



**NGONZI NSA**  
— **INITIATIVE** —  
*Holistic care for mothers*

## Progress Report May 2022

Religious Institute of the Daughters of St. Therese  
of the Child Jesus (Banyatereza) in Uganda

## **NGONZI NSA INITIATIVE FOR THE IMPROVEMENT OF HEALTH CARE SERVICES PROGRESS TO DATE, MAY 2022**

### **GREETINGS FROM THE NGONZI NSA INITIATIVE LEADERSHIP TEAM**

Dear Ngonzi Nsa Initiative partners, colleagues, patients, and friends,

Thank you for the generous support you have provided to help us launch the Ngonzi Nsa Initiative. The Ngonzi Nsa Initiative (NNI) advances a culture of respectful health care for women and their families in southwestern Uganda. '*Ngonzi nsa*' translates to only love, emphasizing a focus on caring for all of God's people. We strive to deliver high-quality care across four mission health centers.

Over the past few years, you have provided valuable professional guidance, advice and financial support. You have guided the development of the NNI strategic plan focused on delivering respectful, high-quality health care to mothers and their families in southwestern Uganda. This initiative would not have been possible without your help. We are pleased to provide our first progress report.

God bless you all.



Sr. Maria Goretti Kabakaali, DST  
Superior General  
Banyatereza Sisters

## **NNI BACKGROUND**

Dr. Sr. Priscilla Busingye, a member of the Religious Institute of the Daughters of St. Therese of the Child Jesus (Banyatereza) in Uganda, founded the NNI in April 2021, along with her religious order, and in association with African Mission Healthcare (AMH) and Collaborating for Better Health (CBH).

The creation of NNI was stimulated by Sr. Priscilla receiving the prestigious AMH Gerson L’Chaim (To Life) Award for Outstanding Christian Medical Missionary Service in 2020. The award focused on the life-changing care Sr. Priscilla has provided in rural Uganda since 2003, first as a medical officer and continuing her work as she became a specialist in obstetrics and gynecology in 2008. Sr. Priscilla is recognized in Uganda and internationally for her commitment to safe and compassionate care for mothers and babies. As the Medical Director of Holy Family Virika Hospital, Sr. Priscilla was instrumental in training Ugandan healthcare providers including Master’s level specialists, health officers, nurses, and midwives. She initiated birth injury surgery camps for mothers, to improve their health and facilitate their return to families and communities. The surgery camps covered all the patients’ expenses in the hospital and also focused on training local healthcare workers. This experience, along with her recent work at St. Francis Nsambya hospital in Kampala, inspired Sr. Priscilla to use the L’Chaim Award prize to develop the NNI.

The NNI is directed by the Banyatereza Sisters General Council, with Sr. Priscilla serving as the Executive Medical Director and Sr. Gertrude Kabanyomozi, serving as the Director of Operations. The initiative is strengthened by essential partnerships across local communities as well as the mission health care partners, local Catholic dioceses, Uganda Catholic Medical Board, and Uganda Health Ministry. Sr. Priscilla currently divides her professional work between St. Francis Nsambya hospital in Kampala, and Rwibaale Health Center IV, and three AMH partner health facilities included in the NNI.

## **STRATEGIC PLAN**

The NNI is comprised of four key initiatives:

- 1. Transforming Maternal and Child Health in Southwest Uganda**
  - a. Emergency C-section Program in Rwibaale, Nyakibale, Rushoroza, and Ibanda facilities
    - i. Training in emergency obstetrics care
    - ii. Instituting best in class patient experience
    - iii. Surgical camps for birth injury repair
    - iv. Impact and outcomes assessment
- 2. Training Catholic Sisters as health care workers**
- 3. Developing Rwibaale Health Centre IV into a world class hospital**
  - a. Implementing Quality of Care Standards
  - b. Establishing a process of continuous quality improvement through training and education

- c. Additional detail regarding the Rwibaale Hospital Strategic Plan can be found in the appendix.
4. **Sustaining Universal Health Coverage using a capitation financing model**
  - a. Incorporating Maternal and Child Health Services into Meso, a software program used to document billing and healthcare usage
  - b. Developing high quality Maternal and Child Health Services: antenatal care, delivery, and postnatal care for the Rwibaale population

## **KEY PARTNERSHIPS**

The initiative is strengthened by essential partnerships.

### **Health Care Facilities**

- St. Therese of Lisieux Rwibaale Health Centre IV (Hub Health Facility)
- Karoli Lwanga Hospital, Nyakibale (Participating Health Facility)
- Our Lady of Good Health Rushoroza Hospital (Participating Health Facility)
- Uganda Martyrs Hospital Ibanda (Participating Health Facility)

**Local Communities** served by the health care facilities noted above. Community involvement is elicited from local government and community leaders, local health care authorities, patients, and community members.

