



**CoRSU**  
Rehabilitation Hospital  
*.. For people with disability*

**2023**  
**ANNUAL  
REPORT**

*There is Hope for People with Disability!*



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# List of Acronyms

BLS	Basic Life Support
CBM	Christian Blind Mission
CBID	Community Based Inclusive Development
CBOs	Community Based Organizations
CEO	Chief Executive Officer
CME	Continuous Medical Education
COEDN	Children's Orthopedic Education for Developing Nations
CoRSU	Comprehensive Rehabilitation Services Uganda
COSECSA	College of Surgeons of East, Central, and Southern Africa
CPA	Chartered Public Accountant
CPD	Continuous Professional Development
CSSD	Central Sterilizing Supply Department
CT Scan	Computerized Tomography Scan
CWDs	Children with Disabilities
ERP	Enterprise Resource Planning
EEG	Electro-Encephalogram
FCS	Fellow of the College of Surgeons
HR	Human Resource
IT	Information Technology
ITC	Inpatient Therapeutic Care
M&E	Monitoring and Evaluation
MRI	Magnetic Resonance Imaging
MUST	Mbarara University of Science and Technology,
NGO	Non-Government Organization
OPD	Out Patient Department
OTC	Outpatient Therapeutic Care
PALS	Pediatric Advanced Life Support
PPPH	Public Private Partnership for Health
SLT	Speech and Language Therapist
UBOS	Uganda Bureau of Statistics
UCSF	University of California, San Francisco
UMA	Uganda Manufacturers Association
UNCST	Uganda National Council for Science and Technology
UNHS	Uganda National Household Survey
UNICEF	United Nations' Children's Fund
USA	United States of America
UWEC	Uganda Wildlife Education Centre
VVF	Vesico-Vaginal Fistula
MOU	Memorandum of Understanding
IEC	Information, Education and Communication
PR	Public Relations
ERP	Enterprise Resource Planning



**Mr. Victor B. O. Odongo**  
**President**

**Together,  
we are  
transforming  
healthcare  
and creating  
a brighter  
future  
for our  
community.**



## Message from the President, Board of Directors

Dear Stakeholder,

It is with great pleasure that I present to you the CoRSU Hospital Annual Report for the year 2023 which marked the 14th Anniversary of CoRSU's establishment.

I am thankful to God for the gift of life and good health, and I am also grateful to:

- The Government of Uganda for its partnership and support in providing an enabling environment for CoRSU to thrive.
- The CoRSU donors, partners, friends, and well-wishers for their tremendous support, good networking and unreserved collaborations with CoRSU.
- The CoRSU General Assembly and Board members for their strategic oversight, outstanding commitment, continued engagement and excellent work done during the year in guiding and supporting CoRSU's Management.
- The CoRSU Management and Staff for their passion, hard work and loyalty towards the organization and delivering on their expectations under very difficult circumstances.
- The CoRSU Patients and their families for whom CoRSU was established to serve.

On behalf of the CoRSU General Assembly and Board of Directors, I have had the privilege of witnessing firsthand the incredible dedication and hard work of our staff, volunteers, and supporters in achieving our mission of providing quality Orthopedic, plastic and rehabilitation services to people with disability in Uganda and beyond.

Over the year, CoRSU Hospital continued to make significant strides in delivering comprehensive medical care and rehabilitation services to individuals with disabilities. Our commitment to excellence and

innovation has enabled us to reach even more patients and make a meaningful impact on their lives.

One of the highlights of 2023 was the expansion of our outreach programs, which allowed us to extend our services to underserved communities across the region.

Through community health initiatives and outreaches, mobile clinics and patient home visits/ follow-ups, we were able to identify and treat individuals who otherwise would not have had access to the care they needed. This expansion aligned perfectly well with our strategy and vision of creating a healthier and more inclusive society for all.

Furthermore, we focused on capacity building and training. This has empowered our staff to enhance their skills and expertise, hence ensuring that we can continue to deliver the highest standard of care to our patients.

Additionally, we invested in infrastructure development, that included, among other things, the construction of the state-of-the-art Rehabilitation Centre, acquisition of new medical equipment and facilities for storage of medical equipment and supplies, and acquisition of a new Enterprise Resource Planning (ERP) System. All these were done in order to improve diagnostic capabilities, accounting and general service delivery.

None of this would have been possible without the unwavering support of our donors, partners, and volunteers. Your generosity and dedication have been instrumental in driving our success and making a positive difference in the lives of countless individuals. Together, we are transforming healthcare and creating a brighter future for our community.

During the year, the Board also continued being more engaged than usual in providing guidance to CoRSU's Management, following up on several

agreed action points and strategies through its standing and other Ad-hoc Committees, and recruiting a new CEO for the Hospital.

I welcome Mr. Robert Ochai who assumed the office of CEO at CoRSU on the 1st of December 2023. I thank him for having accepted to serve CoRSU, and wish him fruitful engagements in his role at CoRSU.

I also recognise the former CEO, Dr. Andrew Muleledhu Lukanda who, on the 22nd of September 2023, moved on from CoRSU. We appreciate his contribution to CoRSU and wish him well in his future endeavours.

As we look ahead to the future, we take note of the challenges that we encountered, and remain committed to our Mission and Values. We are excited about the opportunities that lie ahead; and with your continued support we will build on our achievements and continue to make a lasting impact on the lives of those we serve.

I extend our appreciation to all those who contributed to the compilation of this report, and call upon all Ugandans to continue supporting the lives of children and adults with disability who need help; and to also support CoRSU in the provision of Health Care Services to these People.

Thank you once again for your support and commitment to CoRSU Hospital. Together, we are changing lives and building a healthier, more inclusive world.

Warm regards,



**Victor B. O. Odongo**  
**PRESIDENT**



**Mr. Robert Ochai**  
**CEO**

**It is further  
estimated  
that 10.2%  
of children  
aged  
between  
5-19 years  
live with  
some form  
of disability.**



## Message from CEO

Disability has significant impacts on the wellbeing of individuals, their families and the nation at large. It is estimated that 16% of the world population live with disabilities. In Uganda, it is estimated that approximately 7,000,000 people live with disability. It is further estimated that 10.2% of children aged between 5-19 years live with some form of disability. This calls for urgent action from Government and its partners to improve the quality of life of people living with disabilities.

In 2023, CoRSU made significant contributions to the improvement of the quality of life of people living with disabilities in Uganda and beyond. CoRSU Hospital provided support to over 26,000 people with disabilities. CoRSU also extended services to various communities round the country. CoRSU also made major investments in its infrastructure during 2023.

While CoRSU made significant progress in 2023, it also faced a number of challenges. There were several transitions in leadership which directly impact on the pace of service delivery at CoRSU. Despite the various challenges, CoRSU staff did a tremendous job in providing excellent services both in the hospital and in the communities.

We take this opportunity to express appreciation to the CoRSU Board of Directors for the great work it did steering the organisation through the many challenges faced in 2023.

We also express deep appreciation to CoRSU donors for the tremendous support they extended to CoRSU during 2023; we look forward to greater partnership in 2024 and beyond.

We are glad to present to you this report which documents some of the great work that CoRSU did in 2023. We look forward to your continued support and partnership in 2024 and beyond.

There is Hope for people living with disability.

**Robert Ochai**  
**Chief Executive Officer.**



# Board of Directors



**Mr. Victor B. O. Odongo**  
President



**Sr. Dr. Anthonia Nakamya**  
Vice President, and Chair HR & QA  
Committee



**Mr. Joseph Mutasaaga**  
Treasurer and Chair Finance  
Committee



**Eng. Aloysius Bakkidde Kaganda**  
Board Member and 1<sup>st</sup> Board  
President



**Dr. Emmanuel B.K. Luyirika**  
Board Member and 2<sup>nd</sup> Board  
President



**Counsel William Byaruhanga**  
Board Member



**Dr. Frederick Mutyaba  
Asanansiyo**  
Chair-Research & Medical  
Services Committee



**Counsel Joseph Mubiru Kasozi**  
Board Member Chair-Legal and  
Audit Committee



**Mr. Caleb Okumu Owino**  
Chair, Marketing and Fundraising  
Committee



**Prof. Augustus Nuwagaba**  
Board Member



**Mr. Jack Wavamunno Mwesezi**  
Board Member



**Ms. Teresa Luzinda**  
Board Member



**Mr. Jean Pierre Camille Abel  
Lequeux**  
Board Member



**Ms. Jacqueline Lubwama Ssali**  
Board Member

# Management Team



**Mr. Robert Ochai**  
CEO



**Dr. Moses Fisha Muhumuza**  
Medical Director



**Mr. Benard Bwire**  
Head of Finance



**Mr. Gerald Barungi**  
Head of Programs,  
Partnerships and Networks



**Mr. Wilber Katubakire**  
Head of Human Resources and  
Organisation Development



**Mr. Nathan Muyimbwa**  
Head of Internal Audit

# 1 Executive Summary

This 2023 CoRSU Annual Report presents the overall performance of CoRSU during the year. It covers among other highlights, the different medical services provided at the Hospital during the year, the community outreach activities, as well as the financial performance of the Hospital.

