ABOUT CoRSU

Comprehensive Rehabilitation Services for People with Disability in Uganda (CoRSU) is a highly specialized Rehabilitation Hospital which was established in 2009 as a local NGO with the main objective of providing high quality Rehabilitation and Surgical services to people with disability in Uganda.

Over a period of 10 years, CoRSU Hospital has changed the lives of over 32,000 children through surgical services and rehabilitated over 64,000 patients through a variety of services and disciplines.

**Vision**

“People with disability in Uganda are able to access rehabilitation services that improve their quality of life and that they are fully integrated in society”.

**Mission**

“To be a centre of excellence in Uganda providing orthopaedic, plastic surgery and comprehensive rehabilitation services for people with disabilities prioritizing children”.

**ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CBM</td>
<td>Christian Blind Mission</td>
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<tr>
<td>CoRSU</td>
<td>Comprehensive Rehabilitation Services in Uganda</td>
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<td>COSECSA</td>
<td>College of Surgeons of East, Central and Southern Africa</td>
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<td>CSU</td>
<td>Cheshire Services Uganda</td>
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<td>CWDs</td>
<td>Children with Disabilities</td>
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<td>ECAVI</td>
<td>East African Centre for Vaccines and Immunisation</td>
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<td>FAI</td>
<td>Foundational Assistance International</td>
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<td>FATO</td>
<td>African Federation of Orthopaedic Technicians</td>
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<td>HDU</td>
<td>High Dependency Unit</td>
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<td>ISPO</td>
<td>International Society for Prosthetics and Orthotics</td>
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<td>MakCHS</td>
<td>Makerere University College of Health Sciences</td>
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<td>MOH</td>
<td>Ministry of Health</td>
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<td>NGO</td>
<td>Non-Government Organization</td>
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<td>SICOT</td>
<td>International Society of Orthopaedic Surgery and Traumatology</td>
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<td>UDHS</td>
<td>Uganda Demographic and Health Survey</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>UWEC</td>
<td>Uganda Wildlife Educational Centre</td>
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<tr>
<td>VVF</td>
<td>Vasco-Vaginal Fistula</td>
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Dear members and stakeholders, I am pleased to present to you the Annual Report for the financial year 2018. It was indeed another year of achievement in the struggle to change the lives of people with disabilities acquired before or after birth due to various causes. Our focus on children with disability and the vulnerable within our society has been kept in focus throughout the year.

We are grateful to all our donors both individual and institutional without whom the registered achievements would be impossible. In a special way we thank CBM and SMILE TRAIN who are CoRSU’s main donors and we are very grateful for their support over the years.

CoRSU doesn’t work in isolation but with partners who refer and bring the target clientele to CoRSU for various interventions. We are thankful to our partners for the good working relationship and the networking carried out for the benefit of the people served. We are grateful to the Government of Uganda for its partnership and support as we serve our clients.

As we celebrate the achievements, we are mindful that these are the achievements of all our donors, partners, families of our clients, friends and well-wishers and we thank you for your support.

Like any other organization, CoRSU faced major financial challenges which I am glad to report were overcome. The financial challenges resulted in the restructuring of a number of staff members in October 2018.

Despite the reduction in staff numbers, CoRSU continued to serve the patients and this was a major achievement. It is evidence that CoRSU is able to do more within the available resources.

Special thanks go to the staff and management of CoRSU who keep the hospital running throughout the year; your expertise and hard work is valued and appreciated.

We are also very grateful to the visiting specialists from all over the world who give to CoRSU of their time and expertise, which CoRSU highly celebrates as an invaluable gesture of sharing of skills and knowledge.

We also thank the Ministry of Health and government of Uganda for providing the support and environment that allows us to deliver the needed services.

I thank the General Assembly and the Board of Directors of CoRSU for your continued support and guidance to the staff and management of CoRSU.

We look forward to yet another year of growth, excellence and service to our nation Uganda and beyond.

I thank you all.
For God and My Country

Dr. Emmanuel BK Luyirika
Board President, CoRSU
2018 has not been a business-as-usual year at CoRSU Hospital.

Organisations, like individuals, go through different phases during their lives, swinging from hard to safe times, passing through moments of awakening and transformation. In 2018 CoRSU underwent an incredible journey that revealed crucial elements, which lead to substantial changes. In summary, CoRSU was affected by an organisational crisis, which we addressed at various levels. Internal control systems were reviewed and strengthened, and as a result, our internal revenue grew by about 20% compared to the year 2017. This outstanding achievement is a first-time record, which paved the way towards more robust financial planning and management.

At the same time, the organisation went through a resizing process, which affected several departments and teams. The restructuring was a painful and challenging yet required task, and it was carried out in full transparency and with proper coordination between the management team, CoRSU Board and line-authorities. Within this process, however, there are also success stories to tell. Three departments affected by the restructuring (e.g. catering, cleaning, and gardening), were supported in setting up their own companies and associations. This complicated exercise was fully attained, and as a result, the three groups were officially engaged in providing services. Undoubtedly, this is a practical example of capacity development and empowerment; a way through which a drastic decision (i.e. organisational resizing) became the opportunity for about 30 staff to become independent service providers.

In 2018 CoRSU management took significant steps to fight corruption and bribery; as part of such actions, a policy was developed and duly implemented. It is essential to mention that CoRSU Hospital has zero-tolerance towards fraudulent and bribery-related practices at all levels.

Furthermore, risk management was successfully introduced and immediately strengthened, along with Child Safeguarding practices. Specific committees oversee these areas of work, monitoring carefully potential risks, and recommending actions to be undertaken at management and operational levels.
Fundraising was also taken to a new level, as CoRSU developed a program portfolio, which is called CoRSU Program Handbook or CoPH. The CoPH proposes an exciting array of concept notes (to be funded) and describes funded and ongoing projects, studies and research. Essentially, the CoPH is a tool to navigate the work being done by CoRSU, with a focus on areas for strengthening and further development. CoPH is available on our website.

