

SABATIA EYE HOSPITAL



ANNUAL REPORT 2018

We treat, He heals



Sabatia Eye Hospital

We Treat, He Heals

*A Centre of Excellence
committed to Quality Health*

Pediatric Ophthalmology | Low vision | Refractive and Optical services
Glaucoma Management | Cataract surgery | Vitreo Retina Surgery

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List of Abbreviations

Abbreviations

LCIF	Lions Club international Foundation
CEO	Chief Executive Officer
Dr.	Doctor
OSUC	Ophthalmic Skills Upgrading Course
JKUAT	Jomo Kenyatta University of Agriculture and Technology
HMC	Hospital Management Committee
OCO	Ophthalmic Clinical Officer
NSPEH	National Strategic Plan for Eye Health
WHO	World Health organization
COC	Clinical Officers Council
BSC CoCs	Bachelor Of Science In Comprehensive Ophthalmology and Cataract Surgery
CME	Continous Medical Education
ENT	Ear Throat Nose
CBM	Christian Blind Mission
KMTC	Kenya Medical Training College
OSU	Ophthalmic Service unit

Board of Directors



Alfred M LuLu
Chair to the Board



Lion R.P. Sembi
Chair BFC



Priscilla Muhonja
Member of the Board



Bernard Eboso
Member of the Board



Florence Mbaya
Member of the Board



Were Wycliffe
Chief Executive Officer



Lion C.S. Haier
Member of the Board



Lion Mehta Ramesh
Member of the Board



Ephraim .M. Ludeki
Member of the Board



Joseph Endovo
Member of the Board



Isaiah Tonui
Member of the Board



Henry Adolwa
Member of the Board

| Hospital Management Committee Members



Were Wycliffe



Julius Savala



Ebby Adekhera



Jean C. Niyonzima

Hospitals' Head of Department



Julius Savala
Finance and Administration



Ebby Adekera
Nursing



Jean C. Niyonzima
Medicine



Jane Osango
Ward



Carolyne Kavulani
Pharmacy



Pamela Alusa
Housekeeping



Regina Ondigo
Low Vision



Agneta Chebet
Accounts



Florence Wanyama
Theatre



Justus Kimaiyo
Optical



Effie Wekesa
Human resource



Oscar Barasa
Training



Mercy Mbayi
Outpatient



Peter Moturi
Maintenance



Godfrey Ambunya
Transport



Martin Sikuku
Grounds



Ezekiel Sugugu
Laundry



Mary Kageha
Catering

About Sabatia Eye Hospital

THE ESTABLISHMENT

Sabatia Eye Hospital, in Vihiga County, was founded in 1996 through the efforts of the local community led by former Vice President Hon. Musalia Mudavadi, the Christoffel Blinden Mission/ Christian Blind Mission, the Lions Club of Germany, District 111-MS, the Lions Club of Kisumu, the Government of Kenya and the Friends Church at Vokoli. The establishment of the hospital was informed by the total lack of any center providing basic eye care services in western Kenya.

THE HOSPITAL

Sabatia Eye Hospital is a leading not-for-profit and independent referral eye hospital based in the western part of Kenya. It is one of the few tertiary eye hospitals located in rural Kenya and serves an estimated 15 million people. These regions include the North Rift, western Kenya and the Lake Basin, making up 17 counties.

The hospital undertakes outreach campaigns through partnerships and diverse collaborative arrangements. It offers competency-based trainings for various ophthalmological courses. Structurally, the hospital is organized into three departments to help deliver on its core mandate. These departments are Clinical, Finance & Administration and Training.

GOVERNANCE AND MANAGEMENT STRUCTURE

The hospital has an Oversight Board of Directors, which comprises of 12 members drawn from the various major stakeholders and partners including the local community, Friends Church – Vokoli Yearly Meeting, Lions Clubs and representatives of the national and county governments. It is run by the Hospital Management Committee (HMC) headed by the Chief Executive Officer.

The HMC is the core group of professional staff that manages and runs all the hospital activities. It is composed of the Chairman, Chief Executive Officer, Medical Director, Head of Finance and Administration and Head of Nursing Services. The hospital has two resident ophthalmologists, three OCO/ cataract surgeons, twelve nurses and the administration staff who work together for the realization of the hospital's goals. The hospital is also supported by four other visiting consultant ophthalmologists. On average, the members of staff attend to approximately 35,000 – 40,000 patients annually.

Vision

“A centre of excellence committed to quality healthcare”

Mission

“To provide accessible, affordable and sustainable quality healthcare to all through prudent management of resources”.

Objectives

- i. Increase the quality and quantity of healthcare services
- ii. Enhance the hospital's resource base and financial sustainability
- iii. Enhance the quantity and quality of human capital for improved healthcare delivery
- iv. Promote the growth and development of the hospital
- v. Install and enhance internal systems and processes for efficient service delivery
- vi. Embed corporate governance best practices in the management of the hospital's affairs



CHAIRMAN'S MESSAGE

Sabatia Eye Hospital has had a very successful year despite a slow start which followed a long electioneering period that otherwise would have significantly affected our service delivery.