CoRSU continued to offer a wide range of health services ranging from Orthopaedic, Plastic and Reconstructive surgery, Rehabilitation, VVF and Diagnostic services in line with CoRSU's strategic plan for 2023-2027. This report summarizes what was achieved under the 4 strategic objectives in CoRSU's current strategic plan.

In 2023, a total of 26,477 patients were treated at the Hospital for different conditions. These included Orthopaedic conditions, Plastics and Reconstructive surgery, therapy sessions and other medical rehabilitation interventions.

CoRSU continued to support the training of various cadres of health workers, including surgeons, Orthopaedic Officers, nurses, and other staff. The hospital obtained accreditation from the Uganda National Council for Science and Technology (UNCST) and the College of Surgeons of East, Central, and Southern Africa (COSECSA) to train orthopedic surgeons in the pediatric orthopedic sub-specialty.

Additionally, the Hospital participated in research studies and training collaborations with other institutions as a way of strengthening her capacity to manage people living with disability. CoRSU staff also participated in international conferences during which they showcased the great work that CoRSU is doing.

The Hospital acquired and installed new equipment; these include autoclaves, X-ray machine, Medical Air plant, and a solar power plant. In addition, construction of a new state-of-the-Art Rehabilitation Centre was launched in 2023.

The key challenges faced by CoRSU in 2023 include inadequate funding, high staff turnover, breakdown of some medical equipment. Solutions to these challenges will be implemented in 2024 while continuing to provide high quality services to people with disability in Uganda and beyond.



## 2 Introduction

**C**oRSU Hospital is a specialized rehabilitation hospital established in 2009 as a local NGO. CoRSU's mandate is to mitigate the debilitating effects of disabling physical conditions, by ensuring accessibility and availability of quality, preventative, curative, rehabilitative services for people with disability in Uganda and neighboring countries, with the major objective of providing high quality rehabilitation and surgical services to people with disabilities in Uganda. CoRSU Hospital is located in Kisubi, along the Kampala – Entebbe highway. It is approximately 23 kilometers from Kampala and 18 kilometers from the Entebbe airport.

The Hospital has a bed capacity of 201 beds in the following Inpatient wards; General ward, Septic Ward, Private Ward and the Hostel. Outpatient department (OPD) has several clinics including the Orthopaedic Clinics, Club foot clinics, the Plastic and Reconstructive Surgery Clinics, the Therapy clinics, Cerebral Palsy Clinics, as well as Laboratory, Radiology, and Pharmacy units.



### Mission

To be a centre of Excellence in Uganda providing orthopedic and plastic reconstructive surgery, and comprehensive rehabilitation services for people with disabilities prioritizing children



### Vision

To ensure that 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



### Core Values

- Patient Focus
- Integrated Teamwork
- Respect and Courtesy
- Open Communication
- Transparency and Accountability
- Creativity and Innovation



## Strategic Focus for 2023 – 2027

The new strategic plan focuses on four strategic pillars including Specialized Health Services, Research and Training, Community Based Inclusive Development (CBID) and Brand visibility. These are captured in the strategic plan objectives which are:

1. To enhance patient care through specialized health services.
2. To strengthen research and knowledge sharing for effective rehabilitation service.
3. To enhance community based inclusive development activities.
4. To build a strong brand for enhanced stakeholder engagement.

CoRSU hopes that the new strategic plan will propel it to greater heights as it strives to achieve its mission and vision.



## Our Reach

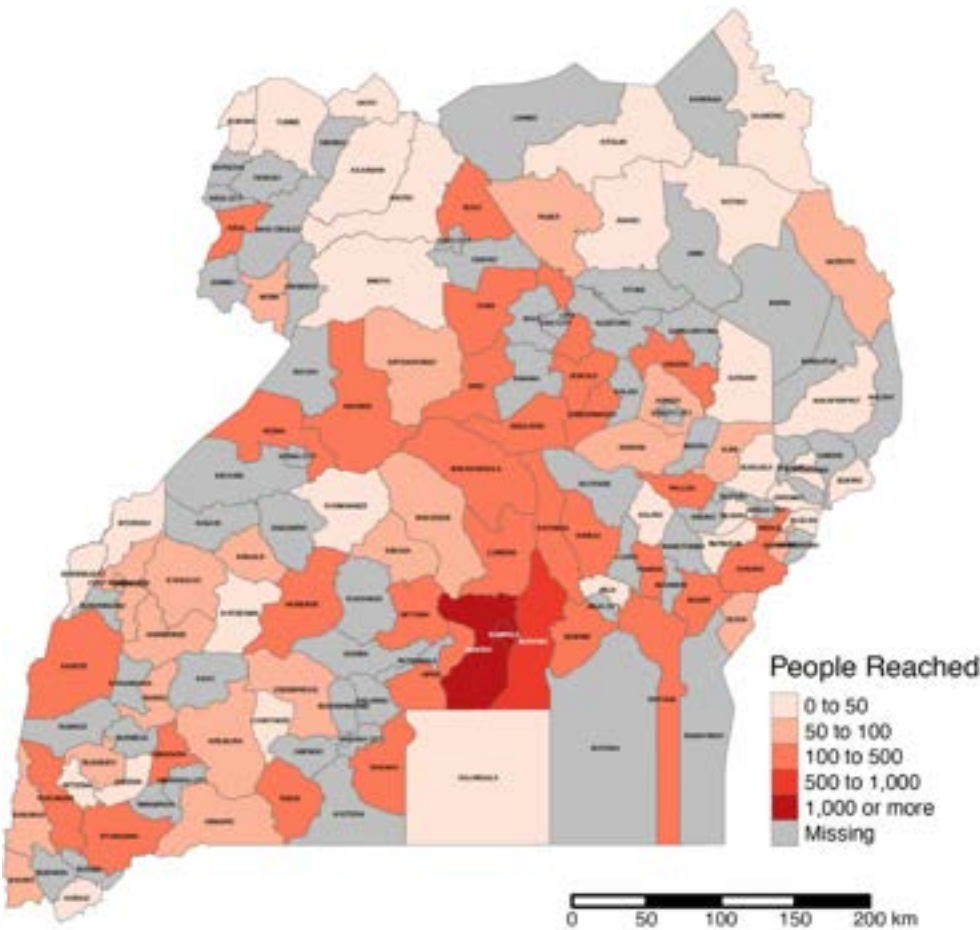
CoRSU partners with various organizations including CBOs, NGOs (both national and international), Faith Based Organizations, and individual partners who refer clients to CoRSU for support.

CoRSU serves people from across Uganda and beyond. While most of our clients come to CoRSU Hospital, we also conduct community outreaches clinics in various part of the country. The map of Uganda below shows the districts of origin of the people served by CoRSU in 2023.





Map Showing Districts of Origin of People Served by CoRSU in 2023



The above map shows the distribution of the people reach by CoRSU in 2023; with the districts shaded in darker colors having more people reached than the districts in lighter colors. From the above map, it is evident that majority of the patients served by CoRSU in 2023 came from the central region particularly in Wakiso and Kampala districts as shown by the dark red color, followed by Mukono, and the other districts as shown by the color variations. While the grey colored districts indicate no patients served, some of these districts were reached through community outreaches and health clinics under Community Based Inclusive Development (CBID).

CoRSU will work with its partner organisations in 2024 to increase the reach of its services, especially to the districts that currently have few patients receiving services from CoRSU.

## 3 Programme Delivery Approaches

### 3.1 Medical Interventions.

In addition to surgeries for which CoRSU is well known, CoRSU also carries out medical consultations, post-surgery reviews assessments, and diagnostic services (radiology, pharmacy, and laboratory). Over 26,000 clients received medical and other support services at CoRSU in 2023.

### 3.2 Therapy interventions.

The Therapy Department provides various therapy services, including Physiotherapies, Occupational Therapies, Speech and language therapies and clinical psychotherapy. It also facilitates Nutrition and education and play therapies. Additionally, the Orthopedic workshop provides assistive devices to include Orthotics, Prostheses, wheelchairs, crutches, and special orthopedic shoes among others. The therapy team also conducted training of medical interns from Universities in Uganda. In total, our Rehabilitation Department offered 7,338 therapy sessions to clients. It also provided 1,305 assistive devices to clients and fabricated a total of 871 prosthetic and orthotic devices.

### 3.3 Community Based Inclusive Development

CoRSU implements a Community Based Inclusive Development approach with the objective of promoting empowerment and ensuring that no one is left behind. The activities are implemented through outreaches and other community-based initiatives. In 2023, CoRSU implemented 8 outreach clinics, 16 awareness sessions, 10 rounds of home visits, 5 Safeguarding meetings, and more than 400 Counselling and Education sessions.

### 3.4 Research and Advocacy.

CoRSU collaborates with both local and international institutions to carry out research that not only improves service delivery, but also informs the advocacy agenda for the rights of people with disability. This is done at various levels, ranging from local community intervention to global partnerships.

### 3.5 Partnership Building

CoRSU works in partnership with donors and local partners to deliver services to people with disability. The partner organisations include local and international NGOs, CBOs, and community structures. These carry out mobilization and referrals of patients from the communities to CoRSU and other referral units across the country for treatment and rehabilitation.





