audits and feedback processes by Q3 2025 Quarter 3 2024	Director of Education

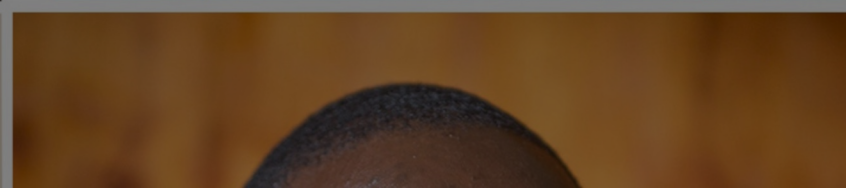
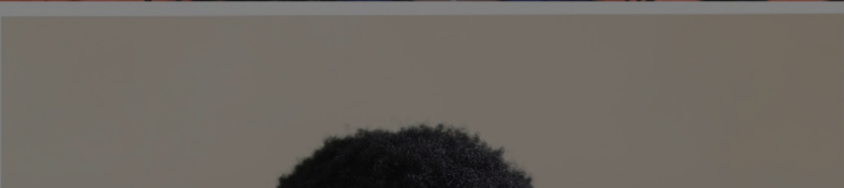
KEY PERFORMANCE INDICATORS

Table 4: Key Performance Indicators

The following are selected key performance targets to be monitored during the strategic plan’s implementation:

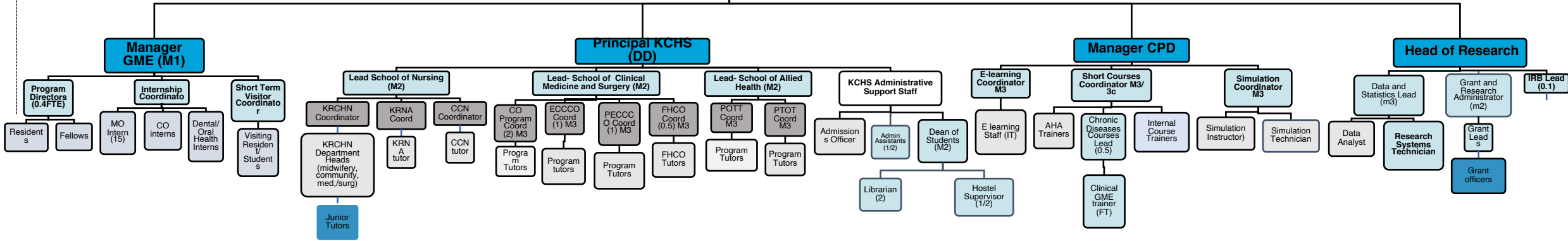
KPI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Goal 9: HIGHLY CAPABLE LEADERSHIP AND CORPORATE GOVERNANCE						
STRENGTHEN LEADERSHIP DEVELOPMENT PROGRAMMES						
Organogram reimaged and implemented	Baseline	100%				
Trust index >85%	Baseline		75%		85%	

Organization Structure



Director of Education and Research

- Quality Assurance Officer
- Education Partnership Coordinator
- Education Counsellor



Education IT Liaison

Education Finance Liaison

Aligning and Evaluation

BEFORE I FORMED YOU IN THE WOMB, I knew you
BEFORE YOU WERE BORN I set you apart JEREMIAH 1:5

EVALUATION OF STRATEGIC PLAN IMPLEMENTATION

The implementation plan evaluation will be undertaken annually as follows:

- 1. Quarterly Key Performance Initiatives:** Aligned and cascaded down to relevant teams
- 2. Annual Review Report:** At the end of every financial year, annual progress reports will be prepared highlighting achievements against targets in the annual work plan, reasons for variances from plan, lessons learned and recommendations moving forward.
- 3. Mid-Term Strategic Plan Review:** At the end of the third year, a mid-term review will be undertaken and relevant adjustments and recommendations for moving forward made.
- 4. End of term Strategic Plan Evaluation:** At the end of the plan period, an assessment of the implementation performance will be undertaken. This assessment will be used as the basis for crafting the new strategic plan.

ALIGNING ORGANIZATION AND EMPLOYEES

In the education division, our primary focus post-strategy formulation is establishing a system to align strategy with operations and engage employees. Without clear understanding and motivation among all staff, successful strategy execution is improbable.

To achieve alignment:

1. Communicate and educate employees about the strategy:
 - a. Clarify the division's purpose, values, vision, and strategy to foster motivation and understanding
 - b. Develop a communication plan including leadership briefings, videos, and strategy maps to embed the culture.
2. Cascade strategy maps and balanced scorecards:
 - a. Distribute strategy maps and instructions for divisional and departmental scorecard development.
3. Link employees' objectives and incentives to the strategy:
 - a. Align personal objectives with strategic goals to establish a clear connection between daily tasks and division and organizational objectives.
 - b. Tie incentive plans to targeted scorecard measures, rewarding individual, team, and organizational goal achievement.
4. Align personal training and development programs to provide employees with the knowledge, skills and competencies they need to implement the strategy



Kijabe^{AIC}
Hospital
Health Care to God's Glory