The hospital successfully developed and implemented a 2018-2021 Strategic Plan which outlines the key strategic areas we intent to give priority to in the next four years. We are enthusiastic about our vision in maintaining our hospital as a centre of excellence committed to providing quality healthcare with a reputation for exemplary eyecare services, training of eyecare workers and sustainable growth.

We believe in and uphold the highest levels possible of medical ethics. Patient safety and quality service assumes the highest priority at Sabatia Eye Hospital. We give equal treatment to all our patients ranging from the highest dignitaries in the society as well as patients from all socio-economic groups. This is based on our core value of offering ethical and dignified services to all our clients.

Presently, we are working together with our development partners on three major capital investments. These are:

1. Setting up of an additional 36-bed Paediatric Ophthalmology Centre, complete with a theatre and out-patient area, all equipped with state-of-the-art ophthalmic equipment. When completed in 2019, we should be able to accommodate better, all children brought to us for treatment. This project is co-funded by Lions Clubs International Foundation (LCIF), CBM, Rotary Club International and Sabatia Eye Hospital
2. Upgrading of the training centre to support current hospital training programmes which include a Bachelor of Science degree in Comprehensive Ophthalmology and Cataract Surgery (Bsc. COCS) offered in collaboration

with Jomo Kenyatta University of Agriculture and Technology (JKUAT); Ophthalmic Skills Upgrading Course (OSUC), and elective programmes for the University of Nairobi, Masinde Muliro University and Kenya Medical Training College. This project is currently supported by internally generated funds from the hospital but we are hoping to invite other partners to support the training programmes.

3. Extension of the existing theatre from the current 3 table to 5 table capacity and general upgrade of the theatre equipment. This project is being fully supported by CBM Italy

We recognize that technology plays a vital role in delivering superior healthcare. We, therefore, are investing continuously in the best equipment to serve our patients and improve our service delivery which has helped us stay above competition.

Year 2018 also marked a shift of gears into a new management model, with the hospital reviewing its Human Resources Manual and organizational structure. The board separated the roles of the CEO from that of the Medical Director with Mr. Were Wycliffe being appointed the Hospital CEO and Secretary to the board and Dr. Jean Claude Niyonzima being appointed the Medical Director. The change in the model is in line with the 2018-2021 Strategic Plan and the overall hospital growth strategy in which the medical director is expected to concentrate more on clinical operations of the hospital as the chief executive officer discharges his mandate as the overall head of the institution.

I take this opportunity to thank all the members of the board, management and staff of Sabatia Eye Hospital for being our greatest asset and for making all our plans actualized. I also thank all our founding members and development partners as well the Government of Kenya and the County Government of Vihiga for the support accorded in 2018. We look forward to a greater 2019 and beyond.

Our greatest gift is to remain a beacon of hope for all people in all life seasons, both in times of illness and in times of wellness. We Treat, He Heals

Alfred Lulu
Chairman, Board of Directors



CHIEF EXECUTIVE OFFICER'S MESSAGE

The year 2018, initially projected to be a slow one due to recovery from the events of 2017 electioneering period turned out to be a relatively good year with most of the projects getting back on track and the hospital getting on board additional support from its development partners to chart its sustainability agenda.

We look back with pride as we celebrate over twenty years of hard work and sacrifice that has helped the hospital see through its plans and achieve its key objective of alleviating the burden and pain caused by avoidable blindness.

Patient numbers marginally declined mainly due to reduction in funding for outreach programmes. The hospital attended to 37,491 patients in 2018 compared to 46,738 patients seen in 2017. Some 2,715 cataracts and 1,245 other surgeries were performed. In general, we performed 3,960 surgeries representing a 5% decrease in the number of surgeries performed in comparison to the previous year. The year also saw the first group of students of Bsc. COCS graduate and this marked a major milestone in the efforts to enhance capacity and numbers of eyecare workers within the country.

In terms of staffing, the hospital made major changes in the senior management team with myself being appointed the CEO and Dr. Jean Claude Niyonzima as the Medical Director. The two of us joined Sr. Ebby Adekhera (Nursing Officer in Charge) and Mr. Savala Indiazzi (Finance and Admin Manager) to form the hospital management team. I am grateful for the support and team work effort from the HMC without which the hospital would not have made the strides above. Year 2018 saw the hospital bring on board three senior ophthalmologists

with Dr. Esther Nyawira Gichigo coming in as one of the resident ophthalmologists while Dr. Austine Ajevi and Dr. Peter Situma joining the group as visiting consultants. The hospital also welcomed Ms. Effie Wekesa as Human Resource and Training Officer.