## 4 Program Performance in 2023

In 2023, CoRSU touched the lives of over 26,000 patients through the provision of Orthopedic Services, Plastic and Reconstructive Surgery Services, Therapy services, as well as Fistula Services. CoRSU's performance in 2023 is presented below along the themes of its 2023-2027 strategic plan.

### 4.1 Strategic Objective 1 – Specialised Medical Services

#### 4.1.1 Orthopaedic Services

The Orthopedic Department provided a comprehensive range of orthopedic services, including pediatric orthopedics, limb reconstruction, joint arthroplasty, bone infections, bone tumors, and limb salvage. Additionally, CoRSU ran specialized clinics for cerebral palsy and neuromuscular conditions, clubfoot, hand surgeries, and spine surgeries where the needs of our patients were adequately catered for.

In 2023, 1,476 surgeries were successfully performed, representing a 7.3% increase from the 1,375 surgeries conducted in 2022. This achievement underscores CoRSU's commitment to expanding access to surgical care and addressing the orthopedic needs of our community. It also shows progress in service delivery from the slump in the previous years due to the global COVID-19 pandemic.

A key factor contributing to our success was the expansion of the surgical team, allowing CoRSU to enhance the quality of services and foster specialization within orthopedics. The increased team of skilled surgeons made it possible to focus on delivering personalized care and achieving optimal patient outcomes.

Part of the key output areas in 2023 was the training program of two pediatric Orthopedic Surgeons (Dr Esther Akello and Dr Ewochu Emmanuel) who graduated as fellows from the College of Surgeons of East, Central and Southern Africa (COSECSA), to which CoRSU is an accredited affiliate. This brings the number to 5 pediatric orthopedic surgeons in Uganda, with 4 of whom are working at CoRSU Hospital.

Another notable output is 92 joint replacement surgeries for both knee and hip replacements, which is approximately 30% of the total joint replacement surgeries done in Uganda in the course of the year. The table below summarizes the outputs of the orthopedic department in 2023.

**Table 1: Orthopaedics Department performance on surgical and OPD service 2023.**

Orthopedics	Target	Achieved	Percentage Achievement
Consultations at OPD	14,400	16,754	116%
Orthopaedic surgeries	2,000	1,476	74%
Joint replacements surgical procedures	100	92	92%
Developing SOPs and Surgical Protocols	19	11	58%

Data Source: CoRSU Program Data

The targets set by the team for orthopedic surgeries were ambitious but could have been achieved. The sub optimal performance was primarily due to no-shows of patients for surgeries, citing lack of funds for the surgeries.

### 4.1.2   Plastics and Reconstructive Surgery Services.

The Plastic and Reconstructive Surgery department at CoRSU provided a wide range of services that included:

- Cleft lip and palate.
- Post burn contractures.
- Complex wound management.
- Head and neck tumours.
- Hand and peripheral nerve injury.
- Soft tissue tumours Limb traumatic and congenital conditions.

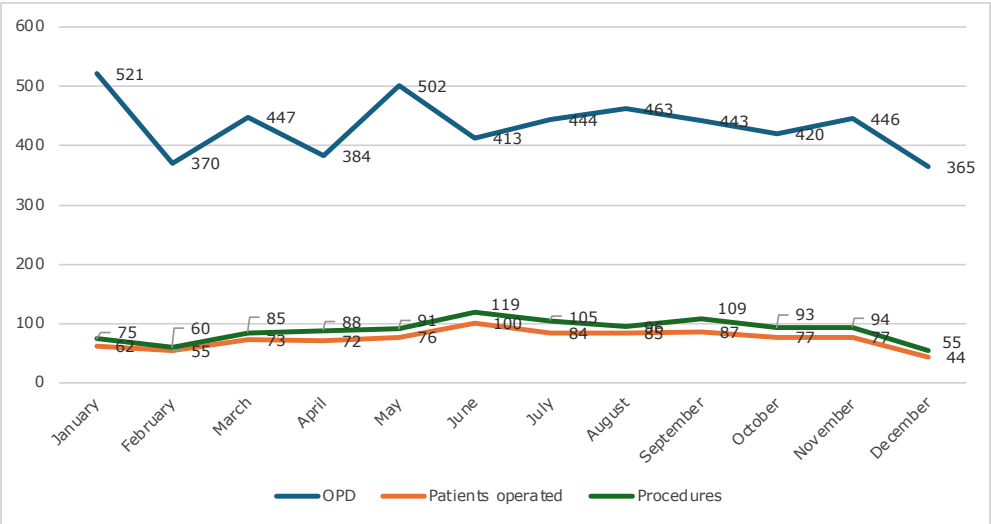
Overall, the team attended to 5,218 clients in OPD; and performed 1,070 surgical procedures on 892 clients in the reporting period. The table below shows the performance of the Plastic and Reconstructive surgery department in 2023.

**Table 2: Performance of Plastic and Reconstructive Surgery Department**

Plastic and Reconstructive Surgery	Target	Achieved	Percentage Achievement
Consultations at OPD	4,600	5,218	113%
Plastic surgeries	1,448	1,070	74%
Patients in theater	1,086	892	82%

Data Source: CoRSU service data.

#### Trend of monthly performance of the Plastic and Reconstructive Surgery Department



In comparison to 2022, OPD attendance under plastics and reconstructive surgery reduced by 97 patients from 5,315 to 5,218. On the other hand, surgical procedures increased by 95 patients from 975 to 1,070 in 2023. The total number of patients operated during the year increased by 83 from 809 to 892. There were no fatalities in 2023 as all the patients were adequately managed.

### **Hand Surgery clinic**

CoRSU has continued to witness an increase in Surgery and therapy for Obstetric Brachial Plexus injuries and hand trauma patients. To respond to this trend, the Hospital increased the number of clinic days to 2 per week, on Mondays and Thursdays. This provided more opportunities for patients to access services.

### **Cosmetic surgery**



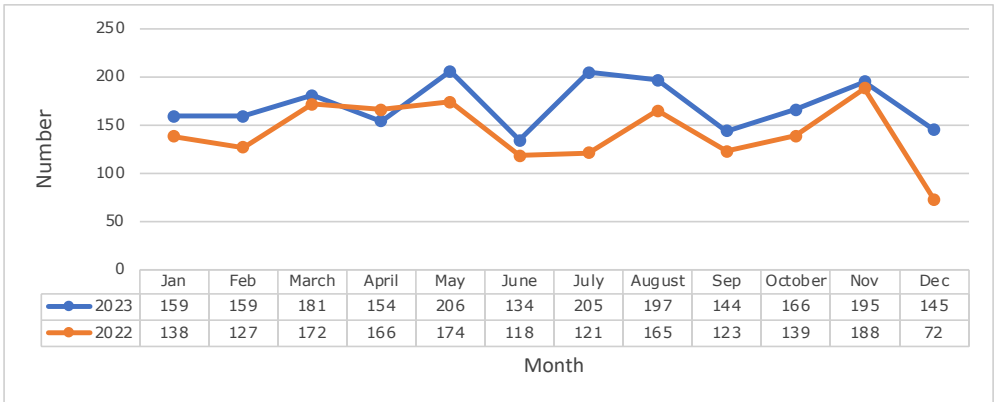
*Dr. Cornelius Masambu, one of CoRSU's plastic surgeons (in white coat) examines a child with a cleft lip and palate.*

There was a very low uptake of the service throughout the year. This is because the level of awareness about these services was low among the public. In addition, there was no liposuction machine to aid in performing the would-be cosmetic surgery procedures. There is need to increase awareness in the public about the availability of cosmetic surgery services in CoRSU. Furthermore, there is need to procure new liposuction equipment, especially the canisters and cannulas that are used during cosmetic surgeries.

### 4.1.3 Paediatrics and Child Health Services

CoRSU's pediatric clinics run on Mondays, Wednesdays, and Fridays. They are managed by an in-house Pediatrician. The two main pediatric clinics in the reporting period were the Cleft and Cerebral Palsy clinics that run on Monday and Wednesday respectively. These clinics played a critical part in medical management of children with disabilities who visited CoRSU Hospital for Orthopedic, Rehabilitative, and Plastic Reconstructive care.

#### Patient Visits to the Paediatric Clinics in 2023 Vs 2022



A total of 2,045 patient visits were registered in 2023 as compared to 1,703 patient visits in the 2022; representing a 16.7% increase in the clinic visits in 2023 as compared to 2022. This increase is attributed to the availability of funding from CBM under You are not Alone project for follow up of children with Cerebral Palsy. The funding facilitated patients with transportation costs and medication.

Overall, 66.7% of the patients that attended the pediatric clinics were managed for Cerebral Palsy while 20% had Cleft lip and/or palate and other conditions such as Duchenne Muscular Dystrophy, Trisomy, Arthrogryposis Multiplex Congenital, and Hydrocephalus. Acute medical illnesses accounted for 13.2% of the clinic visits in 2023.

**Table 3: Showing number of consultations for Paediatric department in 2023**

	Target	Achieved	Percentage Achievement
Consultations at OPD	1,480	2,045	138%

Data Source: CoRSU service data.