### **Catholic Dioceses and Bishops:**

- Mbarara Archdiocese: His Grace Labert Bainomugisha
- Kabale Diocese: Rt. Rev. Callistus Rubaramira
- Fort Portal Diocese: Rt. Rev. Robert K. Muhiirwa

### **Uganda Ministry of Health**

### **Uganda Catholic Medical Bureau**

### **Mission health care support from nonprofit organizations:**

- African Mission Healthcare (AMH)
- Collaborating for Better Health (CBH)
- Pace Able Foundation
- Brave Care

## **PROGRESS TO DATE**

### **1. NNI Strategic Planning**

- a. St. Therese of Lisieux Hospital Rwibaale Master Plan Diagram (See Appendix)
- b. Governance structure is in development

- i. NNI has a proposed organizational structure; decision rights have been formulated and are under review
- ii. Integration of NNI facility teams with Rwibaale is in under discussion.

## 2. Clinical Efforts

- a. Surgery Access for Everyone (SAFE)
  - i. Emergency C-sections are available at NNI health care facilities. NNI covered the cost of 1,685 emergency C-sections performed since 2020.
  - ii. Mentorship
    - a. Continuing Medical Education (CME): CME for birth injury repairs has been provided at Rwibaale, Rushoroza, Nyakibale and Ibanda.
    - b. Quality of Care Audits: 6 audits, 1 impromptu review. The focus of the audits was:
      - i. Adherence to obstetric quality of care guidelines
      - ii. Infection control and prevention and Nursing Practices
      - iii. Compliance to SAFE program processes
  - iii. Surgical Camps for Birth Injuries are available at the NNI health care facilities. A total of 8 camps have been carried out, with a total of 225 women receiving reparative surgery at no cost to the patient.

b. Table: Birth Injury Repairs, Emergency C-Sections and Normal Deliveries

	Birth Injury Repairs			Emergency C-sections			Normal Deliveries			Total
Health Facility	2020	2021	2022	2020	2021	2022	2020	2021	2022	
Nyakibale Hospital		58	45	328	352	61	84	14		<b>942</b>
Rushoroza Hospital		30		226	274	60	46	79	30	<b>745</b>
Rwibaale Health Centre IV	1	38	12	89	217	70		60	66	<b>553</b>
Ibanda Hospital		41				8			10	<b>59</b>
<b>Total</b>	<b>1</b>	<b>167</b>	<b>57</b>	<b>643</b>	<b>843</b>	<b>199</b>	<b>130</b>	<b>153</b>	<b>106</b>	<b>2299</b>

## 3. Training

- a. OB-GYN – to begin 2023
- b. Sonographer – to begin 2022
- c. Twenty-one Religious Sisters and five other students in health care. The list below indicates the number of people who have started training since 2021. The Religious Sisters belong to the following institutes:
  - i. Daughters of St. Therese of the Child Jesus (Banyatereza Sisters)
  - ii. Daughters of Our Lady of Fatima
  - iii. Benebikira Sisters
  - iv. Little Sisters of Mary Immaculate of Gulu
 The next cohort will include the Sisters of Our Lady of Good Counsel.

Area of Training	Number
Master of Medicine in General Surgery	1
Master of Counseling Psychology	1
Bachelor of Medicine & Bachelor of Surgery	1
Bachelor of Counseling Psychology	2
Bachelor of Anesthesia and Critical Care Medicine	1
Diploma in Nursing	2
Diploma in Midwifery	2
Diploma in Records & Information Management	4
Diploma in Accountancy	1
Diploma in Medical Laboratory Technology	1
Certificate in Medical Laboratory	2
Certificate in Business Administration & Management	2
Certificate in Nursing	1
Certificate in Social Work & Social Administration	1
Certificate in Accounting & Finance	1
Certificate in Pharmacy	1
Certificate in Theater Techniques	1
Certificate in Records & Information Management	1
<b>Total</b>	<b>26</b>

- d. Eight residents, three interns and several medical officers at the respective health facilities have been given hands-on training during birth injury camps. The partner health care facilities support residents from Uganda Martyrs University for one month in community-based rotations.

#### 4. Infrastructure at Rwibaale Health Centre IV

- a. Rwibaale Hospital Master Plan – Completed (see appendix)
- b. Electrical expansion: 2-3 phase, process to begin in May 2022
- c. Water Project – Completed
- d. NNI Housing – Completed
- e. Doctors' Housing – Underway
- f. Medical Waste Management Facilities – Completed
- g. Sisters' Housing Expansion – Completed
- h. Guest House – Underway
- i. Faculty House – Construction to begin August 2022
- j. Birthing Center – Construction to begin August 2022
- k. Mortuary – Construction to begin June 2022
- l. Procurement of Ambulance – Process underway
- m. Road Construction – Construction to begin in May 2022

## APPENDIX

### RWIBAALE HOSPITAL MASTER PLAN

Build Health International was commissioned in 2021 to develop a Master Plan for the Rwibaale Campus. The resulting 79 page report includes the following Executive Summary and proposed site map.

