



UNIVERSITY OF GHANA MEDICAL CENTRE LTD

World Class Patient Care, Training and Research



5 Year Strategic Plan

2024-2028





Contents

Executive Summary	4
UGMC Board of Directors	5
Our Journey	6
UGMC Senior Management	7
Strategic Purpose	8
Our Approach	8
Strategic Compass	9
Core Values	10
Strategic Focus	11
Strategic Goals & Objectives	14
Our Clinical Services	15
-Nursing Services	16
-Pharmacy Services	16
-Laboratory & Diagnostic Imaging Services	17
Our Research	18
Our Training	19
Our Staff	20
Our Infrastructure	21
Our Governance & Leadership	22
Our Finances	23
Our Client Experience	24
Conclusion	25



Executive Summary

The University of Ghana Medical Centre Ltd. (UGMC) is excited to present its 5-year strategic plan which seeks to transform UGMC from a tertiary service level medical facility to a quaternary service level by 2028. The roadmap provided in this strategic plan defines our institutional priorities over the next five years (2024–2028).

The strategic plan would be driven by eight strategic goals focused on transforming our Clinical Care, Staff, Training, Research, Infrastructure, Governance & Leadership, Finances, and Client Experience. Transforming these critical areas will lead to the integration of our clinical, training and research centres to enable us attain the quaternary service status.

The eight (8) strategic goals are to:

- 1 become the model academic medical facility for quaternary clinical care services in the sub-region;
- 2 become a world-class Research Centre that facilitates translational and innovative research, discover new treatments, methods and procedures to improve health outcomes;
- 3 provide simulations in advanced clinical care for health personnel;
- 4 create a good governance structure that will attract, train and retain highly-skilled workforce;
- 5 expand and maintain state of the art infrastructure and equipment to meet the needs of the Centre;
- 6 develop and sustain a sound leadership and governance structure that will focus on building efficient and effective administrative and management systems;
- 7 generate and manage financial resources and other capital to ensure resilience, sustained growth and long-term sustainability;
- 8 build and maintain a client-focused culture to enhance client experience at the Centre.

We are very passionate about these goals because they will enable us to attain our vision of

being distinguished for world-class patient-care, training, and research, and our mission to inspire hope and promote health through advanced clinical practice, education and research by a highly skilled and motivated staff in a friendly environment.

We strongly believe in our ability to provide premium services that can compete with any medical centre in the developed world. We are of the firm belief that providing patient and family-centred care, investing in motivated and highly skilled staff and leveraging on innovative technology will truly position the UGMC as an academic medical centre of excellence within the sub-region and beyond.

In order to ensure that key stakeholders of the Centre are on the same page as far as the future direction of the Centre is concerned, there have been a number of engagements with the Board of Directors, Management Members, Heads of Department, Support Staff and Clients over the past eight months. It is the valuable feedback received from all these stakeholders that has culminated in this 5-year strategic plan.

We intend to monitor its implementation and progress through annual planning and budgeting with accompanying key performance indicators and targets for all directorates, departments and units of the Centre. We shall also ensure that the plan is nimble and sensitive to environmental changes, and will therefore conduct a mid-term external review to be able to adapt it as circumstances change.

We extend our deepest and warmest gratitude to Chyron Consulting that assisted us in this venture, the UGMC Board of Directors, Management, Heads of Department and the entire UGMC family for the tireless efforts and commitment that produced this plan which has provided direction and given the Centre a head-start towards the provision of world-class services in its three priority areas.

UGMC Board of Directors



Dr. Baffour Awuah



Dr. Darius Osei



Dr. Samuel Yaw Opoku



Prof. Yaa Ntiamao-Baidu



Dr. Anarfi Asamoah-Baah



Hon. Dr. Seth Adjei Baah



Prof. Julius Fobil



Hon. Godfred Yeboah Dame



Prof. Alfred Edwin Yawson



Prof. Nana Aba Appiah Amfo



Prof. Solomon Fiifi Ofori-Acquah



Our Journey

The vision of establishing the University of Ghana Medical Centre Ltd. (UGMC) was birthed at the inception of the University of Ghana Medical School in the 1960s during the administration of President Nkrumah. The plan of the University was to establish a 'Medical Village' of excellence on Legon campus for the training of all categories of health professionals for the country. Thus, part of the 400-acre land that the University allocated for the proposed 'Medical Village' was used to build the Noguchi Memorial Institute for Medical Research and the School of Public Health.