*Dr. Mulungi Esther (left), CoRSU's Paediatrician discusses with a caregiver of a child with Cerebral Palsy during one of the support group discussions at CoRSU Hospital*

In 2024, CoRSU will seek for funding to strengthen the pediatric clinics in response to the increasing demand of these services from the parents of children with disabilities.

#### **4.1.4 VVF Services**

The Vesico Vaginal Fistula (VVF) programme continued to run throughout 2023 with a slight increase in the number of patients seen and attended to. In 2023, a total of 467 women were identified during outreaches, whereas 96 were seen in the Outpatient Department (OPD). The VVF surgeries performed in 2023 were 35.5% more than had been planned. A total of 388 surgeries were conducted whereas the plan had been for 250. These surgeries aimed at correcting childbirth related injuries. In addition, the hospital surgical care team carried out 2 surgical camps in Kyangwali, and 1 surgical camp in Kitgum to help take services closer to the less advantaged, and those that were not in position to travel to CoRSU Hospital.



*Some of the happy mothers that underwent surgery in May 2023*

As part of the VVF programme, CoRSU conducted community outreaches to create awareness about services that are available for women with VVF. This was done through radio talk shows and community meetings. CoRSU Gynecologist (Dr. Judith) worked with the social work team to implement outreaches in Eastern and Northern Uganda. The districts reached included Pallisa, Budaka, Ngora, Serere, Dokolo, Lira, Alebtong, Amolatar, Kaberamaido, Otuke, Oyam, Kole, Apac, Kwanja and Omoro.

**Table 4: Showing Performance of the Gynaecology unit under the VVF programme**

VVF Services	Target	Achieved	Percentage Achievement
Consultations at OPD	96	96	100%
Surgeries	250	388	155%

*Data Source: CoRSU service data.*





*CoRSU's Gynaecologist - Dr. Judith Stenkamp (on the left) celebrates World Fistula Day with Audrey Linda one of CoRSU's programme staff.*

#### 4.1.5 Nursing Services

The Nursing department continued to excel in 2023. It maintained patient focus, ensuring that patients are holistically managed. The team provided a wide range of services to over 26,000 clients that visited the Hospital. These services included consultative care, wound dressing, coordination of care, drug administration and other related interventions, patient education and counselling, and managing patient records among others.

In the course of 2023, the Hospital strengthened the capacity of the nursing team by organizing trainings like Nutrition and the Paediatric Advanced Life Support (PALS) trainings and Continuing Medical Education (CMEs) sessions to enable nurses improve on their knowledge and skills, hence improving the quality of services to people with disability.



*CoRSU medical staff consulting during a ward round*

A total of 66 nurses were trained in Basic life support (BLS), Paediatric Advanced Life Support (PALS), and nutrition training on comprehensive management of cleft care patients. All these trainings were made possible through the generous support of CoRSU funding partners and Friends. The hospital was privileged to host nurse expatriates from Belgium and the United Kingdom at Kalongo Hospital in Agago District in Uganda. A team of nurses from Kalongo Hospital attended a two weeks experiential learning mentored by CoRSU staff.

CoRSU also focused on improving the emergency response and critical care standards of its team. This was aimed at strengthening the standard of care being offered to patients especially during the critical moments during patient management.

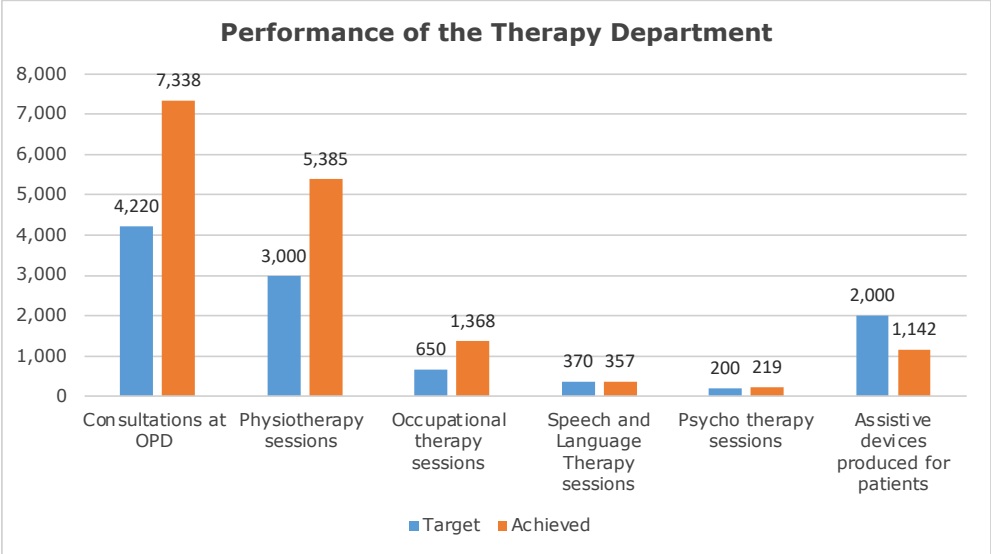
#### **4.1.6 Rehabilitation Services**

The Rehabilitation Department provided a range of services, including; Physiotherapy, Occupational Therapy, Speech and Language Therapy, Psychosocial therapy, as well as Education and Play Therapy. In addition, assistive devices including prosthetics and Orthotics devices were fabricated in the hospital workshop.

In the course of 2023, the Rehabilitation Team conducted 7,338 therapy sessions. Physiotherapy sessions accounted for 5,378, occupational therapy had 1,357 sessions, SLT had 384 sessions, whereas psychotherapy had 219 sessions.



A total of 1,305 assistive devices were issued by therapists, and 871 prosthetic and orthotic devices were fabricated in the orthopedic workshop. The graph below summarized the performance of the Rehabilitation team.



The CoRSU therapy team conducted 7,338 sessions at OPD; an achievement of 174% against the target of 4,220. This increased performance was due to the high number of patients who turned up at CoRSU requiring the services of the Therapy team.

Physiotherapy services were provided to 5,385 patients against targeted 3000 giving an achievement of 180%. In addition, 1,368 patients received occupational therapy sessions against the targeted 650 giving us an over performance of 210%.

Speech and Language sessions benefited 357 out of 370 targeted patients; this was an achievement of 96% against the target. CoRSU also provided 219 psychotherapy sessions; which is 10% more than the planned 200 psychotherapy sessions. The higher than planned achievement was due to the increased needs of the patients. CoRSU supported 1,142 patients with assistive devices against the targeted 2,000 clients, translating to a performance rate of 57%.

CoRSU staff participated in the annual FATO conference. This annual conference is always an opportunity to learn and grow professionally, as well as to gain skills for improving the quality of therapy services at CoRSU.

**Education and Play Therapy**

While providing services to people with disability, CoRSU focused on creating an enabling environment for children with disability during their stay at the Hospital. To achieve this goal, CoRSU, through the Education and Play therapy programme, designed and implemented various activities that kept the children and their caretakers engaged. These activities included Art and Crafts, i.e., knitting, crocheting, weaving and shoemaking. The sessions equipped children with special skills that they can use to improve the quality of their lives.

The pictures below show some of the activities that the children were involved in during their stay at CoRSU.



*On left; CoRSU's Clinical Psychologist Alice Nnanono facilitating the Art & Craft sessions with children with disability and their caregivers and on the right; Children during the 2023 Christmas Party with Father Christmas*

Other activities included the end of year Children's Christmas Party, outdoors games and physical exercises, counselling sessions, and the educational sessions conducted in the classroom as well as at the patient's bedside in the wards. The counselling sessions were aimed at helping patients and their caretakers cope with the stress that may be surrounding them.

The Hospital was also privileged to receive volunteers from the United Kingdom and Canada who helped to support the children with educational activities and play therapy. Their support positively boosted the children's experience at CoRSU.



*Ruben, a volunteer from the UK, playing with children at CoRSU Hospital.*

CoRSU had planned to take the children out for educational sessions at the Uganda Wildlife Education Centre in order to enable them experience different environments that can distract them from the stress of being in a hospital environment for too long. However, the Hospital was unable to implement this activity in 2023 due to financial constraints.

**Other achievements in 2023 relating to Rehabilitation were:**

- CoRSU received a consignment of 64 wheelchairs from Wheels for Humanity and A Leg To Stand On (ALTSO). These were distributed to children assessed and found to be in need and yet could not afford to buy the wheelchairs.
- Construction of the state-of-the-art Rehabilitation center phase 1 commenced. This will diversify our rehabilitation modalities by exploring new orthopedic technologies and creating room to perform extensive therapy. Phase 2 of the center will especially be important for this level of diversification.
- All the equipment budgeted for the new Rehabilitation Centre were purchased. They will be installed upon finalization of the new Rehabilitation Centre.
- CoRSU had a successful cerebral palsy day celebration where over 75 children and their caretakers participated. They received therapy sessions and participated in lots of exciting activities.
- CoRSU participated in the national celebration for International Disability Day which took place in Mbarara district on 3rd December, 2023, during which clients were assessed and referred to CoRSU.