#### EXECUTIVE SUMMARY

In partnership with African Mission Healthcare (AMH) and the Banyatereza Sisters, Build Health International (BHI) has developed a phased master plan for the expansion of the Rwibaale Health Centre, in Kyenjojo District, Uganda. The goal is to transform it into a regional Referral Hospital specializing in maternal and child health care. The purpose of the master plan is to create a blueprint for future growth of hospital services and patient capacity, ensuring the hospital can better serve the changing demands of its community and region. The plan is based on a thorough assessment of the existing conditions of the campus – the site, the physical structures and the clinical services and operations being offered.

The BHI team traveled to the site in September of 2021 to meet with the AMH team, the Banyatereza Sisters and the hospital's administration and clinical leadership to assess the existing conditions, understand how the hospital operates, the needs of staff, patients, and their families, and hear how stakeholders envision the hospital expansion over time. Through a day-long participatory workshop that also involved local and government representatives, a set of goals was developed based on a collective vision and set of priorities, informed by an understanding of the physical conditions observed by the BHI team.

#### Rwibaale Health Centre IV Goals

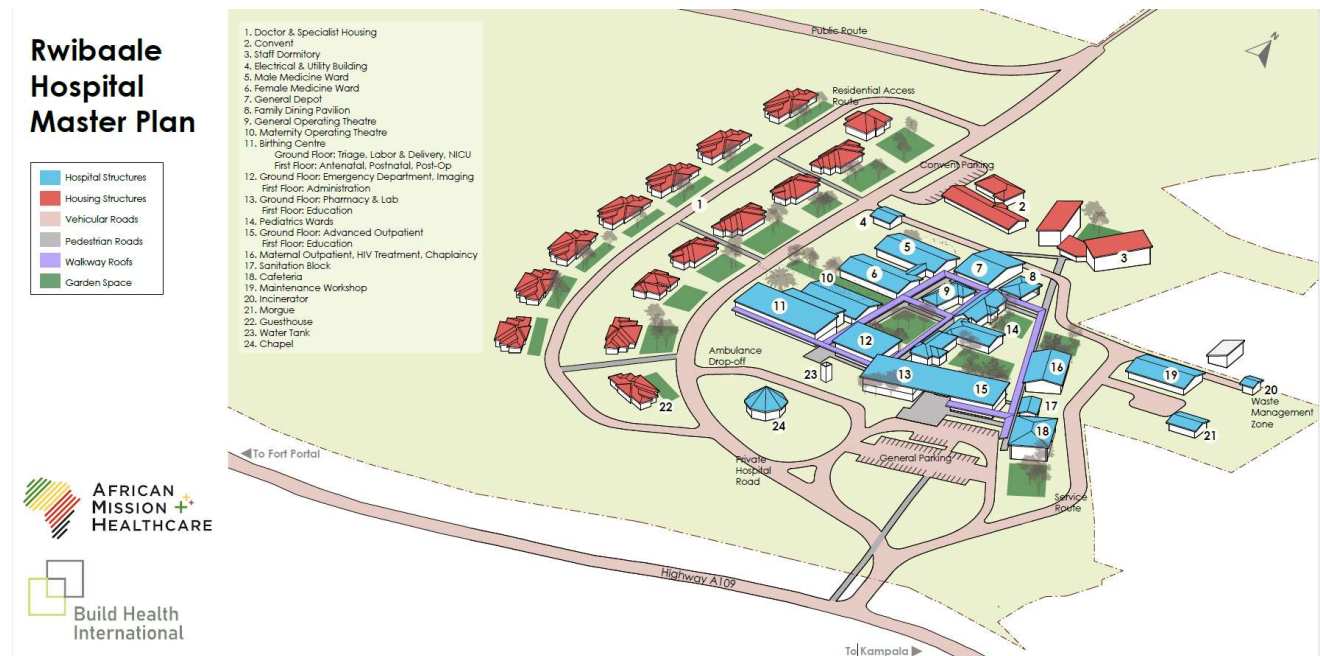
1. Transform the quality of Maternal Healthcare in Uganda
2. Develop a Healthcare Delivery Model that can be replicated
3. Plan for Future Growth
4. Create a World Class Hospital for Compassionate Care
5. Welcome the community & promote diversity
6. Provide the appropriate scale of services
7. Increase infrastructure capacity that is operationally & environmentally sustainable