Most importantly, CoRSU Hospital continued performing at an extraordinary rate. A total of 5,480 surgeries (including 258 for VVF), over 12,553 therapy sessions were conducted, and more than 1,134 assistive devices were produced and distributed in 2018.

In terms of donors, our everlasting gratitude goes to CBM for their friendship and funding, and Smile Train for their support, enthusiasm and trust. Other historical donors and key supporters are Interface Uganda, Miracle Feet, Fistula Foundation, Nia Technology (for 3D printing of prostheses), University of California, Bartlett Foundation, and many others.

In the year 2018 CoRSU also started new exciting collaborations. Notably with Transforming Faces about comprehensive Cleft Care; Victoria Hand Project for the 3D printing of upper limb prostheses; A Leg to Stand On – ALTSO about the production of prosthetics, Legs4Africa.

Volunteers from all over the world (e.g. highly skilled and experienced surgeons, anaesthetists, therapists, nurses, and friends) continued to visit CoRSU to work alongside our team and to carry out studies and research. These fantastic opportunities, for which we are very grateful, created a fertile ground for sharing experiences, to foster collaborations and promote professional growth.

In terms of financial performance, we recorded a slight decrease in financial income (annual budget) from UgShs 12,907,358,000 in 2017 to UgShs 11,417,142,000 in 2018. As already mentioned, this was a first-time outstanding achievement. Finally, grants and disbursements increased from UgShs 9,996,877,000 to UgShs 10,423,577,000 in 2018.

The management and executive Board teams met regularly, albeit the frequency of the meetings varied, following needs and priorities. It is essential to mention that both management and the Board have performed extraordinarily to address the organisational crisis. The experience matured during the crisis further cemented the collaboration among key board members, managers and CoRSU staff at large.

The lessons learnt in 2018 at managerial and service delivery levels are still vivid, and our processes and procedures have massively improved in terms of accountability, transparency and change-management. An organization cultural change was also promoted, with CoRSU staff more involved in decision making, budget ownership and participatory planning.

It has been my privilege and honour to lead the organisation through such memorable and yet tough times; naturally, I would have never been able to do it without the outstanding commitment of the CoRSU Board, the Senior Management Team members, other CBM co-workers based at CoRSU, and a number of CoRSU Staff who became proactive protagonists of the change.

All in all, CoRSU hospital closed the year 2018 on a positive note, with a renewed strength and will continue providing the best quality rehabilitation and specialised surgical services to persons with disability coming from disadvantaged communities.
INTRODUCTION

Comprehensive Rehabilitation Services for People with Disability in Uganda, CoRSU is a highly specialized Rehabilitation Hospital which was established in 2009 as a local NGO with the main objective of providing high quality rehabilitation and surgical services to people with disability in Uganda.

As the hospital marks 10 years of serving people with disability; focusing on children, women and the indigent in Uganda and its neighbouring countries, the resolve, desire and commitment to ensure no one is left behind has neither waned nor waivered. The staff, management and Board continue to hold their mandate sacred, committing to deliver quality surgical and rehabilitation services to its patients, because, everybody counts.

CoRSU did continue to offer a vast array of services which will be described within the report. These are;

- Orthopaedic surgery
- Plastic and reconstructive surgery
- Medical rehabilitation services (such as physiotherapy, speech and language therapy, occupational therapy, cerebral palsy clinics, sport medicine, play-therapy);
- Prosthesis and orthosis services for the production of assistive devices;
- Club-foot clinic;
- Nutrition therapy;
- Dental services;
- Vesico-Vaginal Fistula (VVF) Clinic;
- Psychosocial services;
- Community Based Inclusive Development (CBID), which includes (but not limited) to identification, screening and referral of cases, awareness activities, re-integration, home based interventions and follow up of cases.

Complex and highly technical procedures have been offered at the hospital which include:

- Knee and hip replacements,
- Microvascular free tissue transfer surgeries,
- Temporomandibular joint ankylosis surgery,
- Vacuum-assisted closure therapy,
- Cosmetic procedures.

The Annual Report 2018 represents a summary of CoRSU’s achievements, highlights a series of transformed lives and describes the efforts put into place by donors, partners, supporters and CoRSU staff to provide over 5,400 specialized surgeries and over 12,200 therapy sessions to needed children and persons with disability.
The medical directorate is comprised of several departments including Orthopaedic surgery, Plastic and Reconstructive surgery, Nutrition unit and the VVF project. There are also other departments that are essential to the comprehensive service delivery of the hospital; and these include Laboratory, X-ray, Pharmacy, Paediatrics and Anaesthesia.

**Paediatric Department:** There was a total of 1,126 outpatient visits, of which 424 were new patients and 582 were reviews. These patients came in for various surgical procedures but several had other medical conditions that needed treatment. 120 patients came in to see the paediatrician with no associated surgical condition e.g. respiratory tract infections, sickle cell disease and various skin conditions. Dr. Rosemary, CoRSU Paediatrician was significantly involved with the cerebral palsy patients for the initial diagnosis, as well as to assist with the management of complications such as seizures, spasticity and gastroesophageal reflux. Dr Rose and the rehabilitation team ran an intensive in-house training for staff on cerebral palsy and its management.

**Laboratory Department:** The CoRSU Laboratory has a fully equipped lab that performs a wide range of tests in haematology, clinical chemistry and microbiology. The department recently acquired a fully automated chemistry analyzer as part of the septic ward project, (funded by FAI). This has increased the range of possible tests available to the doctors to assist in diagnosis and management of many conditions treated at CoRSU.

**X-Ray Department:** The department has benefited from a donation of an Ultrasound machine from Dr. Judith. The department has three fulltime staff who have increased their experience in Musculoskeletal Ultrasound imaging.

**Pharmacy Department:** This department is responsible for timely purchase of all drugs, medical consumables and safely dispensing drugs to the inpatients and outpatients. They also keep the hospital formulary up to date and ensure safe prescribing habits amongst the doctors.