In 2011, University of Ghana initiated the UGMC project by making a request to the Government for funding support. The Government requested assistance from Israel through Ghana's Ministry of Health. The government's request to Israel received a positive response that culminated in a sod-cutting ceremony on 11th March 2011 by His Excellency the late Prof. J.E. Atta Mills, former President of the Republic of Ghana.

In April 2013, construction commenced for Phase I and as a fixed-term contract, it was expected to be completed within three years (2016). The project package for Phase I also provided for the training of several Ghanaian health professionals at the Sheba Medical Centre in Israel. Subsequently, training for this first set of professionals commenced in April 2015 for varying periods of time up to Nine (9) months. They formed a

critical mass of staff to be engaged for the UGMC to commence operations.

In June 2019, the Commercial Agreement to activate Phase II of the project was signed by the Ministry of Health under the leadership of the sector minister, Hon. Kwaku Agyemang Manu. Parliament then approved a USD 50m loan to undertake the completion of Phase II of the project. The facilities to be provided in Phase II included a Nephrology unit, facilities for Cardiothoracic Surgeries and Neurosurgery, Assisted Reproductive Technology, additional VIP wards for Obstetrics & Gynaecology, Internal Medicine and Surgery with additional specialized medical equipment, a commercial morgue with facilities for funeral services, additional housing accommodation units, and facilities for drug and non-drug consumables.

UGMC is categorized as a tertiary-level medical facility comprising three (3) main centres, namely, Health Service Centre (1000 beds), Medical & Scientific Research Centre and Medical Training & Simulation Centre. Currently, UGMC has a staff strength of 1421. The medical facility OPD attendance since inception is over 67,000 patients. The Centre increased its internally generated funds by 204% whilst the Government of Ghana Salary Subsidy topped up the internal funds by 49%.

UGMC Senior Management



**Mr. Abraham
Asare-Bediako**



**Prof. George
Boateng Kyei**



**Dr. Kwame
Anim-Boamah**



Mrs. Judith Asiamah



Dr. Darius Osei



**Dr. George Asumadu
Amoateng**



**Mrs. Lucy B.
Ofori-Ayeh**



**Mr. Humphrey
Agyemang**



**Mr. Francis
Kyereboah**



**Ms. Barbara
Owusu-Hemeng**



**Mr Kwame
Boakye**



Dr Susan Siabi



Strategic Purpose

The purpose of this strategic document is to help UGMC to focus its resources and energy on a single forward-focused drive to move from a tertiary level medical service provider to a quaternary level medical service provider.



Our Approach

Our planning process was underpinned by the principle of actively engaging the following groups of persons:



UGMC Board of Directors



UGMC Management



Hospital Administrative Staff



Medical Staff



Community

A series of engagement was organized among different categories of identified stakeholders to obtain data and information. The information gathered was then reviewed, analyzed and discussed with the various stakeholders in order to gain their valuable insights and secure their buy-in. The outcome of these discussions and analysis was used to prepare this strategic plan.

Strategic Compass

Vision

To be distinguished for world-class patient care, training, and research.

Mission

Inspiring hope and promoting health through advanced clinical practice, education and research by a highly skilled and motivated staff in a friendly environment.





Professionalism

Adherence to the highest standards of ethics, integrity and personal responsibility, worthy of the trust our patients place in us.



Teamwork

The contributions of all are valued, and there is a blending of the skills of individual staff members in unsurpassed collaboration.



Excellence

Delivery of the best outcomes and highest quality service through the dedicated effort of every team member.



Core Values



Innovation

Use technology and staff creativity to deliver proactive, predictive and preventive healthcare to enhance the lives of those we serve.



Patient and Family-Centered Care

Inspire hope and nurture the well-being of the whole person, respecting physical, emotional and spiritual needs of clients and families.





Strategic Focus





Strategic Goals



Our Clinical Services

Become the model academic medical facility for quaternary clinical care services in the sub-region.



Pharmacy Services

Become a hub for essential but rare pharmaceutical products and services



Nursing Services

Provide specialized nursing services responsive to the needs of our patients.



Our Research

Become a world-class Research Centre that facilitates translational and innovative research, discovers new treatments, methods and procedures to improve health outcomes.



Our Training

Provide simulations in advanced clinical care for health personnel



Our Infrastructure

Expand and maintain state of the art infrastructure and equipment to meet the needs of the Centre



Our Governance & Leadership

Develop and sustain sound governance and leadership structures that will focus on building efficient and effective administrative and management systems



Lab & Diagnostic Imaging Services

Become the model academic medical facility for quaternary Radiological and Laboratory services in the sub-region.