**Some of the challenges experienced in providing therapy services in 2023 were:**

- There was no production of orthoses and prostheses using 3D printing technology due to a number of challenges that included the expiry of the software, inadequate staffing, and lack of finances for the specialized training of existing staff in 3D designing and printing.
- Inadequate funding for other activities, such as procuring brass band equipment.

#### **4.1.7 Nutrition Services**

The hospital has an effective Nutrition Unit which ensures an adequate Nutrition status of patients enrolled on the Nutrition Rehabilitation Program, before and after surgery. The nutrition unit's mandate is to offer nutrition rehabilitation services to patients with malnutrition so as to improve and maintain a good nutrition status before and after surgery and to also offer nutrition education for all patients so as to improve good feeding practices.

A total of 1,133 clients that visited CoRSU Hospital received nutrition services at the nutrition unit, of which 1,104 were children and 29 were adults.



Grace Amongin, CoRSU's Nutritionists demonstrates to caregivers of children with cleft how to make a home garden and grow a variety of foods throughout the year.

The Hospital through the Nutrition Unit undertook several activities to ensure a more comprehensive approach to care and treatment. These activities included facilitated group discussions, dysphagia clinics, and home visits. Other activities implemented in 2023 include the demonstration garden trainings, community outreach sessions, and distribution of nutrition take-home packages comprised of milk, soya porridge, and cooking oil.

A total of 9 support group discussions were conducted and attended by 121 care givers. An additional 45 patients were managed at the Dysphagia Clinic and more than 250 children benefitted from the Nutrition Take Home packages. The Nutrition Garden initiative enabled patients enjoy a balanced diet while at CoRSU. Through this garden initiative also, caregivers were taught simple gardening techniques, the right foods to grow, and how to ensure constant supply of nutritious foods for their families throughout the year. This was intended to improve food security among families of children with disability.

**Table 5: Showing therapeutic nutrition services to persons living with disability.**

Activities	Target	Achieved	%
Nutrition Screening and Assessment for patient at risk of malnutrition	800	1,133	142%
Inpatient therapeutic care for severely malnourished CWDs	600	343	57%
Education support sessions for care givers	24	25	104%

Data Source: CoRSU service data.



As can be seen in the above table, the Nutrition Unit achieved very high performance in the number of clients seen at the Unit. In total 1,133 of clients were screened, against a target of 800. This translates into an over performance of 141.6%. However, the Hospital registered fewer malnourished children requiring In-Patient therapeutic care. This was attributed to the fact that the Hospital conducted 25 awareness sessions with caregivers, and many of them learnt how to care for their babies and in so doing, reduced the chances of their children becoming malnourished.

#### 4.1.8 Diagnostic Services

CoRSU Hospital has high quality diagnostic services that include Pharmacy, laboratory, X-ray and ultrasound services. During 2023, all these services were fully functional and provided critical diagnostic support to the Medical Officers and Surgeons.



*Luggya Israel, One of CoRSU's Laboratory technicians examining a sample*

The Laboratory Unit carried out microbiology, parasitology, and clinical chemistry tests on samples collected from patients. Additionally, the unit also conducted blood transfusion services on patients that may require the same. CoRSU was able to serve both inpatients and outpatients that required laboratory services in a timely manner.

The Radiology Unit had set an annual target of 9,600 X-ray examinations and 480 ultrasound scans. It was able to perform 5,700 X-ray examinations, accounting for only 59.3% of the set target, and 20 ultrasound scans done, accounting for 4.2% of the target. The low performance on x-rays and ultrasound was due to mechanical breakdown of equipment, and delayed installation of the new x-ray machine. The Hospital installed a new X-ray machine in the third quarter of 2023 and there is a plan to procure more equipment to improve the capacity of the Hospital to provide services to clients.

CoRSU is also making plans to enhance radiology services by procuring an MRI scan machine. This will allow the Hospital to significantly improve diagnostic and pre-operative services for the clients.

CoRSU's pharmacy is licensed by the National Drug Authority to carry out its mandate that include procurement of medicines and medical consumables, dispensing of drugs, compounding disinfectants and non- sterile solutions, medicine safety, providing medicine related information to prescribers and monitoring medicines usage within the hospital.



*CoRSU Head of Pharmacy, Barbara Kobusingye in the main pharmacy*

The Pharmacy Unit updated the Pharmacy User Manual that guides the unit on the management of Pharmacy services in CoRSU. In addition, the Unit organized and participated in 5 CMEs and 12 meetings that enabled the sharing of knowledge and best practices in medicine usage and control within the Hospital.

To ensure effective provision of specialized health care to all people living with disabilities in Uganda, the pharmacy unit monitored the supply of all medicines used in the hospital, provided guidance to the procurement and medical directorate on drugs restocking. The team also dispensed and conducted quality testing of medicines.

The pharmacy team also monitored medical charts to ensure that the correct medication was dispensed to each patient and provided technical support to the medical officers on medications for patients. The team kept track of patients being discharged and inspected the discharge summary to ensure that the patients went home with the prescribed medication and with appropriate education to ensure adherence to treatment.

#### **4.1.9 The Resilience Programme**

The Resilience Curriculum was a unique program sponsored by Hope and Healing International. Following a successful implementation of the first pilot phase in 2021/2022, 2023 marked the second year of implementing the Resilience Curriculum. The primary objective of this programme was to enhance the resilience of children with disabilities to successfully cope with adversity by staying strong, persevering through challenges, and

making the best out of life's obstacles. The programme focused on achieving several outcomes in a beneficiary including:

- Improved self-compassion and self- acceptance.
- Recognition that their impairment did not impede them from living a life of value and purpose.
- Increased recognition and pride of their talents and abilities.
- Cultivating a positive outlook of their future.
- Facilitating the development of meaningful friendships and relationships with peers and members of their community.
- Empowering them to advocate for their needs and interests.
- Equipping them with strategies to tackle negative social attitudes from their peers or community members.



*Some of the graduands of the second phase of the Resilience Curriculum Programme*

Overall, 80 children with disabilities between the ages of 11 and 17 benefited from the Resilience programme which was organized into nine modules consisting of child-friendly, fun, interactive, and participatory activities such as games, music, drama, and art. These modules and workshops were designed to be delivered sequentially, building upon previous knowledge.

To celebrate the successful completion of the programme, a graduation party was held, during which the children received certificates, medals, and a cake-cutting ceremony to recognize their achievement under the resilience programme. The second phase of the pilot project registered positive outcomes in Wakiso district, specifically in the sub-counties of Wakiso and Katabi, Nabweru and Kakiri. This was evident in the feedback provided by participants and their caregivers. All the participants revealed that the course was very useful to them, and that the Hospital should continue with the programme.

## 4.1.10 Infrastructure Enhancements

During the year, CoRSU implemented an infrastructure development plan as well as a maintenance program for the Hospital as a whole. This plan has helped CoRSU to keep track of the functionality of Hospital equipment and infrastructure, hence mitigating risks and promoting safety for all in the hospital.

The maintenance of medical equipment was done by the Estates team on a routine basis. Maintenance schedules prioritized the most critical equipment that is used in patient care. The critical equipment included, among others, theatre equipment, imaging, ultrasound, equipment, laboratory equipment, air conditioning, and all the equipment in the wards and laundry. Most of the equipment served CoRSU well in 2023 though some of them need replacement because they have worked for many years.



*The new X-Ray machine being installed at the Radiology Unit*

The Hospital procured the Central Sterilizing Supply Department (CSSD) Air Conditioning system which has helped to improve the quality of work within the Sterilization Unit. Other equipment purchased in 2023 included the Diathermy machine funded by Smile Train, EEG Machine, and 3 new Suction Units that are being used in the operating theatre. CoRSU also built a pump house and acquired a new water pump which has helped to boost water supply within the Hospital.





*Simon Okopa, the Hospital electrician inside the Medical air plant container.*

Towards the end of 2023, the Hospital received a donation of Medical Air Container from Drager South Africa. This was received, installed, and is now fully operational. This has helped the Hospital to minimize costs of purchasing medical air. This will also ensure reliability and sustainability of medical air in the operating theatres.

With funding from GIZ, CoRSU installed a solar plant that was expected to minimize electricity bills while harnessing renewable energy in order to reduce its carbon footprint. However, this innovation did not fully meet the expectations because the capacity of the installed solar system is considerably below the power requirements of the hospital, therefore, the Hospital continues to rely heavily on the national power grid.

Another big achievement in 2023 was the commencement of the construction of a state-of-the-art Rehabilitation Centre within CoRSU Hospital. When completed, it will offer a bigger space and opportunity for the Therapy Department to offer better services to CoRSU clients.



*The Groundbreaking ceremony for the Rehabilitation Centre in 2023*

Construction of the new Rehabilitation Centre is generously funded by CBM. CoRSU is deeply grateful for the support received in 2023 and looks forward to greater support and partnership in 2024.

## 4.2 Strategic Objective 2 – Training and Research

### 4.2.1 Training of Health Workers

CoRSU is committed to supporting the training of Health Workers in Uganda and beyond. In addition to internships and short-term attachments, CoRSU provides opportunities for long term training of health workers at a higher level. CoRSU aims to establish a center of excellence in pediatric orthopedics training within the region and CoRSU is excited about the opportunities that lie ahead.



