OPHTHALMOLOGY SOCIETY OF UGANDA

OSU

STRATEGIC PLAN

2023-2024

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Background

The Ophthalmology Society of Uganda (OSU) is a professional society for eye care doctors (Ophthalmologists) in Uganda. OSU is affiliated to the College of Ophthalmology for Eastern Central and Southern Africa (COECSA) as a country chapter.

Vision

Eye health for all in Uganda

Mission

Improve quality of Eye health care provision in Uganda through training, research and advocacy.

OSU Leadership

The society's leadership structure consists of:(2022-2024)

- President -DR. ERIMA DENIS
- General Secretary- DR. NAKUBULWA FAITH
- Treasurer - DR. KALINAKI ABUBAKAR
- Scientific Secretary- DR. KAMARA DENIS
- Publicity Secretary- DR. NAMWASE SHAMIM
- MUST Resident Representative- DR. BIRUNGI ANGELLA MERIC
- MUK Resident Representative - DR. AHEBWA AMELIA
- Immediate Past President- DR. ARUNGA SIMON

Development of the strategic plan

On 9th of December 2022, at the OSU Annual General Assembly, a new executive committee was constituted for a 2-year term running from December 2022-December 2024. The committee embarked on developing a strategic plan in January 2023 that would shape the direction of the society for the next two years. During this development, the committee reviewed and aligned its strategic objectives with the Uganda National Eye Health Plan 2021-2026 and the World report on Vision 2019.

Strategic objectives of the Uganda National Eye Health Plan

1. To strengthen eye care services at primary, secondary and tertiary levels for effective control of visual impairments and for delivery of comprehensive and equitable service.
2. To enhance Human Resource capacity and promote equitably distributed, motivated and skilled eye health workers.
3. To improve availability of infrastructure, equipment, essential medicines, diagnostics, assistive devices and health technologies at all levels.
4. To promote use of Management Information System and research for evidence-based planning, resource mobilization and advocacy for improved quality and efficiency of eye care services and increased political and financial commitment to eye health.

5. To strengthen coordination, effective partnerships and leadership for eye health Services at all levels.
6. To increase funding to eye health programs with a shift towards Primary Eye Care.

Recommendations of the World report on Vision 2019

1. Make eye care an integral part of universal health coverage.
2. Implement integrated people-centered eye care in health systems.
3. Promote high-quality implementation and health systems research complementing existing evidence for effective eye care interventions.
4. Monitor trends and evaluate progress towards implementing integrated people-centered eye care.
5. Raise awareness and engage and empower people and communities about eye care needs.

Ophthalmology Society of Uganda Strategic Objectives

Aim

To support the growth of Eye health professionals and assist Uganda Ministry of Health in improving Eye Health care.

Strategic objectives

1. Improve membership engagement and develop the financial capacity of the Society to implement its activities.
2. Promote development, implementation and dissemination of high-quality implementation and health systems research in Uganda.
3. To strengthen coordination, effective partnerships and leadership for eye health services through advocacy.

Strategic Objective 1

Improve membership engagement and develop the financial capacity of the Society to implement its activities.

Rationale

The society needs to increase its capacity to sustainably deliver its mandate. During the previous term, an OSU Administrator was employed as part of the Secretariate. It is also worthwhile to note, the society developed an official website (www.osu.ug). To ensure records are better managed and easily accessible to future leaders but there's need to develop OSU official emails. Currently, the Executive members use personal emails to conduct Society business. In the event of a new leadership, all the previous work and correspondences would be lost. There is need to professionalize the society and have electronic records for future references. In addition, there is need to improve the society's website to ensure a sustainable way of conducting business. An innovative way of doing this is by leveraging on the existing COECSA website to have an OSU page hosted therein. In addition, there is need to have an OSU stamp that will be used on documents sent out by OSU to other parties for professional purposes.

Secondly, there is a weak communication structure within the society. This makes it difficult to rally members for a given agenda. The society would like to create and continually update a member's database with updated contact details and preferred channel of communication. This will ensure that every communication is received by every member, leaving no one behind. This information will also be available on the website (including a brief bio and photo) to foster

collaboration within country and without. For example, if a colleague in Europe or America or Asia would like to collaborate on a topic in Uganda such as Retinoblastoma, they can easily find out who is doing that by searching our database.

Welfare

- To enhance regular communication with members to understand welfare of members by making direct phone calls, using SMS, email and some other platforms.
- Executive committee will guide on fundraising for members in case of a loss or a celebration (member's wedding) for better accountability of members' contributions.
- To organize a Dinner for the year 2023 with planned activities like awards for ophthalmologists. (Criteria yet to be decided.)
- To organize an End-of-Term OSU Scientific Congress and AGM in 2024
- Develop an informed map of members' locations to guide on updates from the Society to members
- There is need to increase employment opportunities for the members through lobbying, creating or even identifying opportunities for work and professional development.
- Start a mentorship program for the students especially.
- Enhance members interest in society activities through revamping the OSU Newsletter. The issue to be circulated to members monthly, quarterly and Annual Issue to be hard copy. In this to track readers for at least four months and then source for partners for financial support towards this newsletter. Also to encourage members to regularly utilize the OSU website.