Our Staff

Create a good governance structure that will attract, train and retain highly skilled workforce.



Our Finances

Generate and manage financial resources and other capital to ensure resilience, sustained growth and long-term sustainability



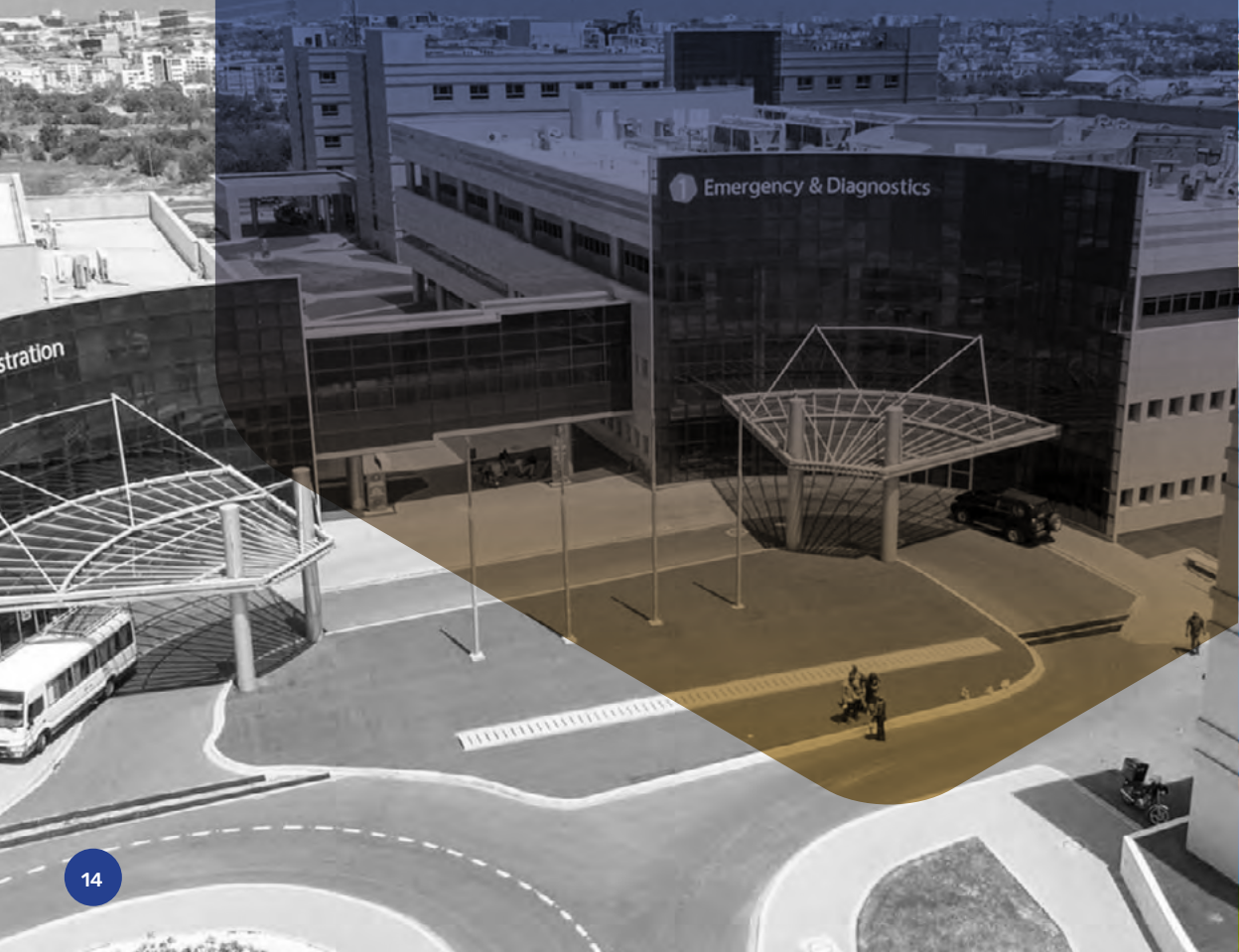
Our Client Experience

Provide an unparalleled patient and family-centered experience for improved outcomes.





Strategic Goals & Objectives



Our Clinical Services



At UGMC, our aim is to integrate our clinical services with training and research for a holistic approach to healthcare delivery. We intend to leverage the most advanced technologies such as the use of artificial intelligence (AI) to process data and develop disease models that can potentially help clinicians to make diagnoses with precision whilst deploying resources to manage complex medical conditions for improved patient care and health outcomes.