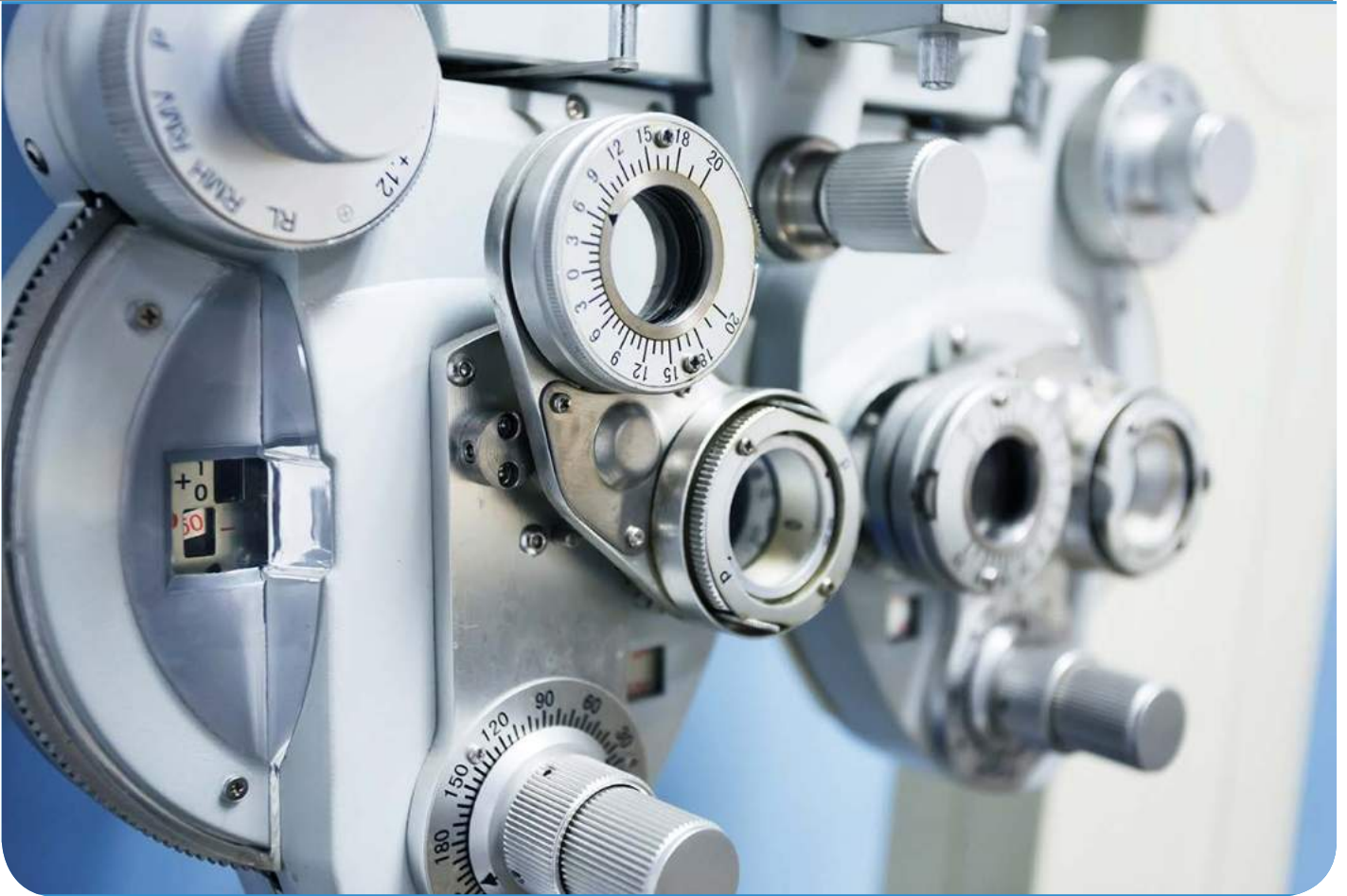
As the eyecare landscape in the country continues to witness change, with the entry of other service providers into our traditional market, Sabatia Eye Hospital will continue to rely on our capacity to adapt to new threats and to reinvent and transform ourselves in order to attain higher standards of clinical as well as administrative excellence. In December 2018, we opened our maiden satellite clinic in Kisumu to move our services closer to the people.

The completion of the constructions of the Paediatric Ophthalmology Centre, the Training Centre and the extension of the operating theatre came at the most opportune time. We look forward with confidence knowing that the future plans as outlined on the strategic plan are meant to ensure continued patient satisfaction, unrivalled quality healthcare and a sustainable entity that will live true to its mission and vision.

I salute all our internal and external stakeholders who have contributed to the continued growth of the hospital. I am particularly thankful to Team Sabatia whose dedication and talents has continued to guarantee the best service delivery, our well abled board of directors under the chairmanship of Mr. Alfred Lulu and the patronage of Hon. Musalia Mudavadi. We also would like to thank our development partners who have continued to support the hospital's bid in launching its sustainability roadmap. It is through your support that the hospital will continue to pursue a growth, development, and market-centric strategy in order to continue playing its rightful role in the health sector and society.

With much gratitude,

Were Wycliffe
CEO



| EYE CARE SERVICE PROVISION

Global estimates suggest that approximately 191-285 million people live with visual impairments out of which between 32-39 million are bilaterally blind (Pascolini and Mariotti 2012). Visual impairment has been ranked sixth in the global burden of diseases in terms of disability adjusted life years and is also associated with increased mortality (Khanna et al 2013).

The Kenyan situation is not different from the global scene despite most of the causes being curable and avoidable. Kenyan estimates suggest that 250,000 people are blind with an additional 750,000 suffering from low vision (NSPEH, 2012-2018). The report further points out that cataract accounts for 44% and trachoma 19% of all the cases of blindness in Kenya.