*Dr. Moses Fisha Muhumuza, CoRSU'S Head of Orthopedic Department conducts a training on how to drill a bone*

Providing specialized training and capacity building to CoRSU staff contributed a significant part of the daily routines of the Hospital. The Hospital engaged in training and capacity building initiatives to strengthen and improve the capacity of staff to provide specialized rehabilitation services to the persons living with disabilities.

The initiatives included specialized training for surgeons and other medical workers. These included reverse fellowships for 5 surgeons, Clubfoot training for 3 Orthopedic Officers, 2 Arthroplasty training for surgeons, 1 Pediatric Orthopedic fellowship. One surgeon together with the speech therapist participated in the Surgery for speech training. CoRSU received several applications for the FCS Plastic surgery training in the coming year.



*A patient being treated by a CoRSU Surgeon and a visiting Consultant.*

Further still, CoRSU surgeons participated in 2 annual conferences organized by the Orthopedic and plastic Society of Uganda, 1 conference organized by CURE Africa Hospitals, and 2 pediatric Orthopedic trainings.

Additionally, CoRSU continued to collaborate with various renown surgeons for further training and capacity building. The hospital has established strong collaborations with institutions such as Cure Hospitals in Africa, Makerere University, Mbarara University, Busitema University and Universities around the world, including the University of California, San Francisco (UCSF). These collaborations include internship placements, research collaborations and student exchange learning/ exchange visits.



*The Orthopaedic team at CoRSU Hospital displaying some of the equipment donated by Dr. Coleen Sabatini*

CoRSU also worked closely with 14 visiting surgeons, some of whom included Dr. Michele Conati, Dr. Antonio Marmotti, Dr. Michele Trevisan, Dr. Penny Norgrove, Dr. Coleen, Sabatini, Dr. Mike Wattenberger, Dr. Mark Barry, Dr. Jim Kasser, Dr. Elhanan Bar, and Dr. Freeman Miller (COEDN Surgeons). We also had Dr. Ignacio Triguero, Dr. Elaine Joughin and Dr. Federico Canavasse. These surgeons did not only bring in knowledge, skills and expertise but also supported in donating medical equipment, funded surgeries and supported in resource mobilization for general patient management in the hospital.





*Dr. Kakyama Moses, a CoRSU surgeon showing Orthopedic Surgeons how to use drills during a training at the Hospital*

In 2023, CoRSU Hospital got accreditation from COSECSA (College of Surgeons of East, Central, and Southern Africa) for Fellowships of the College of Surgeons (FCS) for Plastic surgery at the Hospital. CoRSU surgeons; Dr. Cornelius Masambu, Dr. Naomi L. Kekisa, and Dr. Joseph Mbuga are now Member Specialists of COSECSA. Dr. Galiwango G.W participated as an examiner for the FCS Plastic Surgery examinations that was held on December 6th, 2023, in Addis Ababa, Ethiopia.



*An Ilizarov External Fixator used by CoRSU Orthopaedics for deformity correction and fracture management.*

CoRSU made significant strides towards developing its capacity as an accredited Training Institution and looks forward to enhancing training opportunities in 2024.

## 4.2.2 Research Studies

Generation of more knowledge through research is an integral component of CoRSU's strategic plan 2023 – 2027. Over the years, CoRSU Hospital has been collaborating with various health organizations, medical institutions and Universities at both national and international levels. The primary goal of this collaboration is to conduct research in accordance with established guidelines, ethical standards, regulations, and policies.

In 2023, the hospital set out to strengthen the capacity of the Hospital to define health related issues and improve on the hospital's ability to develop preventative concepts related to disability in Uganda. Below are updates on the ongoing studies:

**Table 6: Showing the summary of research studies conducted and ongoing in 2023.**

TITLE	BRIEF DESCRIPTION	STATUS
Evaluating the clinical and economic impact of the installation of a dedicated paediatric operating room at CoRSU Rehabilitation Hospital.	<b>Collaboration: KidsOR and CoRSU Hospital</b>  The objective of this study is to establish a database of paediatric surgical cases performed one year before and up to three years after the installation of a KidsOR-funded dedicated paediatric operating theatre, in order to evaluate the clinical and economic impact of installing a KidsOR- funded theatre at CoRSU.	Study ongoing
Nutrition Assessment and advocacy for children with disabilities and children without family care.	<b>Collaboration: Spoon Foundation and CoRSU Hospital</b>  The aim is to estimate the prevalence of malnutrition and feeding difficulties, assess the perceived barriers to adequate nutrition and feeding, and identify gaps and opportunities in feeding and nutrition services and policies for children with disabilities and children living without family care.	Study ongoing
Assessing the outcome of late presenting supracondylar fractures with sagittal malunion and traumatic heterotopic ossification in skeletally immature children in Uganda.	<b>Collaboration: CoRSU</b>  The main objectives of this study are to assess the outcome following management of traumatic heterotopic ossification and malunion following supracondylar fractures in children at CoRSU Hospital in Uganda and to determine the right time for surgical management of supracondylar sagittal malunions in children who access CoRSU Hospital. The principal investigator for this study is Dr. Judith Nassazi, an orthopedic surgeon at CoRSU.	Study is on standby, pending decisions on funding

In the course of 2023, three other studies were written and submitted for funding by the medical team. These studies are:

1. The hip surveillance study submitted to Dr. Ambrosoli Foundation through CBM,
2. Increasing Awareness of DMD in Communities in Uganda a case of Wakiso, submitted to Pfizer Foundation.
3. Nutrition assessment study being funded by Spoon Foundation.

Given the preliminary feedback from the potential funders, CoRSU expects the above studies to be approved for implementation in 2024.



### 4.3 Strategic Objective 3 – Community Based Inclusive Development (CBID)

2023 was an eventful year for the CBID team which is comprised of 5 Social Workers. The overall mandate of the team was to provide psychosocial support to patients and their caregivers, do patient follow ups, community engagements and awareness creation, as well as strengthen community structures and referral pathways.

In terms of awareness creation, the team conducted 3 radio talk shows out of the 4 that had been planned, amounting to a 75% achievement. The team did not conduct the fourth event due to funding limitations. CoRSU also held awareness meetings with stakeholders at different levels e.g, District leaders, partners, and health institutions among others during which the inclusion of people living with disability, especially the children, was discussed at length and plans made to improve the situation.

The team exceeded their targets for the school awareness program from the planned 600 learners to a total of 914 learners. An additional 127 Caregivers were trained on disability issues and how to manage children with disabilities.



*Program staff Josephine, Sylvia and Dorothy after a radio talkshow sponsored by Transforming Faces*

Community structures and referral networks were strengthened with support from donors and partners. The CBID team identified potential network partners and stakeholders, these were introduced to the Hospital and MOUs were signed between CoRSU and the partners.



*CoRSU's Social Workers, Catherine and Elijah interact with a child and her caregiver during a home visit.*

The Social Work team conducted home visits and follow-ups of children with disabilities who had previously received treatment and surgeries from the Hospital. A total of 8 outreaches were conducted and these outreaches also provided an opportunity to conduct home visits to follow up and review the progress of the children who had been operated upon by CoRSU.

#### **4.4 Strategic Objective 4 – CoRSU Brand Visibility**

The Hospital made plans and efforts to strengthen Brand visibility in 2023. Some of the things that the Hospital set to accomplish included refurbishing the Hospital Signage, Renovating Hospital structures, creating awareness, and improving patient experiences within and outside the Hospital.

One of the achievements was the installation of a new 3D signpost outside the Hospital Gate. A total of 5 Pull-up banners and 2 tear drops were produced and consistently used by staff whenever they attended public functions. Brochures, fliers and Posters were also produced and distributed to communities all over the country. These helped to increase awareness about CoRSU services.



*The newly installed Hospital sign post*

In order to create more forums for awareness and engaging stakeholders, the Hospital printed and distributed IEC materials including Posters, fliers, and T-Shirts. It also ensured regular updates about CoRSU activities were posted on the different social media platforms like Facebook, LinkedIn and X (formerly Twitter). Together with the social work and medical teams, the PR and Communication Unit organised and held media talk shows, press conferences and media appearances that helped to boost awareness about CoRSU services. Some of the press conferences and media appearances included the World Cerebral Palsy Day, the groundbreaking ceremony for the new Rehabilitation Centre and the donation event by Plascon, a paint company in Uganda.

The team also liaised with government ministries and stakeholders and participated in key events during the year. Some of the events included consultative meetings, Surgical Landscape Exhibition, the Medical Expo and the Medical League tournaments.

## 5 Income & Expenditure

The statement of income shows CoRSU's income and expenditure in 2023 and 2022.