Goal - Deliver Advanced Clinical Services That Meet International Standards

🎯	Objectives	📋	Strategic Activities
1	To provide Organ Transplant services		Activate transplant services in: → Renal → Liver → Bone marrow → Heart
2	To provide minimally Invasive (Endoscopic) medical and surgical services		Enhance the following services: → Urology → General Surgery → Cardiothoracic → ENT → Paediatrics → Orthopaedics → Ophthalmology
3	To provide Assisted Reproductive Technology services		→ Pre-implantation genetic diagnoses
4	To offer Advanced Reconstructive services		→ Enhance Plastic Surgery services → 3D Printing in Dental Surgery
5	To provide Advanced Intensive Care, Anaesthesia and Pain Management services		→ Acute pain management → Chronic pain clinic → Labour pain management
6	To provide Advanced Interventional services and procedures		Enhance interventional services and procedures: → Interventional Radiological services → Telemedicine services → Vascular procedures
7	To provide Advanced Rehabilitation health services		Deliver exceptional rehabilitation services: → Occupational therapy → Physiotherapy → Speech and Language Therapy → Cochlear implants → Advanced Audiological Services
8	To establish Advanced Oncology Centre		Initiate Oncological services in: → Radiotherapy → Brachytherapy → Chemotherapy → Immunotherapy → Haematology
9	To enhance Emergency services		→ Enhance Tele-emergency care → Initiate Aeromedical Transport Services (air ambulance services)



Nursing Services

Our patients will benefit from the results of translational research and gain early access to the latest experimental and evidence-based treatments and care pathways. Patients receiving 'general hospital' care will benefit from better-integrated care closer to home. Across a wider clinical network, patients will be able to access specialised care more locally. They will experience excellent clinical care delivered in accordance with UGMC's core values.

Goal - Provide specialized Nursing services responsive to the needs of our patients.



Objective

- 1 To provide specialised patient- and family-centered nursing and mid-wifery care, advanced nursing training, and research.



Strategic Activities

- Critical Care → Nephrology
- Oncology → Geriatric
- Otorhinolaryngology
- Cardiology/ Cardiothoracic
- Perioperative → Transplant Nursing
- Ophthalmology → Paediatrics
- Neurosurgical → Orthopaedic, and others



Pharmacy Services

Across a wider clinical network, patients will be able to access quality, essential but rare pharmaceutical products more locally. They will experience excellent pharmaceutical services rendered in accordance with UGMC's core values.

Goal - Become a hub for essential but rare pharmaceutical products and services



Objectives

- 1 To ensure the availability of essential but rare pharmaceutical products
- 2 To provide highly specialized pharmaceutical services to optimize patient medication therapy



Strategic Activities

- Foster partnerships with local and international pharmaceutical companies for the supply of essential but rare pharmaceutical products;
- Set up a pharmacy manufacturing unit to produce high-quality extemporaneous products.
- Therapeutic drug monitoring
- Operationalize palliative care and pain management
- Endocrinology services
- Acute and critical care pharmaceutical services
- Cardiology pharmacy services
- Oncology services
- Drug information services
- Infectious diseases management



Laboratory & Diagnostic Imaging Services

Our patients will benefit from the results of translational research and gain early access to the latest experimental and evidence-based treatments and care pathways.

Goal - Become the model academic medical facility for quaternary Radiological and Laboratory services in the sub-region



Objectives

- 1 To become the Centre of excellence for laboratory services
- 2 To become the world-class imaging service provider in the sub-region



Strategic Activities

- ➔ Provide advanced laboratory services that meet ISO standards
- ➔ Operate a fully functional Blood Bank to meet the demands of the clinical care units
- ➔ Run fully functional genetic studies, including functional DNA paternity tests
- ➔ Provide advanced imaging services that meet ISO standards
- ➔ Improve the precision of diagnostic outcomes with the aid of Artificial Intelligence
- ➔ Provide cardiac imaging services, digital mammo-graphy with tomosynthesis, high resolution 4-D ultrasound, and neuro-navigation services
- ➔ Provide premium interventional radiological services with timely reporting



Our Research



The Medical and Scientific Research Centre aims to facilitate cutting-edge translational research that will discover new treatments, methods and procedures to improve the health status of Ghanaians, Africans and people from other continents. The goal is for the medical facility to integrate its clinical, training and research centres in order to attain the quaternary service status.