Poverty and inaccessibility of eyecare services in some areas in Kenya has been cited as the main impediment to the realization of Vision 2020. Sabatia Eye Hospital, as a key player in eyecare service in the region and the country, remains committed to the fight against avoidable blindness, through training of eyecare workers and making quality eyecare service accessible and affordable to all. This report highlights our performance in 2018, both in treatment and training obligations.

250,000

people are blind
with an additional
750,000 suffering
from low vision
(NSPEH, 2012-2018)



Scholastica blocking a patients' eye



Dr JeanClaude performing surgery

BASE HOSPITAL EYECARE SERVICE

The base hospital has been performing well as it strives to be a center of excellence committed to quality healthcare. Guided by a mission to provide accessible, affordable, sustainable quality healthcare, 25,527 patients were seen and treated at the base hospital. This was a 0.3% drop in the number of patients seen in 2018 surgeries and 1,245 other surgeries were performed. In general, 3,960 surgeries were performed at the base hospital, recording a 3% decrease in the number of surgeries performed in the years compared to the previous year. Cataract surgeries accounted for 86% of all the total surgeries performed at the base hospital, suggesting that cataract still remains a leading cause of avoidable blindness in the region. This is as presented in table I.

PATIENT STATISTICS AT BASE HOSPITAL 2010 - 2018								
SERVICES PROVIDED	2011	2012	2013	2014	2015	2016	2017	2018
PATIENTS SEEN/VISITS	24992	25499	26243	24692	23809	25916	26333	25527
CATARACT OPERATIONS	3322	3212	2752	2729	3006	2629	2791	2715
OTHER OPERATIONS	957	1763	1167	1378	1251	1213	1331	1245
TOTAL OPERATIONS	4279	4975	3919	4107	4257	3842	4122	3960

Table I: Patient Statistics at Base Hospital 2011-2018

OUTREACH EYE CARE SERVICES

According to a Business Daily report published in October 2016, more than a half of eye specialists (ophthalmologists) in Kenya are based in Nairobi, as counties struggle with rising cases of blindness. Data from the health ministry shows that by 2016 Kenya had 115 ophthalmologists, of which 60 are Nairobi-based. This translates to 1:450,000 ophthalmologists ratio against WHO recommended ratio of 1:250,000. As a result of such unequal distribution, patients from rural areas cannot access the much needed eyecare services leading to the rise of blindness cases in such areas. Through our outreach programmes, we try to make eyecare services accessible to all the people who are in need of the services in an attempt to fight avoidable blindness. In 2018, a total of 11,964 patients were seen and treated in our camps. However, no



Mwasawa (L) and Kandie(R) examining patients in an outreach

surgeries were performed in the mobile clinics in an attempt to ensure high quality surgical outcome. All patients who were screened and who needed surgery, were transported back to the base hospital for the service. The hospital appreciates the support accorded to us by our partners to make our mobile clinic a success. Table II presents the information in summary:

	OUTREACH/MOBILE SERVICES							
Services provided	2011	2012	2013	2014	2015	2016	2017	2018
Patients seen/visits	14950	17326	8948	10199	8873	6120	20405	11964
Cataract operations	350	902	231	86	70	127	48	0
Other operations	45	424	35	7	6	16	2	0
Total operations	395	1326	266	93	76	143	50	0

Table II: Outreach /Mobile services.

PATIENT STATISTICS SUMMARY FROM 2011 – 2018

Despite the numerous challenges associated with the political situation in the country, the hospital in general performed well in 2018. Our programmes delayed to kick off due to the political effects of the repeat presidential election. Many of our catchment areas remained polarised for the better part of the first quarter, meaning we could not reach some areas and patients were also not able to travel. In view of this, we performed slightly better compared to 2017. 37,491 patients were seen in 2018 compared to 46,738 patients seen in 2017. 2,715 cataracts and 1,245 other surgeries were performed. In general, we performed 3,960 surgeries recording a 5% decrease in the number of surgeries performed in the previous year. This information is summarised in Table III below.



Ketie Performing Slit lamp examination in Kisumu Clinic (L) and Kandie Performing Surgery (R)

TOTAL SERVICES (MOBILE AND BASE HOSPITAL)								
Services Provided	2011	2012	2013	2014	2015	2016	2017	2018
Patients Seen/Visits	39,942	42,946	35,191	35,349	32,682	32,036	46,738	37491
Cataract Operations	3,672	4,114	2,983	2,815	3,076	2,756	2,839	2715
Other Operations	1,002	1,377	1,202	1,385	1,257	1,229	1,333	1245
Total Operations	4,674	5491	4,185	4,200	4,333	3,985	4,172	3960

Table III Total Services (Mobile & Base Hospital)

PAEDIATRIC EYE CARE SERVICES

With the construction of the paediatric centre, the hospital is gearing towards becoming a centre of excellence in paediatric ophthalmology in the region. The hospital has been a referral centre for paediatric cases, with referrals coming in from counties in former Nyanza, and Western provinces and from as far away as Turkana and Baringo in Rift Valley. In 2018, the hospital performed 279 cataract surgeries, 14 glaucoma and 232 other surgeries in children. Cumulatively, 642 paediatric operations were performed in 2018 against 769 operations performed in 2017. This is presented in Table IV below.