**Anaesthetic Department:** This is a crucial component of the surgical output of the hospital. All CoRSU patients that undergo surgery receive some form of anaesthesia be it regional, local or general. The management of postoperative pain has been enhanced with the generous donation of a portable ultrasound machine enabling the team to perform regional nerve blocks safely on both children and adults.
As CBM, we place people with disabilities at the centre of our work, and through our partnership with CoRSU we have not only seen a sustained focus on quality but also an encouraging increase in the number of deserving people provided with specialised physical rehabilitation services that they need to be able to exploit their potential and lead dignified lives. We are proud to partner with CoRSU and are greatly encouraged that our partnership remains deep, multifaceted and on a positive trajectory.

Jackie Kwisiga
Country Director
Uganda CBM International.
2018 was a year of growth for the department. The department was joined by two young and vibrant surgeons; Dr. Kakyama Moses and Dr. Esther Akello. Dr. Esther is one of only 3 practising female orthopaedic surgeons in the country. This brings the total number of staff in the department to seven surgeons and three orthopaedic officers. This number is celebrated because this is the second largest concentration of orthopaedic surgeons in the country after Mulago National Referral Hospital.

With the new additions, the department was able to perform over 2,900 surgeries and attend to over 20,000 outpatients in paediatric and adult clinics. Unfortunately, the department said farewell to a longtime friend and colleague; Dr. Francis Nyiiro, who went on to pursue a new career opportunity.

With the growth and expertise gained over the years, the department is embarking on teaching and research. Several research projects both prospective and retrospective and cohort studies in collaboration with several partners worldwide like the University of California, San Francisco are being undertaken.

A collaboration with Makerere University College of Health Sciences, Department of Orthopaedics (MakCHS) and the College of Surgeons of East, Central and Southern Africa (COSECSA) to start a Paediatric Orthopaedic Specialist Fellowship program at CoRSU is being developed and in the future, aims to attract international orthopaedic fellows under the SICOT fellowship program.

With continuous support and funding from various stakeholders such as CBM, Miracle Feet project and other similar programs, the department has continued to offer highly subsidized surgical procedures to children. This support has been pivotal to the capacity development of the team.

Finally, the department aspires to be the centre of excellence in Paediatric Orthopaedics training.

“Our Partnership with CoRSU has been instrumental in reviving the National Clubfoot Program in Uganda. Since the beginning of this partnership in July 2017, nearly 820 new children received treatment for clubfeet!”

Marieke Dreise
Program Manager East Africa
Miracle Feet
“Miracle; A happy boy Leading a rehabilitated life.”

Miracle is the 5th child in his family. He was born at seven and half months with bilateral clubfoot. When he was one week old, miracle was referred to CoRSU Hospital to correct his birth defect.

While at CoRSU, Miracle was diagnosed with tibial hemimelia (a condition of not having both bones from the knee to the ankle). The doctor advised the family to wait for at least four more months and then return for review. So the parents waited as told. When they returned for another assessment, it was confirmed that Miracle needed an amputation. His first limb was amputated at his first birthday; the other three months later. At one year and eight months, Miracle received his first artificial limbs and a series of physiotherapy sessions to help him with his mobility. Today Miracle is three years old. As he is able to walk and play with his peers, Miracle is a happy boy. His siblings, neighbors and friends love him.

“I’m happy and give testimony that disability is not inability,” said his mother. She is grateful to CoRSU because from their very first visit, they received a lot of encouragement from the doctors and physiotherapy team.

“\nIt is an honor and privilege to work with such a world-renowned orthopaedic institution.

A Leg To Stand On (ALTSO) will always be grateful for their trust, dedication and compassion to our combined cause of providing free orthopaedic care to children in need.

A.J. Warco
Director Programs
A Leg To Stand On
\n
Miracle after receiving his artificial limbs
The department offers a wide range of services including cleft lip and palate surgeries, post burn contracture releases and complex wound management, limb, head and neck reconstructions and some cosmetic surgeries. The department is made up of four surgeons and six Masters students doing the MMed Plastic Surgery from MUST.

The team performed 2,050 reconstructive procedures of which 1,739 were children representing 85% of the surgeries. This was made possible with the addition of the two newly qualified surgeons to the department; Dr. Naomi Leah Kekisa and Dr. Cornelius Masambu who graduated with Masters in Medicine in Plastic and Reconstructive Surgery in October 2018. They are the third batch of graduates of the MMed Plastic surgery programme from Mbarara University of Science and Technology, hosted at CoRSU.

This has improved the quality and speed of service delivery. This is a good testament to the training programme, as CoRSU can now employ products of the training programme.

In addition, Dr. Naomi and Dr. Cornelius attended a fellowship training in Microsurgery and Hand Trauma at Ganga Hospital in Coimbatore, India along with Ms. Florence Namwanje, a Registered Nurse, who is trained in pre-operative and post-operative nursing care for patients undergoing microsurgery. These Fellowships were made possible through funding by Interface Uganda.

CoRSU hosted the 2018 Mission Restore EART workshop of which the departmental surgeons were part of the faculty. Over 200 participant surgeons and nurses attended the training in wound care, cleft lip and palate surgery among other topics.

3 MMed Students went to Choithram hospital, Indore, India as part of an inter-burns fellowship in Burns Management in Indore, India. These fellowships were also made possible through funding by Interface Uganda.

**Future Plans**

The department intends to increase the quality of specialized plastic surgery services offered in the region such as continued development of ortho-plastic limb reconstruction procedures.

With the growth and expertise gained over the years, the department plans to advance in departmental and interdepartmental research and publications.
Following the successful hosting of the 2018 Mission Restore workshop at CoRSU, discussions are in progress about more participation in future Mission Restore workshops in 2019 and beyond.

A growing interest of surgeons keen on undergoing specialised training in different areas in Plastic Surgery, has made the department focus on offering training services. Collaborations continue with education partners such as the Uganda Plastic Surgery Fraternity at large, COSECSA, MUST, Mulago College of Health sciences, foreign based surgeons and institutions.