Goal - Become a world-class Research Centre that facilitates translational and innovative research, discovers new treatments, methods and procedures to improve health outcomes



Objectives



Strategic Activities

- | | | | |
|---|--|---|---|
| 1 | To become the preferred destination for in-patient clinical trials. | ➔ | Set up a Clinical Trials and Biorepository Unit |
| 2 | To become the preferred destination for in-patient experimental treatments and interventions | ➔ | Work with pharmaceutical companies to try new experimental treatments at UGMC |
| 3 | To conduct translational and innovative research | ➔ | Focus research in the following areas: <ul style="list-style-type: none">• Allergies and autoimmunity• Cancers• Transplantation• Fetal medicine and stem cell procedures• Cardiovascular diseases |
| 3 | To integrate research into clinical care and training | ➔ | Train and develop the research capacity of clinicians |
| | | ➔ | Provide technical assistance for proposals, grants and manuscript writing |



Our Training

The Medical Training & Simulation Centre seeks to provide world-class medical simulation and training in a conducive learning environment for health and non-health professionals respectively.



Goal 1 - Provide simulations in advanced clinical care for health personnel



Objectives

- 1 To co-ordinate hands-on/practical training in conjunction with all health colleges for post-graduate and residency training
- 2 To develop and provide relevant and globally recognized advanced simulation training programmes



Strategic Activities

- ➔ Pursue collaborative initiatives among different health regulatory colleges to implement various specialized clinical training programmes.
 - ➔ Equip the training Centre with relevant tools for advanced training
 - ➔ Establish training partnerships and networks among other health facilities and professionals locally and abroad.
-
- ➔ Partner with globally renowned advanced clinical care training centres in establishing the following focal areas:
 - Set up a laparoscopic training laboratory
 - Develop specific training programmes for Radiology Centre
 - Develop organ transplantation training programme for surgeons
 - Introduce retrograde Surgical Procedures for specialists
 - Establish an advanced Virtual Reality Systems for training
 - Introduce a robotic surgical simulation training



Our Staff



We promote and nurture an organizational culture that is diverse, equitable, inclusive and supportive. To us diversity and inclusion mean we support and celebrate diversity, as well as promote positive change to boost innovation and to breed belongingness, which promotes a good work life balance.

Goal - Create a good governance structure that will attract, train and retain highly skilled workforce.



Objectives

- 1 To attract, develop and retain the highest calibre of staff in line with the strategic objectives of the Centre
- 2 To value and accommodate staff diversity.
- 3 To build multiple pathways for reward and recognition of staff.



Strategic Activities

- ➔ To improve the conditions of service and working environment for all staff.
 - ➔ Conduct annual staff satisfaction survey
 - ➔ Conduct staff performance appraisals
 - ➔ Provide/facilitate sponsorship for staff training and development in line with the strategic goal.
 - ➔ Strengthen exit interviews for exiting staff.
-
- ➔ Develop equal opportunity policy that ensures gender parity at management level and ethnic diversity among staff.
 - ➔ Develop, disseminate and deploy anti-sexual harassment policy.
 - ➔ Adopt best scheduling practices to prevent employee burn out.
-
- ➔ Establish annual award schemes that encourage outstanding performance, innovation and hard work.
 - ➔ Ensure monitoring and adequate implementation of staff goals identified through a performance management system.
 - ➔ Establish monthly departmental recognition award schemes that encourage outstanding performance, innovation and hard work.



Our Infrastructure



We provide secure and reliable infrastructure (fixed installations and movable equipment) and services that enable UGMC to deliver high quality patient care, education and research.

Goal - Expand and maintain state-of-the-art infrastructure and equipment to meet the needs of the Centre



Objectives

- 1 To build an IT infrastructure that supports advanced clinical services, research and training.
- 2 To utilise advanced technological systems to manage the physical infrastructure and equipment.



Strategic Activities

- Integration of virtual reality applications, AI and data science into health information system.
 - Interventional Radiology
 - Cardiac Imaging
 - Neuro navigation
 - Robotics
 - 3D Dental printing
 - Leveraging and providing digital solutions such as telemedicine, mobile health to improve access to healthcare.
-
- Deploy digital asset management in compliance with critical information infrastructure.
 - Fully digitize the schedule for preventive, reactive and corrective maintenance schemes.
 - Adhere to relevant ISO standards in the management of infrastructure and equipment of the Centre.



Our Governance & Leadership



We provide a good governance and leadership framework for all decision-making processes, organisational culture, controls and accountability to ensure that we consistently get great service outcomes.