Based on the assessment work, BHI's design team developed a space program and recommended infrastructure improvements, translated into a comprehensive vision for a physical campus that can be grown over time, as funding for projects permits. Feedback from the AMH and hospital leadership group was given throughout the process to ensure all recommendations would be supported by the hospital operations and aligned with the stakeholder's visions for the hospital. Below are the key findings gathered from the assessment work that define the master plan:

1. Re-define main entrance and improve site access, circulation, and wayfinding
2. Expand Maternity and Child Services for both inpatients and outpatients

3. Integrate educational infrastructure throughout
4. Increase housing for doctors, nurses, and staff
5. Upgrade infrastructure systems to support expansion

Existing structures are maintained or converted to new uses where it makes most sense. Numerous iterations and options of the plan were developed and presented to the leadership group, which can be seen in the appendix,



## PHOTOS

Rwibaale Birth Injury Surgical Camp Team entry meeting with patients.





Dr. Sr. Priscilla doing rounds for March 2022 Birth Injury Surgical Repair Camp.  
Drs. Kolars and Lee discussing surgical camp results with Sr. Mary Magdalene.



Patients upon receiving packages (symbols of starting new life) after surgery.



Sister Priscilla providing Birth Injury Camp CME training at Nyakibale Hospital.





Sister Priscilla with the surgical team at Uganda Martyrs Ibanda Hospital.



Sr. Priscilla with surgical team at Rushuroza Hospital.



Sr. Juliet facilitating a community meeting about Universal Health Coverage for Rwibaale patients.



## Rwibaale Infrastructure Improvements

### NNI House



New borehole and water tank. Nearly completed incinerator.



### Expansion of Sisters' House



## **NGONZI NSA INITIATIVE, A CHAMPION OF RESTORING WOMEN'S' DIGNITY: SUCCESS STORIES**

Obstetric fistula and related birth injuries impact the lives of two to three million women and girls across sub-Saharan Africa. At present, the problem continues to grow exponentially with an estimated 50,000 and 100,000 women worldwide developing an obstetric fistula every year. The exact number of birth injuries is difficult to estimate due to the stigma associated with the condition. It has a devastating impact on the affected women and their families. The situation is compounded by a lack of awareness of the condition within the health care system and communities, and an apparent lack of commitment to address and resolve the problem. Treatment is expensive and out of reach for most of these women. Consequently, many of the victims fall into depression and loneliness with some resorting to suicide.

Fortunately, the situation has improved for injured women in southwestern Uganda with 224 women receiving corrective surgeries since the beginning of 2021 through the Ngonzi Nsa Initiative. Birth Injury Surgical Camps have been championed by Dr. Sr. Priscilla with assistance from the staffs of the four participating health care facilities: St. Therese of Lisieux Rwibaale Health Centre IV; Karoli Lwanga Hospital, Nyakibale; Our Lady of Good Health Rushoroza Hospital; and Uganda Martyrs Hospital Ibanda. Women are recruited via local radio announcements and other methods. Hundreds of injured women have flocked to recruitment events to participate in free medical consultations and services. For many, surgeries are recommended and scheduled. For others, medical attention is provided. Medical attention and advice is also provided for those having issues not related to birth injuries.

Here are just two of the many success stories from the camps. Women and young girls of all ages have benefited from the loving, high-quality care received. Most are happily back with their families and friends, living healthy and happier lives!

A young girl, aged 17, was forced into sex and became pregnant. The perpetrator denied responsibility for the child. Unfortunately, her baby did not survive. The birth experience resulted in an injury that turned into a fistula. Now this mother and her family are very thankful to God and to Dr. Sr. Priscilla, who operated on her to restore her dignity. The young mother's beautiful smile has returned. Her father is grateful to see his daughter healthy and looking forward to a better life. As with many of the families, there was no money to pay for such a surgery. They are grateful to the health facility and Sr. Priscilla for providing free care.

A 33-year-old mother of 4 children recently described herself as the "luckiest woman of October 2021" after a successful urinary fistula correction procedure. After a difficult labor, with no medical officer available to perform a C-section, this mother lost her baby one month after delivery. As a result of the difficult labor, she developed a urinary fistula. Her kind and loving husband funded a surgical procedure that unfortunately was not successful. Fortunately, the couple heard about Sr. Priscilla's birth injury camps and twice traveled a very long way to Rwibaale for assessment and finally a surgery. Dr. Sr. Priscilla performed the surgery. This mother stayed at the health facility for two weeks for recovery and monitoring, as do all camp participants. On the 14<sup>th</sup> day after surgery, the mother's urinary catheter was removed, and she was discharged. She was driven home in a Rwibaale facility vehicle, where she was greeted by her husband, children, mother-in-law, and friends. All were very happy and excited to see her home again in a sound state. They praised God for her successful surgery and the donors who made the camp and free care possible.