Various Paediatric Operations Performed from 2011-2018								
Condition	2011	2012	2013	2014	2015	2016	2017	2018
Cataract	171	195	230	332	319	385	301	279
Glaucoma	21	23	23	32	27	29	19	14
Ocular Trauma	57	57	79	146	93	97	145	99
Various Others	206	241	244	291	333	380	304	232
TOTAL	455	516	576	801	772	891	769	624

Table IV: Various Paediatric Operations performed from 2011 – 2018



Regina a low Vision therapist attending to a client

LOW VISION THERAPY & VISUAL REHABILITATION SERVICES.

World Health Organization defines low vision as: A visual acuity of less than 6/18, but equal to or better than 3/60 in the better eye with best possible correction. A person with low vision is one who has an impairment of visual function for whom full remediation is not possible by conventional spectacles, contact lenses or medical intervention and which causes restriction in that person's everyday life.

The Low Vision Department has been key in rehabilitating both children and adults with low vision and training patients with visual challenges on mobility. Through the support of Low Vision Project, the department contacted several outreaches in special schools where several students were supported. The Low Vision Department provided services to 3,112 patients. This included 1,291 new patients and 1,821 revisits. 1,471 female patients [1,471], and 1,641 male patients were seen. Out of the patients seen 210 were diagnosed with low vision at the hospital and 368 in the outreaches. The departments' performance is as presented in the table below.

MONTH	VA CHILDREN UNDER 6YRS	REHAB	LVA HOSP	LVA OUTREACH	EARLY INTERV	REF ER- RALS	SQUINT	NO. OF FEMALES	NO OF MALES	NEW PA- TIENTS	REVISITS	TOTAL
JAN	257	27	10		40	2	22	146	222	145	223	368
FEB	231	14	6	115	34	2	6	120	173	112	181	293
MAR	205	31	10	91	30	4	90	196	90	85	201	286
APR	229	26	18		17	3	10	158	145	128	175	303
MAY	183	17	16	23	16	2	5	146	130	106	170	276
JUN	168	13	6	85	33	2	3	182	43	87	138	225
JUL	198	12	4	36	25	1	5	115	110	118	107	225
AUG	226	11	8	0	13	1	1	106	154	133	127	260
SEPT	196	8	10	14	27	0	6	88	159	78	169	247
OCT	177	25	5	4	18	1	2	98	130	84	144	228
NOV	189	15	10	0	8	2	7	78	153	95	136	231
DEC	141	11	4	0	11	2	1	38	132	120	50	170
TOTAL	2400	210	107	368	272	22	158	1471	1641	1291	1821	3112

Table V: Patients seen in Low Vision Unit & Outreach 2018



OPTICAL SERVICES

The Optical Department is one of the fastest growing departments in the hospital. The department has been key in the training of optometrists in partnership with various training partners in the country. The department has now introduced a short course for optical technicians (individuals training to cut and fit eye glasses). In 2018, the department trained six optical technicians (five Kenyans and one Malawian).

In 2018, the department refracted 7,267 patients against 7,585 patients refracted in 2017. 2,603 spectacles were given, registering a 28 units decrease in comparison with 2017. In general, since its introduction, the department has been performing well, producing an average of 2,600 spectacles per year. The hospital hopes to further strengthen the department as there are immense opportunities which it can explore.

Month	2017 Refractions done	2018 Refractions done	Spectacles Produced		
			2016	2017	2018
Jan	636	595	203	212	283
Feb	643	750	334	248	262
Mar	791	509	232	334	277
Apr	683	665	236	235	242
May	681	624	220	218	223
Jun	770	641	352	231	239
Jul	666	669	254	215	219
Aug	596	625	211	222	209
Sept	652	520	118	186	209
Oct	496	526	222	207	170
Nov	530	654	186	183	143
Dec	441	489	163	140	127
Total	7585	7267	2731	2631	2603

Table VI Optical Services



Justus (Optometrist) refracting a patient



***L-R Leah, Roselyne, Lilian, Roselyne, Folorence,
Dr Jean Claude, Mercy, Scholastica and Ebby.
Crouching Brian and Violet.***

STAFFING LEVELS/HUMAN CAPITAL

Sabatia Eye Hospitals' performance and tremendous growth is attributable to the dedication and hard work of its 66 clinical and administrative staff. Our staff are well trained, and motivated to steer the hospital toward the attainment of its goals. The hospital is broadly categorised into two i.e. Administration and Clinical. The two categories are further divided into departments each headed by a departmental head who reports directly to either the Finance and Administration Manager or the Medical Director.

In efforts to improve workers' efficiency, the hospital recruited a Human Resource and Training Officer, Ms. Effie Wekesa. The hospital also recruited Dr. Esther Nyawira and Dr Patrick Mayan to further boost the work force. We have also engaged the services of Dr Situma Wanyama (Vitreo Retinal Surgeon) and Dr. Austin Ajevi (Paediatric Ophthalmologist) as visiting consultants to augment our human capital.