CoRSU will host and participate in the 2019 COSECSA examinations and Annual scientific meeting that is scheduled to be held in Entebbe in December 2019.

She will smile like her mother.
Alexa’s story

When Farida gave birth to Alexa, she was told it was a girl, she almost screamed with happiness. But, when she first saw Alexa, she realized Alexa had a cleft lip.

“I immediately got a fever, I could not believe it because I had never seen anyone with such a condition,” Farida narrates. The midwives at Kawempe Hospital referred her to CoRSU where the condition could be corrected.

Alexa was brought to CoRSU when she was a week old, weighing 3.1kg but she was too young to be operated. The mother was taught on how to manage nutrition for a child with cleft lip and palate and encouraged to continue breastfeeding. She also received supplementary feeding from the nutrition unit at CoRSU. After three months, Alexa had attained an appropriate weight of 5.6 kg. She was successfully operated.

Farida was surprised that she never paid any money for the surgery and treatment of her baby. Alexa is well and the cleft lip is history. Donations from Smile Train, CBM and Transforming Faces are a reason as to why comprehensive cleft care is available at CoRSU.
The Rehabilitation department offers a wide range of services that include therapy services, provision of assistive devices, cerebral palsy clinics and dental clinics. These services are offered through the following units:

**Therapy unit;** In 2018, over 4,900 patients’ lives were transformed using therapy disciplines such as physiotherapy, occupational therapy and speech and language therapy. Through these disciplines, the team was able to perform over 12,000 Rehabilitation sessions. Improving a person’s participation in activity is what the therapy team does best.

**Trainings;** Several capacity building sessions were conducted. Topics included holistic approach to therapy, research methods, post-operative therapy management of patients with Taylor Spatial Frames (TSF), assessment and prescription of foot orthotics. In addition, two staff participated in USAID/ Blaze Sports “Sports for all” training.

**Sports Medicine camp;** This annual camp was conducted in collaboration with Uganda National Council of Sports, Rebalance MD (Canada) and Allan McGavin Sports Medicine clinic (Canada). The camp included screening of over 127 athletes in different sports. In addition, there was an advanced sports medicine training for physiotherapists, nurses, first aid responders, physicians, orthopaedic officers, team coaches and trainers involved in treatment of athletes.

**Education and recreational activities;** Over 1,400 children participated in educational and recreational activities over the year. The education program was strengthened through partnership with Ambrosoli International School Club. This partnership has brightened the children’s weekends. In addition, the Ambrosoli Club sponsored and participated in the 2018 CoRSU Children’s Christmas Party. CoRSU’s collaboration with Uganda Wildlife Educational Center (UWEC) was strengthened during the year and over 90 children admitted were fortunate to visit the center and learn more about wildlife in Uganda and how to conserve it.

**Prosthetics and Orthotics (P&O) Workshop;** The workshop has been propelled to another level of technological advancement by using 3D technology for both upper and lower limb prosthetics. In addition, it is now able to use polypropylene materials which are the medically recommended material.

**Future Plans**
The department requires expansion and there is need to construct an independent Rehabilitation centre which will improve and strengthen service delivery of both units. The team will participate in the 2019 African Federation of Orthopaedic Technicians (FATO) and ISPO congress.

- Develop research component in the department.
- Continued career development of staff including exchange visits to other hospitals and rehabilitation centers in the region.
- Obtain membership with FATO and ISPO.

Under the Education Rehabilitation services, the classroom is undergoing expansion to accommodate the increasing numbers of children served. Construction of a well-designed children’s playground that factors special needs children is ongoing.

"It is a privilege for Hope and Healing International to work closely with CoRSU Rehabilitation Hospital to heal the hearts and bodies of some of the poorest kids and families in Uganda. We have a great deal of trust in CoRSU’s board and leadership to use the resources we invest effectively and efficiently to achieve our common and life-transforming ends.

Beth Jost Reimer
Chief Strategy Officer
Hope and Healing International"
Every child who has grown up in an environment with trees, has attempted to climb one. For long, Lynnet had attempted to climb trees but was always stopped by her grandmother Reginah.

One time, her grandmother was away and she attempted to climb one but slipped, when a branch broke. She fell and injured the right elbow.

Lynnet’s grandmother, Reginah sought help from a local bone setter but the condition got worse, which limited her movement.

The situation affected Lynnet’s life and she became dependent on others to perform daily activities. Subsequently, Reginah visited a clinic where she was advised to transfer to CoRSU hospital in Entebbe. When she arrived at CoRSU a few months ago, she was diagnosed with soft tissue injury on the right elbow.

Ronah Asinguza an Occupational Therapist at CoRSU, recalls that when Lynnet was presented to CoRSU, she had limited movement of the elbow and could feel immense pain when the elbow was directed to certain angle movements.

Through occupational therapy, elbow exercises, Lynnet has improved in the way the elbow moves and she is gaining functional independence every passing day.
THE FEATURE STORY

Florence had four children without any disability and she thought it would be routine with the fifth child.

To her disappointment, after a long tedious and painful labour, she recognized her Jonathan had a cleft lip and palate.

“I had never seen a person born with such a condition. I started panicking and hid the child in the house and would always tell whoever came to visit that he was sleeping,” Florence tells.

We highly value our partnership with CoRSU, as the hospital shares our vision of early treatment interventions so we can help provide opportunities to cleft lip and palate patients as if they were born without any defect.

Jane Ngige
Program Director
Smile Train East Africa
A local partner organization Namutamba referred Jonathan to CoRSU hospital. He was diagnosed with a unilateral cleft lip and palate. And while at CoRSU, Florence got the courage to freely expose him.

Jonathan’s lip and palate were finally repaired. Florence was happy and pleased that all the time she spent at CoRSU for treatment, she never incurred any costs. Thanks to Smile train and Transforming Faces, Jonathan received the first part of his comprehensive treatment and will continue to undergo rehabilitation therapy including speech and language therapy.