**Table 7: Showing income and expenditure of CoRSU Hospital in 2023**

	Notes	2023	2022
		US\$ (000)	US\$ (000)
<b>Income</b>			
Grants	8.13	9,582,923	7,914,041
Patient Fees	8.14	8,039,396	7,167,998
Other income	8.15	394,836	116,723
Donations	8.16	1,846	26,607
Total income		18,010,217	15,225,369
Cost of sales	8.17	(2,294,733)	(2,642,718)
		15,724,267	12,582,650
Indirect Incomes	8.18	-	23,806
		15,724,267	12,606,456
<b>Expenditure</b>			
Employment expense	8.19	5,979,611	6,271,405
Project expenses	8.20	8,369,878	5,849,715
Administrative expenses	8.21	2,061,499	1,059,522
Establishment expenses	8.22	1,145,887	541,395
Unrealized Foreign Exchange Gain/ Loss	8.23	80,948	99,271
Total expenditure		17,637,824	13,821,308
Net income (expenditure) for the year		(1,913,557)	(1,214,851)
Transfers to Capital Fund	8.10	(1,088,328)	-
Prior year adjustments	8.10	1,149,924	13,996
Retained funds brought forward	8.10	1,313,542	2,514,398
<b>Retained funds carried forward</b>		<b>(538,419)</b>	<b>1,313,542</b>

**Table 8: Statement of Financial Position**

	Notes	2023	2022
		UShs (000)	UShs (000)
<b>Non-Current Assets</b>			
Property and equipment	8.14	10,108,305	12,453,239
Prepaid operating lease rentals	8.15	7,000,000	2,114,398
		17,108,305	14,567,637
<b>Current Assets</b>			
Cash and cash equivalents	8.16	2,458,739	3,810,013
Accounts & other Receivables	8.17	2,451,374	2,006,212
Inventories	8.18	940,868	549,264
		5,850,981	6,365,489
<b>Total Assets</b>		<b>22,959,286</b>	<b>20,933,127</b>
<b>Equity and liabilities</b>			
Funds:			
Capital Fund	8.19	10,935,174	13,479,309
Revaluation Reserve	8.20	6,173,131	-
Retained Funds	8.21	(538,419)	1,313,542
		16,569,886	14,792,851
<b>Current liabilities</b>			
Accounts payable	8.22	5,528,638	3,729,663
Deferred grants	8.23	860,762	2,410,612
		6,389,400	6,140,275
<b>Total Equity and Liabilities</b>		<b>22,959,286</b>	<b>20,933,127</b>



## 6 Management & Operations

### 6.1 CoRSU Leadership

The General Assembly is the highest legislative organ of the Hospital. The General Assembly delegates some of its powers to the Board of Directors. Mr. Victor Odongo is the President of CoRSU and Chairman of the CoRSU Board of Directors.

The Board operates through 5 standing Committees, i.e.,

- i) Finance Committee
- ii) Audit and Legal Committee
- iii) Research and Medical Services
- iv) Human Resource and Quality Assurance Committee, and
- v) Marketing and Fundraising Committee.

In addition, the Board forms ad-hoc Committees to address specific needs. The following ad hoc committees supported Board operations in 2023;

- i) Construction Committee
- ii) ERP Procurement

In the course of 2023, the Board handled a lot of transitions because of the several changes in CoRSU's Senior Management Team. The active involvement of the Board was critical in keeping CoRSU stable as new recruitments were being undertaken. The Board held 8 (eight) meetings in 2023; on 24th January, 26th May, 22nd September, 7th October, 17th October, 30th October, 27th November and 30th December, 2023. The key issues that the Board handled are highlighted in the table below:

Functional Area	Issues Handled by the Board
1. Governance	<ul style="list-style-type: none"><li>a. Development of Strategic Plan for 2023 to 2027</li><li>b. Establishing Board Workplan for Year 2023</li><li>c. Review of CoRSU Constitution</li><li>d. Appointment of Corporate Secretary M/S Kasirye, Byaruhanga &amp; Co. Advocates</li><li>e. Reconstitution of Board Committees</li><li>f. Conducted a Board Retreat and Corporate Governance Training in March 2023.</li><li>g. Held the Annual General Meeting in December 2023</li></ul>
2. Finance	<ul style="list-style-type: none"><li>a. Reviewed the Audited Financial Statements, Management Letter &amp; Annual Report for Year 2022</li><li>b. Reviewed the Budget &amp; Workplan for Year 2023</li><li>c. Reviewed the Budget &amp; Workplan for Year 2024</li><li>d. Reviewed the CoRSU Service Price List for 2024</li><li>e. Considered CoRSU Investment Plans</li></ul>

Functional Area	Issues Handled by the Board
3. Audit and Legal	<ul style="list-style-type: none"> <li>a. Reviewed Internal Audit Manual</li> <li>b. Reviewed Internal Audit Plan for Year 2023</li> <li>c. Reviewed Internal Auditor Performance Assessment</li> <li>d. Reviewed Risk Management and Regulatory Compliance</li> <li>e. Reviewed Quarterly Management &amp; Internal Auditor Performance Reports &amp; Action Plans</li> </ul>
4. Research & Medical Services	<p>Considered proposals to enhance Hospital Incomes through:</p> <ul style="list-style-type: none"> <li>a. Private Practice</li> <li>b. Boosting cleft lip/palate surgeries</li> <li>c. Operations after normal working hours and over the weekends.</li> </ul>
5. Human Resource & Organization Development	<ul style="list-style-type: none"> <li>a. Recruitment of SMT Members - Head of Partnerships &amp; Networks, Medical Director, Head of Finance and CEO.</li> <li>b. Conducted SMT performance reviews.</li> <li>c. Handled various disciplinary matters.</li> <li>d. Considered proposals for restructuring the Finance and ICT Departments.</li> </ul>
6. Partnerships & Networks	Stakeholder Engagements - Donor and Partner relations
7. Fundraising	Developed CoRSU Walk Concept and its budget.
8. Construction	<ul style="list-style-type: none"> <li>a. Maintained oversight over the construction of the new CoRSU Rehabilitation Centre</li> <li>b. Oversaw the valuation and verification of CoRSU's Assets</li> </ul>
9. ICT	<ul style="list-style-type: none"> <li>a. Supervised the review and assessment of CoRSU's ICT infrastructure &amp; services.</li> <li>b. Oversaw the Financing, Procurement &amp; Implementation of a new ERP System (EAFYA).</li> </ul>

The Board roles include establishing policies that govern CoRSU, and supervising their implementation. The Board also appoints and supervises the Hospital Chief Executive Officer (CEO) and Senior Management Team (SMT). The Senior Management Team is comprised of the CEO, Medical Director, the Head of Finance, the Head of Human Resources and Organisation Development, the Head of Partnerships and Networks, and the Head of Internal Audit.

The Senior Management Team is responsible for managing the day-to-day operations of the Hospital. The Heads of Departments are supported by senior technical officers to run the activities within their respective departments. The various CoRSU teams work collaboratively and seamlessly to ensure that high-quality, patient-centered services are provided to its clients in the most efficient manner possible. The team achieved significant results in 2023 despite various challenges.

## 6.2 Program Management

The year 2023 had a number of opportunities and challenges which impacted the program and partnerships engagements positively and negatively. There were changes in management which had direct impact on the speed and effectiveness of program management at CoRSU. Despite the changes, CoRSU thrived and concluded the year well.



*Kendra (Hope and Healing staff) with CoRSU staff and a child facilitator for the resilience program during a graduation ceremony.*

The Programs and Partnership team registered significant achievements in the course of 2023. Various project activities were implemented, targets achieved, reports have been submitted to funding partners in time.

In 2023 management envisioned to sustain the existing funding partners and revived some of the former funding partnerships of CoRSU. The Hospital maintained all the funding partners and secured the renewal of multiyear plans for all projects.

The team strengthened project implementation by ensuring strict adherence to project guidelines by the teams and more effective implementation of planned activities. Despite some internal challenges in the first quarter of the year, the rest of project's annual plans for the year were implemented in time and as per the donor guidelines. Projects were closely monitored to ensure compliance with the donor guidelines and lessons learnt were documented and shared with all funding partners. The Hospital recruited a Monitoring and Evaluation Officer in the last quarter of 2023 whose task is to strengthen M&E systems in CoRSU to help improve data collection and analysis.

Management reviewed the CoRSU services price list to harmonise invoicing to CoRSU partners. This was comprehensively done and approved by the Board. This development

was also communicated to all partners. To strengthen CoRSU network partners, a partnership assessment was conducted, and feedback documented and shared with management. Partners expressed the need to strengthen partnerships through exchange visits and information sharing to improve service delivery for persons living with disabilities in Uganda.

## 6.3 Finance

The finance department registered significant achievements in 2023. The team adequately responded to the financial requests of the various stakeholders, including CoRSU staff, clients, the Board, and donors. The team maintained the books of accounts well and facilitated both internal and external audits.

Despite the achievements registered during the course of the year, it was a challenging year for the department due to changes in management that affected the overall transactions of the Hospital.

During the year, prices of goods and raw materials shot up hence affecting cost of Hospital operations. The department had to devise ways of how the Hospital could continue to offer affordable services to clients but also be able to afford the raw materials, goods and services required to provide these services. The finance team had to constantly re-prioritize in order to continue providing services within the available resources.

## 6.4 Internal Audit

The Internal Audit team aimed at building a strong culture of compliance in CoRSU. To do this, the team regularly reviewed internal controls and procedures, pointing out gaps and recommending improvements. The unit also updated Audit Policy and Audit Charter and Manual by including best practices and recent developments in audit frameworks.