CAPACITY DEVELOPMENT FOR THE COUNTRY

Shortage of health workers in developing countries is a result of multiple factors such as difficult working conditions or lack of training and recruitment systems. The situation is made far worse by the inequity in the distribution and mobility of health workers. Health workers tend to prefer living and working in areas where there are higher standards of living and safety and a good infrastructure are guaranteed. In Kenya, for instance, by 2016 there were 115 ophthalmologists, 60 of whom were based in Nairobi. This disadvantages rural based counties that lag behind in terms of lack of information and enough work force.

As a rural based facility, we always strive to develop the capacities of all the eyecare service providers in the region to keep them at par with the rest of the country. We have also partnered with several training institutions to train different cadres of eyecare workers in an attempt to bridge the gap in human resource for eye health. Our goal is to make quality affordable eyecare services available to all people as we strive to attain our Vision 2020 goal. Our training performance in the years is presented below:

2016

findings shows that there were 115 ophthalmologists, 60 of whom were based in Nairobi. This disadvantages rural based counties that lag behind in terms of lack of information and enough work force.

PEH, 2012-2018

REGISTRARS FROM THE UNIVERSITY OF NAIROBI

This is the highest cadre of eyecare workers we train at the hospital in partnership with the University of Nairobi. Registrars come at the hospital for their three-month elective trainings where our team trains them in different eyecare interventions at the hospital. In 2018, we trained 6 registrars from the University of Nairobi.

KENYA MEDICAL TRAINING COLLEGE TRAINEES

The Kenya Medical training college has over the years been our main partner in the training of middle-level eyecare workers. Through our partnership, we train cataract surgeons, ophthalmic nurses, optometrist and low vision therapists. A total of 10 middle cadre eyecare workers from KMTC were trained in 2018. This is summarised in the table below.

CADRE	2016	2016	2018
Cataracts surgeons	2	4	4
Ophthalmic nurses	4	9	4
Optometrist	2	2	2
Refraction and Low Vision therapists	2	2	0
Total	10	17	10

OPHTHALMIC SKILLS UPGRADING COURSE (OSUC).

Ophthalmic Skills Upgrading Course is our short training targeting nurses and clinical officers mostly from marginalized areas. This is a three-month course that helps to equip the trainees in the management of simple eye conditions and referral of complex ones. Over the years, the training has proved to be an important tool in the fight against avoidable blindness, and has helped promote eyecare services accessibility and availability in marginalized areas. In 2018, we trained 29 nurses in Ophthalmic Skills. This included three trainees from Malawi. In Kenya, priority was given to marginalized and hard to reach



OSUC Student taking a Practical Exam

areas of Baringo, Turkana, Nyandarua, Garissa, Mandera, Pokot, Kajiado and Bomet counties. Other counties that benefited include Siaya, Kisumu, Uasin Gishu, Homa Bay, Migori, Busia, Kakamega, Embu and Bungoma. Our annual target of 45 was not attained due to limited training as our space is currently still under expansion. Once completed, we hope to increase our OSUC training capacity.

Year	Number Trained	Target	Deviation
2012	42	45	-2
2013	46	45	+1
2014	39	45	-6
2015	34	45	-11
2016	27	45	-18
2017	28	45	-17
2018	29	45	-16

BACHELOR OF SCIENCE IN COMPREHENSIVE OPHTHALMOLOGY AND CATARACT SURGERIES (BSC. COCS)

We are proud to be pioneers in this training. The Bachelor of Science degree targets clinical officers and cataract surgeons who are registered with Clinical Officers Council (COC). The response has been good as up to now, 58 students are enrolled in the programme. The first intake enrolled 15 students, second intake 14, third intake 25 and the fourth intake, 29. In 2018, our first group of six students



BSc CoCs Students taking Exams

graduated with the remaining nine currently in their second elective period and expected to graduate in May 2019. We appreciate the partnership and the support accorded to us by Jomo Kenyatta University of Agriculture and Technology to make this training a success.

REGIONAL COORDINATION/TRAININGS (CONTINUOUS MEDICAL EDUCATION FORUM)

Knowledge sharing is the best avenue for people to keep themselves at par with the current information. The hospital, being the biggest eyecare services provider in partnership with other stakeholders, organizes regional CMEs to keep other providers abreast with the current trends in eye diseases and management practices of eye conditions. Three CME were organized in Vihiga, Kisumu and Kakamega counties where an average of 40 participants per CME attended the training. Areas of discussion included, management of glaucoma, HIV-related eye conditions, refractive errors and low vision, chemical injuries and management of paediatric eye conditions. These sessions were not only avenues for experience sharing, but also ways through which the hospital has strengthened its referral system more especially in paediatrics.

AWARENESS CREATION

Awareness creation remains one of the most important tools in the fight against avoidable



Leonard giving a presentation in the past CME

blindness. Many people are turning blind due to lack of knowledge on eyecare services and where they can access help. The hospital employed use of both print and audio mediums to reach as many people as possible. Most of our campaigns are combined with camp publicity programme where we supply both brochures on eye diseases and give talks especially in markets and trading centres. Our team also visits churches, schools and other social gatherings to educate the public.

INFRASTRUCTURE DEVELOPMENT.