“

We are delighted to be partnering with CoRSU to pursue Comprehensive Cleft Care for children in Uganda. With its dynamic leadership, outstanding facilities, expert staff and caring approach, CoRSU is making strides as a Cleft Centre of excellence in East Africa.

Courtney Mollenhauer
Program Manager
Transforming Faces

”
Jed was born after a prolonged labour. However, nothing odd was realized immediately after birth. However, three days later, Jed developed difficulty in breathing and was rushed to a hospital. He was diagnosed with birth asphyxia – a medical condition resulting from deprivation of oxygen to a newborn infant that lasts long enough during the birth process to cause physical harm, usually to the brain.

Since then, Jed’s development has always been limited. For instance, when he came to CoRSU in 2016, and although he was two years old, he could not sit, crawl or stand on his own.

Jed’s uncle says his entire body was affected. Jed was referred to CoRSU by a clinic operator in October 2016. To boost his treatment, he was put on weight-bearing exercises including the muscle strengthening exercises.

From then he started sitting, standing and making a few steps with a walker and with much effort placed on Jed to do exercises by his mother and the therapist at CoRSU. Jed is now moving unsupported. He also kicks the ball, sings and he is going to an inclusive school. Miriam Nagasha, a physiotherapist believes that with more exercise, Jed’s body function will become better.
CoRSU receives 3D hand printers worth 6500 USD

Patients in need of prosthetic hands have a reason to smile, as we have received the current globally trending 3D prosthetic printers.

The two 3D prosthetic printers valued at over 6500 USD, were donated by the Victoria Hand Project, a Canadian based non-government organization.

Michael Peirone, Victoria Hand Project chief operations officer handed over the equipment after training the hospital’s orthopaedic specialists on usage of the 3D printers to produce and assemble prosthetic hands. According to Peirone the new machines are time efficient and cost effective. “With these 3D machines in place, the provision of prosthetic hands can now be more accessible and affordable,” he said.

Currently, patients in need have to wait for imported prosthetic hands but the new machines allow prosthetic hands to be made in Uganda with the cheap available materials.

Peirone assured that his organisation would continue partnering with CoRSU to ensure that amputees have access to the prosthetic hands.

CoRSU Rehabilitation Hospital is the second in Africa to receive the donation in Africa after Egypt. The Victoria Hand Project is also assisting clinics in Cambodia, Guatemala, Nepal, Haiti and Ecuador.

Training people on the assembly and fitting of the Victoria Hand can be a long and difficult process due to the number of skills they need to learn. The CoRSU team learned the process very quickly and we even completed training ahead of schedule. We look forward to working with CoRSU to fit upper limb amputees in Uganda

Michael Peirone
Chief Operating Officer
Victoria Hand Project
The department consists of 58 nurses distributed across Out Patient Department, Septic Ward, General Ward, Private Ward, Theatre, Central Sterilization Service unit, Hostel and Nutrition units. In 2018, excellent patient experiences were offered by listening to patients’ feedback, creating a healing environment, improving documentation, providing timely and appropriate responses to patient requests and providing exceptional nursing care.

In a quest to improve documentation in the department, a documentation lead nurse per unit was introduced procedurally, which has contributed to the teams’ awareness of the patients’ daily progress and reduced documentation related errors. A nurse rotation schedule was developed to broaden the skills of care and knowledge base of the team.

The department received 11 patient monitors for the High Dependency Unit, wards and theatre. This equipment is critical to patient monitoring during post-surgery recovery and allows for more scientific patient management.

A series of trainings were attended and conducted to improve the quality of services offered by the department. A team of nurses attended a training on simulation of emergency response and Nursing team leaders undertook several leadership and mentorship trainings. This has positively impacted on the team management for each unit.

In addition, approximately 25 trainings both internal and external at unit and departmental level were held. The team is grateful to sponsors/ partners who were passionate about the advancement in knowledge, skill and competences of the department. These were Interface Uganda, Mission Restore, Smile Train, Dr. Femke, CoRSU hospital, and East Africa Centre for Vaccines and Immunization, ECAVI- MOH Uganda.

A committee made up of nurses was instituted to head the infection prevention and control in the hospital and this has marked a reduction in the infection rate.

The department was also privileged to host some visiting expatriate nurses whose compassion, commitment and dedication impacted our service delivery. Gratitude to Hiebert Audrey and Jane Sibley.

For the future, the department plans to strengthen the research aspect of the department, introduce the concept of nurse-sensitive indicators as a quality improvement plan, continuous nurse professional development and strengthen communication skills.
Christine and Nursing at CoRSU

Christine joined CoRSU as an intern, later as an enrolled nurse and is currently a registered nurse and serving as the in-charge of the General ward.

Patience, empathy and simplicity are traits that have made Christine grow up in the ranks at CoRSU. Christine is evidence that anyone can rise professionally by being patient and dedicated. With that, CoRSU has sponsored her to pursue a Bachelor’s degree in Science nursing.

Christine’s work entails ensuring that the patients at the general ward are in good health. To achieve that, Christine is in the general ward by 7:20 am daily; to prepare and receive the night duty nurses’ report and to plan the day’s workload.

As the in-charge of the general ward, Christine ensures the ward is fully facilitated with drugs, reports any emergencies, manages the welfare of the patients and staff on the ward. For Christine, the greatest reward from her hard work is seeing a child with disability rehabilitated and they gain their independence.

“Working with CoRSU has been an amazing experience. Seeing the transformation in the lives of children with disability that walk through the hospital gates everyday makes my work fulfilling and meaningful.”

Christine Namugerwa
In-charge General Ward
CoRSU Hospital
VVF SERVICES AT CoRSU

The Fistula program was commenced in 2015 and treated 258 patients in the year 2018 compared to 200 patients in 2017. Surgical services were available weekly with one additional treatment week in March 2018 together with a visiting surgeon, Dr. Andrew Browning, to treat complex fistula cases.