Goal - Develop and sustain sound governance and leadership structures that would focus on building efficient and effective administrative and management systems



Objectives



Strategic Activities



- | | |
|--|---|
| <p>1 To attain Joint Commission International (JCI) accreditation</p> | <ul style="list-style-type: none"> ➔ Sign on to JCI accreditation process ➔ Work with officials of JCI to prepare the Centre for accreditation |
| <p>2 To promote strategic administrative and management practices</p> | <ul style="list-style-type: none"> ➔ Constitute various committees for different functional areas with membership from the Board of Directors, Management, staff, patients and external partners where appropriate, to strengthen decision-making at the Centre. ➔ Publicize relevant policies of the Centre to both internal and external clients. ➔ Engage staff at various fora such as Heads of Department meetings, Staff Durbars, Annual Performance Reviews and Mid-Year Performance Reviews for feedback and improvement of performance. |
| <p>3 To ensure the operationalization of the Strategic Plan.</p> | <ul style="list-style-type: none"> ➔ Constitute a Strategic Plan Implementation Committee. ➔ Develop and implement a framework for monitoring and evaluation. ➔ Organize periodic stakeholder engagements on the strategic goals. |
| <p>4 To deepen advocacy for the Centre's activities and reputation management.</p> | <ul style="list-style-type: none"> ➔ Foster strategic partnerships for business continuity. ➔ Develop a reputation and crisis management plan. |



Our Finances

We aim at optimizing financial, human and material resources for improved operations that sustain and support Clinical Care, Research & Education. UGMC recognizes the constraints of limited resources and therefore seeks to leverage on process improvement, cost-cutting measures and effective preventive maintenance to ensure financial sustainability and growth.

Goal- Generate and manage financial resources and other capital to ensure resilience, sustained growth and long-term sustainability

 Objectives	 Strategic Activities
1 To optimize fund-raising activities	<ul style="list-style-type: none">➔ Maximize internal revenue generation through the deployment of cost-containment strategies.➔ Source for external funding to execute identified projects in connection with the strategic objectives of the Centre.➔ Set up dedicated funds as reserve to wean the Centre off government subvention.
2 To ensure prudent financial management practices.	<ul style="list-style-type: none">➔ Deploy funds according to approved work-plan.➔ Optimize the procurement process.



Our Client Experience

Patient-and-family-centred care focusing on the patient and the individual's particular health care needs. This also involves the inclusion and recognition of stakeholders in the health care delivery process.



Goal - Build and maintain a client-focused culture to enhance client experience at the Centre



Objectives

- 1 To promote a culture that reflects client-centric and patient-and family-centred values of the Centre.
- 2 To create an innovative and friendly feedback system to improve service quality.
- 3 To strengthen marketing and advocacy efforts of the Centre.



Strategic Activities

- ➔ To put in place interventions that will enhance client service experience (preparation of customer service strategy/ charter).
 - ➔ Establish a robust queue management system at the Centre.
 - ➔ Organize mandatory customized refresher client services training using e-learning portal to be developed by the Medical Training and Simulation Centre (MTSC).
-
- ➔ Establish technologically inclined feedback and complaint resolution system (Customer Relationship Management).
 - ➔ Devise strategies that would utilize feedback to improve service delivery.
-
- ➔ To prepare a comprehensive marketing and advocacy strategy for the Centre.
 - ➔ Employ digital marketing tools for increased clientele.
 - ➔ Promote medical tourism.

Conclusion

This strategic document presents the UGMC's tireless efforts to deliberately scope, define and chart a path for a successful future. It is our hope that our goals and strategies as outlined will generate wider enthusiasm and motivation for all stakeholders to support this worthy cause. Our success will be determined by the commitment we demonstrate in the implementation journey.

This plan will continuously be subjected to a regular, objective review to ascertain its impact and maintain its relevance. We are convinced that the processes of detailed analysis and internal discussion that have been undertaken, give us good mileage to exert strong influence on our future. By focusing on these strategic goals and priorities, we are certain that the UGMC brand is on the trajectory to becoming a world-class quaternary healthcare delivery, research and training facility within the sub-region.





Emergency & Diagnostics





UNIVERSITY OF GHANA MEDICAL CENTRE LTD

World Class Patient Care, Training and Research

University of Ghana Medical Centre LTD
Post Office Box LG 25
Accra, Ghana
West Africa.

Contact us:

+233 302 550843

+233 302 550844

+233 302 550845

Research Directorate:

+233 596 993830