As we strive to be a centre of excellence in eyecare service provision in the country, and the region, the hospital, has invested heavily in infrastructure development with a view to attain its goals. Making eyecare services accessible remains one of our major drives. In line with this, the hospital opened our first ever branch in Kisumu Milimani estate. Plans are underway to open other branches in several areas of the country to expand our catchment area.

The paediatric and the training centres are now in the final stages, with completion and launch expected in 2019. Once completed, the centres will elevate the hospital to be a premier centre in paediatric eyecare service provision and eyecare training in the country. Our main theatre has also been expanded, to cater for more patients and create more room for surgical services.



AUDITED FINANCIAL STATEMENT AS AT 31st DECEMBER 2018

	2018 Kshs	2017 Kshs
INCOME		
Net income from patients	53,002,118	51,094,460
Other incomes	5,502,747	9,365,799
Grants from donors	66,976,515	43,318,790
Total Income	125,481,380	103,779,049
EXPENDITURE		
Administrative expenses	(78,665,773)	(62,483,083)
Other operating expenses	(15,026,261)	(13,802,864)
Net Surplus for the year	31,789,346	27,493,102
Other Comprehensive Income		
Revaluation of property & equipment	-	-
Depreciation on Revalued of property & equipment	(3,691,078)	(3,785,721)
Total comprehensive income for the year	28,098,268	23,707,381

FINANCIAL PERFORMANCE AND SUSTAINABILITY.

Sabatia Eye Hospital has always aimed at providing accessible, affordable and sustainable quality health care and training through prudent management of resources. As we strive towards this goal, the hospital has invested in several measures to ensure our resources are prudently utilized for maximum benefit.

Our net income for the year that encompass earnings from sale of drugs, spectacles, consultation, admission and other miscellaneous incomes recorded an increase of 3.7% compared to the previous year. This was due to the diversification of our services and the kind support received from our partners. We had a 54.6% increase in donor support which was largely contributed by capital grant from CBM and Lions International towards the construction of the paediatric centre and the expansion of the operating theatre. However, administrative costs registered a 25.6 % increase from Sh62,483,083 in 2017 .This was due to the hiring of several additional administration and clinical staff to keep up with demand for our services and structural growth. The hospital posted a surplus of Sh28,098,269 after depreciation on revalued property and equipment.



Partnership Development

Our partners have been our pillars for growth and expansion. Through their support, we have been able to improve structurally, taken the much needed eyecare services to poor people and trained eyecare workers. The hospital has also promoted eyecare services awareness and procured modern eyecare equipment through our partners' support. Some of our partners have been with us since inception, while a few came on board in recent years but have since maintained their support for our programmes. The support received from our key partners in 2018 is as presented below:

Christian Blind Mission (CBM)



Christian Blind Mission is one of our founding partners and has supported the hospital in Infrastructural developments and capacity building. In the year, apart from supporting the recurrent expenses, CBM Italy supported us with the expansion of our current operating theatre. The hospital also secured support for five camps from the Waldesian Church in Italy through, their linkages referral. CBM Germany on their part Cofounded in the construction of Pediatric Centre and setting up of Kisumu Eye Clinic. Through CMBs support, the hospital has been able to make quality Eyecare services more accessible and affordable to many needy patients in the country. We appreciate the support accorded to us by Christian Blind Mission (CBM) and look forward to continued partnerships as we make the hospital even better.



Lions Club International and local Lions Clubs.

Lions Club International and local lions clubs have also been of immense support to the hospital. In the year under review, local lions clubs supported the hospital in organizing three free eye camps in Kisumu County where over 290 surgeries were performed and more than one thousand patients seen and treated.

The Lions Club International, on the other hand, as our founding partner has been of great support in infrastructure development. In 2018, Lions Club supported the hospital in the construction of a laboratory and through co-funding with other partners, contributed to the construction of a paediatric centre. Once operational, the two projects will aid in better diagnosis, better service delivery and general quality improvement at the hospital.



The Fred Hollows Foundation

The Fred Hollows Foundation has been one of our key training partners since the introduction of our Ophthalmic Skills Upgrading Courses (Osuc) in 2007. Through the foundation's support, we have been able to train eyecare service providers for areas that did not have access to such vital services. In 2018, the foundation supported us to train and equip nine healthcare workers in Ophthalmic skills. They were mainly from Siaya, Busia, and Bungoma counties



Partnership Development

dioraphte

Stitching Dioraphte has been a key partner for our outreach programme. Through their support, we have been able to treat over 6,000 patients and perform over 2,000 surgeries on needy and poor patients. Their continued support has afforded us a chance to further help poor patients in marginalized areas who could have otherwise turned blind. Stitching Dioraphte supported us with four camps over the years, i.e. 400 surgeries to poor patients in our catchment areas. As a hospital, we appreciate Stitching Dioraphte's support and look forward to continued partnership as we strive to eradicate avoidable blindness.



National Government of Kenya & County Government of Vihiga

The county government and the national government have both contributed immensely to the success of our projects. We enjoy a good working relationship with both governments and we have partnered in training and service provision. The County Government of Vihiga has supported us with a low vision therapist whereas the national government through the Ophthalmic Service unit (OSU), have helped in the certification of our trainees. Other than that, the National Government through OSU has also helped us in the identification of areas with gaps in human resource for eye health for our training.