On 23.05.2018 CoRSU Hospital participated in the commemoration of the World Fistula Day in Kibuku District, in Eastern Uganda. Twenty treated patients from the neighbouring district of Pallisa walked and raised awareness under the theme “End Fistula now, Reach everyone”. The celebrations are held annually with partners working in the field of treating obstetric fistula as a drive to campaign to end obstetric fistula.

The treatment of these patients is only possible with the help of dedicated community mobilizers who are working in the districts CoRSU is mobilising from: Pallisa, Ngora, Kaberamaido, Dokolo, Amolatar, Apac, Kwania, Oyam and Alebtong.

Once at CoRSU Hospital, patients receive regular visits by the Physiotherapists to train the pelvic floor muscles post-operatively. The Psychologists offer counselling sessions to each patient group.

Together with Acheonox Foundation, a youth based group and funded by Funds for Fistula, women receive training on how to make their own re-usable sanitary pads with education on menstruation hygiene.

Community Mobilizers during a Fistula program outreach
“Whenever my urine would leak, a repugnant smell would linger. I felt ashamed before my peers and some started to refer to me as a urinal. I was suicidal through a lot of that time.” That is how Grace a 28-year-old mother of four from Amolatar, narrates her struggle with fistula before surgery in her local language.

It all started when Grace was expectant with her fifth child. She went to the hospital in her home area when labour pains began. Unlike her other four children, Grace underwent a caesarean operation this time around. Unfortunately, she suffered a still birth.

As well as postpartum depression from the two sets of sorrow; the loss of a child and the postnatal pains from the attempted child birth, Grace also started to have uncontrollable urine leakage. She sought medication but she was told the situation could only be handled by a specialist hospital and at a rather huge cost.

Fortunately for Grace, a patient mobiliser for CoRSU visited her when he heard about Grace’s condition. He informed her about CoRSU and its highly subsidised VVF program that meets the entire cost of operation and repair. Grace was happy to hear the news but could either believe such a condition could be cured nor treated at zero cost to her.

At CoRSU, she was diagnosed with a Ureteric injury; a condition that refers to any trauma to the ureter that prevents it from functioning properly. Grace underwent a repair surgery and she can now control her urination.

Grace is grateful to CoRSU and the Fistula Foundation; that supports CoRSU to offer the VVF program to offer surgeries at zero cost to its patients. “I pray to God to bless you abundantly. Continue helping the poor women in rural Uganda who are affected with Fistula and Urethral tears.” Grace says as a big smile flashes on her face.
The Nutrition unit’s mandate is to offer nutrition rehabilitative services to patients so as to improve and maintain their nutritional and weight status as they undergo surgery. In 2018, a total of 1,111 patients were attended to, of whom 650 were male and 461 were Female. Of the 1,111 patients, 1057 patients were children representing 95% of patients and 54 were adult patients. The unit registered a 22% increase in the number of patients seen in 2018 as compared to 2017.

A number of conditions are managed by the team, with cleft lip and palate taking up the bulk of patients rehabilitated at 52%. Other conditions were osteomyelitis representing 11%, cerebral palsy representing 13%, burns representing 2%, pressure sores representing 20% and other conditions 20% respectively. With the above statistics, the role of a good nutritional status is critical in ensuring good surgical outcomes.

2018 activities were geared at improving nutritional rehabilitation services offered. The highlights of the year include:

- Capacity building for staff that included; experiential visit to The Spires Cleft Center, Smile Train training of trainers and psychosocial training.
- The unit received new office space, that provides an office, outpatient space, breast feeding/expressing room and kitchen. This has improved the privacy offered to patients during outpatient assessments and expanded on the space utilized by the unit members.
- Establishing a partnership with Mwanamugimu Nutrition unit at Mulago Hospital that enabled the unit receive therapeutic feeds that improve the management of severely malnourished patients.
- Provision of Kitobero feeds for patients aged between 6 and 24 months in order to improve their food intake.
- 2018 World Breastfeeding week celebrations

FUTURE PLANS

The future plans for the nutrition department will take nutrition rehabilitation management as core. Here are some of the high level plans:

1. The unit plans to conduct Smile Train nutrition trainings for CoRSU staff, partners and health workers of hospitals that refer cleft infants to the unit.
2. Undertake training for the nutrition unit and medical staff in CoRSU on the use of therapeutic feeds supplied by Mwanamugimu nutrition.
3. Continue with the provision of Kitobero foods to patients aged between 6 and 24 months.
4. Make use of the nutrition garden in the provision of hands on education in backyard gardening to combat micronutrient deficiencies.
RESEARCH UNIT

The Research Unit at CoRSU Rehabilitation Hospital has been operational since September 2016. This unit was created to meet the CoRSU Strategic Plan 2016-2019 Objective 10 which states, “Conducting Research”.

The strategic initiatives of conducting research at CoRSU were; set up a research committee; identify strategic research funding partners, undertake research and publish best practices; and use existing evidence (data and statistical reports) for decision making.

Since 2016, CoRSU has partnered with Nia Technologies Inc. (Canada), University of Toronto (Canada), University of California San Francisco (USA), Makerere University School of Public Health (Uganda), University of British Columbia (Canada), Harvard Medical School (USA) and Ghent University (Belgium) in undertaking several research studies from various fields including 3D Print Ability of Prosthetic Limbs; Post Injection Paralysis and Gluteal Fibrosis; and Speech Language Pathology.

New research studies are being developed to provide an evidence base for work done at CoRSU. Furthermore, the CoRSU Research Committee has been established with the mandate of providing oversight for research studies being conducted at CoRSU Rehabilitation Hospital.

The Committee boasts of four core members including the Research Coordinator, Medical Director, Head of Human Resource & Organizational Development and Head of Orthopaedic Department.

The task of this committee is to review all research proposals and grant permission to researchers intending to conduct their studies at CoRSU Rehabilitation Hospital.