*Nathan and Bridget, the CoRSU Internal Audit team*

The Internal Audit Unit carried out routine audits and submitted quarterly reports to the Board Audit Committee for review and decision making. Recommendations were presented to management for implementation in order to address the observed risks. Most of the audit queries raised in the previous year (2022) were handled by management in 2023, which demonstrates CoRSU's commitment to continuous improvement.

## 6.5 Human Resources

The HR Department served CoRSU well despite it's less than optimal staffing. It is expected to have an establishment of four members. In 2023, the unit witnessed a drop in the number of its staff because staff who left the department were not replaced immediately. It is expected that the existing vacancies will be filled in 2024 in order to improve the efficiency of the HR team. The table below is a summary of total staffing levels at the beginning and end of the year.

**Table 9: Showing distribution of CoRSU Employees by Gender in 2023**

Category	Male	Female	Total
Employees	53	104	157
Consultants/Locums	16	6	22
Total	69	110	179

Female staff accounted for 61.6% of the CoRSU workforce and the male staff account for 38.3% of the total staff. CoRSU is committed to providing a safe and conducive workplace for both male and female staff.

The staff turnover rate in 2023 was 11%, which was significantly less than 17% in 2022. The staff exits were mainly due to voluntary resignations in search of greener pastures, staff going for further studies, and contracts coming to an end as a result of projects that were closing. CoRSU will examine and work to address organizational factors that may be contributing to staff turnover. The key staff who left CoRSU in 2023 were:

- Dr. Doreen Birabwa Male (Medical Director - March 2020 to February 2023).
- Mr. Benard Bwire (Head of Finance- October 2022 – July 2023).
- Dr. Andrew Muleledhu (CEO - October 2022 to September 2023).

Key appointments that took place in the year were in the 4<sup>th</sup> quarter as indicated below:

- CPA Ardenfield joined in November 2023 to serve as Consultant Head of Finance.
- Mr. Robert Ochai joined as CEO starting from 1<sup>st</sup> December 2023.

The key staff training activities in 2023 were:

- A total of 20 CME's and CPD's were held during the year for both medical and non-medical staff.
- One employee, Stanley Lubega, was sponsored by CBM to study a degree course in Physiotherapy.
- Staff from various disciplines privately enrolled for professional advancement courses in order to upgrade their knowledge and skills.
- An ERP training commenced in December 2023. The training was aimed at ensuring that all staff got ready to use the new EAFYA system that was acquired during the year.



A total of 13 staff meetings were held in the year 2023. Staff ended the year with celebrations by each one of them receiving a gift hamper and all invited and attending a staff party on 15<sup>th</sup> December 2023.



*Mr. Victor B.O. Odongo, President CoRSU Board of Directors speaking to staff during one of the staff meetings.*



*CoRSU staff during a team building activity in April 2023*

In the course of 2023, CoRSU conducted several team building activities aimed at strengthening cohesion within the team, as well as boosting staff motivation and performance. These activities were facilitated internally by CoRSU specialists, with the facilitation of some events being outsourced to external agencies.



Our theatre staff Nyanzi Enock and Stella Adikini, preparing a theatre room with Zainab, a Student from Busitema University.

Patient Testimony



**Cleft Nutrition-Support G**

Alice, Alric, Bertha, Dorothy, Dr., Dr., Kariuki, Linda, Mama, Mama, Nanyombi, Saudah, Sylvia, Tiwatu

I and Christine are overjoyed to see our son's beautiful smile, knowing that it was made possible by the skilled hands of the professionals at CoRSU and the unwavering support of our family.

I am writing this to encourage others in here facing similar challenges. It highlights the power of determination, the importance of seeking help, and the incredible resilience of the human spirit. We are forever grateful for the journey we've been on with our baby boy, and we look forward to a future filled with endless possibilities for Birungi.

In the end, in a special way I would like to thank Dr Mulungi and Musawo Nanyombi Grace who became more of parents to us and would receive, respond to our calls positively even at night. May God richly bless the work of your hands.

Dear fellow parents and caregivers, Birungi's journey from struggle to triumph is a reminder that with the right support and care, anything is possible. don't give up on your child's life.

12:07 PM

## 7 Key Challenges in 2023

The key challenges that CoRSU faced in the course of 2023 included:

- There were major funding gaps for some of the activities and this led to some planned activities not being implemented. e.g replacing broken and worn out equipment, staff positions remaining vacant despite the need for these personnel. CoRSU will continue intensifying resource mobilization efforts aimed at closing the current funding gaps.
- CoRSU does not have enough equipment at the theatres, as well as at various service delivery points. This challenge arises from the limited funding that is available for addressing the many pressing needs. CoRSU appeals to its various partners for additional support to enable it to achieve all its program goals.
- Breakdown of some of the available equipment including the Ultra-sound scan machine, X-ray machines. Some of the equipment have served for many years and now require replacement. CoRSU is going to implement a robust maintenance plan for its equipment in 2024.
- High staff turnover continued to affect the smooth operations in the Hospital. In addition to the staff turnover, there were staff shortages especially in the medical directorate, social work, and other units which increased workload across the hospital for the available staff. Despite existing financial challenges, CoRSU will explore and implement additional staff retention strategies in 2024.

Despite the above challenges, CoRSU made very significant progress in service delivery. Plans have been developed for addressing most of the existing challenges in 2024. CoRSU looks towards all its stakeholders for support in addressing the above and other challenges that CoRSU is facing.



*Joyce Nakibirango, CoRSU's Orthopaedic Technologist trains a patient how to walk with prostheses*



## 8 Conclusion

The Hospital remained committed to supporting children with disabilities to access services at subsidized rates. Based on the report, it is evident that the number of clients who visit CoRSU Hospital has continued to rise. The Orthopedics department registered a total number of 16,754 clients against the set target of 14,400 clients; the actual performance was 16% higher than the target. Plastics and Reconstructive surgery served 5,218 which is 13% above the set target of 4,600. The Therapy Department registered a total of 7,338 therapy sessions against a set target of 4,220 sessions, thus achieving 173% of the set target. The excellent performance recorded would not be possible without the generous support of all CoRSU donors and partners. CoRSU appreciates all its funding partners and stakeholders for the donations received.

Despite the challenges registered during the year, such as inadequate equipment, lack of funding for some activities, and other operational challenges, the Hospital devised ways around these challenges and still managed to serve clients that came to the Hospital. CoRSU will work to address these challenges, so that the Hospital can perform even much better in the coming years.

CoRSU priorities in 2024 include:

- Continuing to deliver high quality services to clients who come to CoRSU for support.
- Rolling out a new ERP aimed at improving the performance of various hospital operations.
- Strengthening the financial position of the organisation.
- Redefining the training function in CoRSU.

In conclusion, CoRSU Hospital remains firmly committed to supporting children with disabilities to access services at a subsidized rate. We are deeply grateful to all our funders, partners, and stakeholders for the financial, technical and moral support that CoRSU received, and which enabled it to navigate the challenges faced in 2023.

Below is the list of partner organisations and funders who supported CoRSU in 2023; we look forward to your continued partnership and support in 2024.






*Nurse Juliet supports a colleague during a BLS training*

**Table 10: CoRSU Partner Organisations in 2023**

No.	Name of the Organization	Location
1	A Smile for a Child Community Based Organisation	Mukono
2	A Chance for Children	Mityana
3	ACHERU	Mukono
4	Adina Foundation	Lira
5	African Centre for Treatment and Rehabilitation of Tortue Victims ACTV	Kampala
6	Amari	Kibaale
7	Benedictine Eye Hospital (BEH)	Tororo
8	Bulamu Healthcare International	kampala
9	Butiru Cheshire Home	Mbale
10	Castro Francesco Kotido Diocese	Kotido
11	Cheshire Services Uganda	Kampala
12	Childcare Africa	Karamoja
13	Compassion International Uganda (CUG)	kampala
14	Empowerment of Disadvantaged Youth And Children (EDYAC)	Tororo
15	Finn Church Aid	Kampala
16	General Mission Board (GMB)	Kumi
17	Germany Emergency Doctors (GED)	Iganga
18	Jesus loves the little children	Kiryandongo
19	Katalemwa Cheshire Home	Gayaza
20	Love One International	Gulu
21	Masindi Child Development Federation	Masindi
22	Namutamba Rehabilitation Centre	Mityana
23	North Kigezi Diocese (NKD)	Rukungiri
24	One 4 Another International	Jinja
25	Organized Useful Rehabilitation Services (OURS)	Mbarara
26	Refugee Law Project	Kampala
27	Sisters of Sacred Heart of Jesus and Mary- Children in Need (SSHJM-CHIN)	Mukono
28	Soft Power Health	Jinja
29	Starfish Foundation (Clinic & Rehabilitation centre)	Mukono
30	Sufficiency of Sscripture	Kampala
31	Usratuna	South Sudan
32	Wagagai Ltd	Entebbe
33	Watoto Childcare ministries	Kampala



Donor Partners in 2023



**To Partner with us, please contact us;**

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