Friends Church Vokoli

The Yearly Meeting of Friends Church Vokoli is one of our founding partners. We continue enjoying cordial relationships with the church as we implement our projects in and around Vokoli region. The church supports us in matters spiritual, as they have assigned to us a chaplain for spiritual guidance and leadership. We maintain a regular morning fellowship programme thanks to the support of the church. Administratively, the church has also been key as they are represented on our board.



Joining Hearts and Hands

Joining Hearts and Hands, through William and Joanne Calla, have been of great support for our projects. They have mainly supported us in our outreaches, where many patients have been treated, operated on and others given eye glasses. In 2018, Joining Hearts and Hands helped in organizing a camp in Malava region, where 1,500 patients were seen and about 180 surgeries performed. We appreciate the kind support accorded to us by Joining Hearts and Hands, and look forward to a continued partnership.

Partnership Development



Joanne Calla dispensing reading glasses in a camp organized by Joining hearts and hands



Jomo Kenyatta University of Agriculture and Technology

Jomo Kenyatta University of Agriculture and Technology is our most recent partner in training. We have partnered with the university to provide a Bachelor of Science degree course in BSC Ophthalmology and Cataract Surgery. With the university's support, we have enrolled 58 students in the programme and graduated six students. The university has supported us in the marketing of the programme and accrediting it. Through their support, the hospital is moving toward being a recognized training centre for eyecare workers in country.



Hindu Council of Kisumu

The council has for years been one of our reliable partners in the attainment of Vision 2020 more especially around the former Nyanza province. Through their support in 2018, over 120 surgeries were performed, and over 600 patients seen and treated in Chemelil. The council's support helped us to restore sight to poor, needy patients who could have otherwise turned blind.

Other Partners.



The Centre for International Voluntary Service and their local partners, also supported the hospital's cause in the year. CIVs helped in the organizing and funding an eye camp, through which several people were treated. Through their support, 160 surgeries were performed and about one thousand patients screened and treated.

Sege Glory

Sege Glory is our most recent partner and has been supporting our outreach programme. Through their support in 2018, we were able to perform one hundred surgeries and treat over 300 patients in Siaya County.

Challenges

In general, we can record that 2018 was a successful year for the hospital. However, this was not without challenges. Some of the challenges were internal while a few were external. The most notable challenges experienced during the years were as follows

- i. **Dwindling donor support:** Some partners, owing maybe to change in funding priorities either reduced or withdrew their support for the hospital. Consequently, the hospital had to make adjustments in the supported project to foot the available budget from both donor and internal sources.
- ii. **Human resources for eyecare:** This has been a major challenge for the hospital. Most specialists and other major cadres in eyecare prefer urban settings. Sabatia Eye Hospital being in a rural setting suffers from such preferences.
- iii. **Constrained infrastructural capacity:** The hospital, being the only tertiary eye facility in the region, often receives a high number of clients than what our infrastructure can hold, more so regarding inpatient services. As a mitigation, the hospital, through the support of partners, is expanding space for a training theatre and ward.

Future Plans

Sabatia Eye Hospital has continuously developed both in infrastructure and human capital as we strive to be a centre of excellence committed to quality healthcare. The hospital's growth effort is meant to not only make quality eyecare services affordable but also available to all. In recent years, we have ventured into training, as a way of bridging the gap in human resources for eye health, especially in rural areas to help fight avoidable blindness.

As we enter the second year of our current strategic plan, Sabatia Eye Hospital's future looks bright. Our future plan is to:

- i. Maintain self-sustainability projects
- ii. Engaging more visiting consultants to handle new sub specialty programmes in the hospital to enhance service delivery
- iii. Continuous infrastructural development to meet increasing demand
- iv. Place greater focus on patient satisfaction and safety
- v. Diversify our services to include other specialized services like Ear Nose and Throat (ENT) services

Conclusion

The fight against avoidable blindness needs concerted efforts from both private and public sectors. Sabatia Eye Hospital remains committed to making quality affordable eyecare services accessible to all in an attempt to contribute to the attainment of Vision 2020. We thank all our partners and well-wishers, both local and international, for their efforts in helping the hospital attain its goals.

2018

IN PICTURES



A section of nursing staff L-R Emily, Roselyne, Scolastica, Salome.



Theatre staff Pause with the new Anaesthesia machine during installation



Mary and Hindu council Members registering patients in a camp



Opening of Kisumu Clinic



Board Members with CBM Kenya and Massimo Maggio - CBM Italy Director Staff during a site visit of the Theatre extension.



Staff End Year Party



Dr. Kees de Visser- Rotary Club of Emmeloord having a Meeting with part of The Board



Caren, Lions international representative planting a tree at the Hospital



A section of Board Member and Hospital Management



L-R Sabatia CEO, Chair to Board, CBM Kenya Country Director and CBM international Finance Director



CBM staff and Board Member during ground breaking for the new theatre



Lions International team and Board members during a site visit at the Peads centre



Paeds centre (L) and Theatre (R) Under construction





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