The Research Coordinator provides support to researchers that successfully undertake studies at CoRSU.
DEPARTMENT Of HUMAN RESOURCE

By close of 2018, the staffing level was at 160, which is a “headcount” i.e. 138 full-time staff, 8 locum staff, 3 coworkers and 11 part-time employees (FTE; Full-Time Equivalent of 5.5 employees). The gender ratio was an average of 62 (38.8%) males: 98 (61.1%) females of a productive age range (25-35) at 63.5%.

Staff engagement and motivation; 2018 began on a high point with staff motivation inform of salary revision, celebration of individual staff milestones, staff engagement through committees, recruitment, training and change management. Staff Welfare committee (SWC) and the HR team successfully implemented changes in provision of canteen services. Communication has greatly improved with the SWC’s management of the suggestion box for pertinent issues.

A total of 13 disciplinary cases have been successfully handled to instill discipline. By December 2018, 96% of all employees had completed their performance appraisal and the review of the CoRSU HR manual was finalized and is pending approval.

Recruitment and training: Recruitment especially locum cover was amplified by maternity leave (baby boom) of about 20% of the workforce. Regular (quarterly) capacity building/staff awareness; induction and orientation were held including Continuous Medical Educations (CMEs) . Twelve (12) of these were general staff meetings held under rotational chairmanship of SMT members and recently held raffle draws have improved meeting attendance. Staff training support (scholarship/sponsorships) was offered to 18 employees (10 females and 8 males).

Change management; The organization underwent a restructuring process in September which led to role merging, job enrichment and evaluations. This ultimately led to a reduction in the employees from 219 to 162. Support teams from Catering, housekeeping and compound maintenance formed associations from whom services are now outsourced.

The department successfully closed the year with a vibrant Christmas party which was facilitated by Interface Uganda, organized and coordinated by the Rehabilitation department.
Continuous Professional Development at CoRSU
CoRSU employs a wide range of professional staff. Selected staff are required by their professional bodies to have Continuous Professional Development (CPD) hours at the end of a calendar year– commonly referred to as continuous medical education (CME). Statutory recognized professionals at CoRSU range from medical and dental practitioners across the various disciplines, ICPA registered Finance and Accounts staff and Internal Auditor.

By filling in the log book or diary every time one attends a session, professional employees’ CPD requirements are ascertained. Diaries are submitted to the professional bodies annually to be reviewed and renew membership. Sharing of knowledge and skills within professional forums, seminars, workshops and conferences is encouraged including with multi-disciplinary teams where content is not restricted to the profession. As a workplace, CoRSU has been keen in facilitating CPD and growth. Participants benefit from sharing experiences, knowledge and skills as they are usually learn from various and more skilled personnel.

CME’s and/or CPD’s are also helpful to staff in aligning themselves with emerging trends and technologies in the relevant fields largely known as organization learning. Hence they experience knowledge and skills transfer and thereby improve their performance in specific areas of work. In 2018, an average of 7 CME’s/CPD’s were held and about 82 staff benefited.

IT Unit
The team has had increasing data security and safety mechanisms developed on the database system with access privileges for users. Internet connectivity improved with the migration from Microwave internet to Fiber cable. Disposal of old computers and other gadgets and allocation of 26 new computers to selected users improved efficiency and reliability.

The CoRSU Hospital Website was re-developed using in-house skills and it is now hosted at www.corsuhospital.org. The Septic Ward was added to the network and the IT assets register and security manual updated. A wider outlook global email network was commissioned.

STAFF PROFILE
Dr. Judith Stenkamp

Judith joined CoRSU in 2014, when her husband was posted to work in Uganda. Having specialized in Gynaecology and Obstetrics and with a Masters in International Health (Charite University), she acquired an opportunity to work as a volunteer gynaecologist at CoRSU. She developed a desire to support women especially those affected with Fistula in Uganda.

She started developing a program that was supported by the Fistula Foundation. Over the years, the program has progressively expanded with over 200 surgeries performed annually. Judith has always wanted to restore dignity, that’s the reason she enjoys doing her job.

"I am inspired by every woman that leaves the CoRSU gates on the pathway to a full life after a fistula repair. A contribution to a fistula free world is my joy.

Dr. Judith Stenkamp
CoRSU Gynaecologist."
6 YEARS OF LIFE CHANGING PARTNERSHIP BETWEEN CHESHIRE SERVICES UGANDA AND CoRSU

Cheshire Services Uganda, CSU is a local NGO specializing in disability and inclusive development. Established in 1997, CSU is comprised of 7 Cheshire homes: Katalemwa, Nkokonjeru providence, Buluba, Budaka, Butiru, Pamba and the Two St Francis schools of the blind in Soroti. Our work supports persons with Disabilities through: Education, livelihoods, Human Rights, support for daily living and Rehabilitation.

Cheshire Services Uganda boasts of a wonderful collaboration with CoRSU Hospital since 2014. This collaboration has enabled us to change the lives of 2,567 children with disabilities from the slums of Kampala through offering subsidized rehabilitation services by:

- 100% coverage of operation fees of children referred by CSU,
- Offering subsidized assistive devices to children,
- Responding to emergencies concerning referred children appropriately even before the appointment dates,
- Offering services on post-payment terms.
- Offering warm hospitality to CSU beneficiaries which makes them want to even stay longer at the facility, even when they are medically ready to be discharged.

- Above all, restoring hope through counselling and encouragement by professional and friendly hospital staff. The testimonies from the beneficiaries are incredible.

This has resulted in the rehabilitation and reintegration of children with disability referred to CoRSU. On the side of the parents/guardians, the financial burden of medical costs has been reduced significantly by paying 100% medical bills for the children, feeding and transport costs to and from the Hospital. As CSU aims high to extend service to more and more CWDS, it is our prayer that this partnership grows further so that more lives are touched.

Catherine- Akampurira

Project officer- rehabilitation.
Cheshire Services Uganda.
"Bridging Disability and Development"
CoRSU 5TH INCLUSIVE SPORTS FESTIVAL “BREAK THE BARRIERS; PLAYING TOGETHER”.

Sports Festival Sponsors
2018 Financial Report

### CoRSU Incomes

<table>
<thead>
<tr>
<th></th>
<th>2018 Shs'000</th>
<th>%age</th>
<th>2017 Shs'000</th>
<th>%age</th>
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<tbody>
<tr>
<td>Drugs and Patient fees</td>
<td>4,236,387</td>
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<td>3,217,592</td>
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<td>Grant Disbursement</td>
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<td>CBM Germany</td>
<td>1,463,373</td>
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<td>962,704</td>
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<td>CBM Switzerland</td>
<td>154,492</td>
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<td>123,662</td>
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<td>CBM Canada</td>
<td>1,358,193</td>
<td>12%</td>
<td>1,438,418</td>
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<td>CBM Italy</td>
<td>1,648,478</td>
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<td>2,932,311</td>
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<td>CBM New Zealand</td>
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<td>CBM UK</td>
<td>42,520</td>
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<tr>
<td>CBM EV</td>
<td>-</td>
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<tr>
<td>Smile Train USA</td>
<td>529,540</td>
<td>5%</td>
<td>548,339</td>
<td>4%</td>
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<tr>
<td>Fistula Program</td>
<td>299,824</td>
<td>3%</td>
<td>298,958</td>
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<td>Miracle Feet</td>
<td>289,770</td>
<td>3%</td>
<td>49,017</td>
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<tr>
<td>Income from donations</td>
<td>241,978</td>
<td>2%</td>
<td>244,581</td>
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<tr>
<td>Other Incomes</td>
<td>993,545</td>
<td>9%</td>
<td>2,910,461</td>
<td>23%</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>11,417,142</strong></td>
<td><strong>100%</strong></td>
<td><strong>12,907,338</strong></td>
<td><strong>100%</strong></td>
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### 2018 Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2018 Shs'000</th>
<th>%age</th>
<th>2017 Shs'000</th>
<th>%age</th>
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</thead>
<tbody>
<tr>
<td>Personnel costs</td>
<td>6,425,766</td>
<td>56%</td>
<td>4,804,250</td>
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<tr>
<td>Other Administration costs</td>
<td>797,386</td>
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<td>740,942</td>
<td>6%</td>
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<tr>
<td>Utility and Property costs</td>
<td>573,588</td>
<td>5%</td>
<td>892,882</td>
<td>7%</td>
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<tr>
<td>Consumables and maintenance</td>
<td>2,722,877</td>
<td>24%</td>
<td>2,291,764</td>
<td>18%</td>
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<tr>
<td>Subsidies waivers</td>
<td>1,119,414</td>
<td>10%</td>
<td>295,902</td>
<td>2%</td>
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<tr>
<td>Transport costs</td>
<td>74,258</td>
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<td>212,531</td>
<td>2%</td>
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<td>Public relations</td>
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<td>90,760</td>
<td>1%</td>
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<tr>
<td>Equipment purchase</td>
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<td>13,441</td>
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<tr>
<td>Capital development expenses</td>
<td>655,913</td>
<td>6%</td>
<td>699,482</td>
<td>5%</td>
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<tr>
<td>Provision for unspent donor funds</td>
<td>(802,462)</td>
<td>-7%</td>
<td>2,871,164</td>
<td>22%</td>
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<tr>
<td>Allocation to reserves</td>
<td>(153,017)</td>
<td>-1%</td>
<td>(5,780)</td>
<td>0%</td>
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<tr>
<td>Deficit for the year</td>
<td>(802,462)</td>
<td>-7%</td>
<td>2,871,164</td>
<td>22%</td>
</tr>
<tr>
<td>Unrealised exchange gains</td>
<td>(153,017)</td>
<td>-1%</td>
<td>(5,780)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td><strong>11,417,142</strong></td>
<td><strong>100%</strong></td>
<td><strong>12,907,338</strong></td>
<td><strong>100%</strong></td>
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Stewards of CoRSU’s Success through 2018

### Our Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Emmanuel Luyirika</td>
<td>President</td>
</tr>
<tr>
<td>Dr. Paula Munderi</td>
<td>Vice President</td>
</tr>
<tr>
<td>Mr. Victor Odongo</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Mr. Caleb Owino</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. Aloysious Bakkidde</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. Jean Pierre Lequeux</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. William Byaruhanga</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. Jack Wavamunno</td>
<td>Member</td>
</tr>
<tr>
<td>Sr. Dr. Anthonia Nakamya</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. Dan Ward</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. Joseph Kasozi</td>
<td>Member</td>
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<tr>
<td>Mr. Davide Naggi</td>
<td>CEO</td>
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</tbody>
</table>

### Our Senior Management Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Mr. Davide Naggi</td>
<td>CEO</td>
</tr>
<tr>
<td>Dr. Sarah Hodges</td>
<td>Medical Director</td>
</tr>
<tr>
<td>Dr. Moses Fisher Muhumuza</td>
<td>Head of Orthopaedic Department</td>
</tr>
<tr>
<td>Ms. Christine Tusiime</td>
<td>Head of Rehabilitation Services</td>
</tr>
<tr>
<td>Mr. Samuel Musinguzi</td>
<td>Head of Finance</td>
</tr>
<tr>
<td>Dr. George Galiwango</td>
<td>Head of Plastics and Reconstructive Department</td>
</tr>
<tr>
<td>Mr. Wilber Katubakire</td>
<td>Head of Human Resource &amp; Organisational Development</td>
</tr>
<tr>
<td>Ms. Juliet Babirye</td>
<td>Head of Nursing</td>
</tr>
<tr>
<td>Mr. David Alip</td>
<td>Estates Manager</td>
</tr>
</tbody>
</table>
Our Donors
We appreciate all our donors including Good Samaritans and Friends of CoRSU who support our mandate of improving the quality life for people with disability.
We are 10 years old!!!
Come and join us celebrate on the 28th September 2019