Cost implication:

Activity	Target	Cost (UGX) p.a	Monitoring
OSU stamp	Jan .2023	100,000/-	
Website Management Database update	An updated and full OSU members database by March 2023	400,000/-	Database portfolio
OSU Administrator		6,000,000/-	Monthly invoice Payment logs Appraisal logs
Organization of the OSU Gala Dinner(100)	By 30th October 2023 Hall hire Food (cocktail+/barbeque Soft drinks Other drinks Decoration Awards	37,000,000/-	Report
Communication	Airtime, Banner, Internet, OSU Zoom link, Flash ads, Poster development.	10,000,000/-	**Reports** **Receipts**
Organization of the OSU congress	By August 2024 -19,000,000/- congress fee	80,000,000/-	Congress report

	-55,000,000/- partners' contribution -Ruffle draw 5,000,000/-		
Advocacy Visits	Visit 10 Regional Referral Hospital Directors in order to verify and lobby for recruitment of Ophthalmologists		

Finance

Currently the society does not have any income generating activities or investments to fund its activities in order to deliver proper services to its members and the country at large. Activities of the society are therefore funded off goodwill, and annual membership fees. As such, a robust resource mobilization strategy is needed, to amass resources for operations of the society. This strategy will include activities and projects that can raise funds to enable the society to sustain itself and also serve all its members in a better and more professional way.

- Through informing and encouraging members about paying subscription in installments of 50,000UGX or 100,000 UGX per month as some members have found it challenging to pay full amount at once. Follow up with members to remind about pending amounts and note dates for collection after agreeing with the members.
- Creating a **Life Membership** slot valued at 6,000,000/- UGX (Payable in 2 installments.)

- Develop an OSU inventory with branded items that members and well-wishers can purchase to improve the financial standing of the society to enable it carry out planned OSU activities, look at items like T-shirts, Cups, Travel mugs
- Explore advertisement revenue through encouraging different partners like Pharmaceutical companies to advertise through the OSU website and newsletter.
- Collaboration with partners to procure equipment that can be borrowed by members for out-reach activities at a nominal fee.
- Direct fundraising from Eye health partners, Hospitals, Pharmaceuticals and other relevant business entities.
- Applying/Assisting members apply for research grants and Eye camp funding.
- Strategic leveraging of OSU Bank Account.
- Collaboration with other societies (Sister societies) to share their resources and partner-linkages.

Key Resource Mobilization Activities

Activity	**Target**	**Expected Revenue UGX**		**Monitoring**
Collection of membership fees	By May 2023	380,000/- per person per year. *Minimum 50 members*	19,000,000/-	Generation of an updated list of paid members up by July yearly
OSU Inventory-cups@35,000/-	By Feb 2023		200,000/-	Receipts

,Polo T-shirts@30,000/- ,travel mugs @60,000/-	**Market on website*			
Adverts on OSU website by individuals and Ophthalmology facilities	By March 2023		2,000,000/-	
Research/Project grants			50,000,000/-	Reports, Publications
Eye Camps			10,000,000/-	Report

Strategic Objective 2

Promote development, implementation and dissemination of high-quality implementation and health systems research in Uganda.

Rationale

There has been a challenge to promote and maintain implementation and dissemination of information and research carried out by ophthalmologists to colleagues and partners. There is

thus a need to improve on the promotion, development and dissemination of information and research in Uganda.

Activities

- Increase in implementation of Continuous Professional Development Seminars(CPDs) once every two months virtual and also physical on a rotational basis in the four regions of the country (north, east, west and central) and two-day scientific conference and AGM in 2024. This is aimed at establishing an avenue where all society members will participate.
- To include residents' engagements in these CPDs and help them generate the topics.
- Develop a follow -up program for the ongoing research and disseminate information with OSU involvement. Also help inform the National planning committee on findings from these studies.
- Encourage and support members' publication of research projects they are involved in.
- Engagement of other professional associations through having collaborations and even making presentations in their meetings. (UMA, Uganda Diabetes Association, Uganda Paediatric Association, Uganda Physicians Association-sickle cell, HTN etc.)

Cost implication tabled below:

Activity	**Target**	**Cost implication UGX p.a**	**Monitoring**
Conduct Quarterly CPDs	4	28,000,000/-	CPD report
Scientific Congress	1	80,000,000/-	CPD report

Publication support	5	50% payment of journal fees	Publication
Support member's presentation at other professional events	5	5,000,000/-	Report

Strategic Objective 3

To strengthen coordination, effective partnerships and leadership for eye health services through advocacy

Rationale

There is a need raise the profile of the Ophthalmologist and Eye health workers to promote general eye care at community level and strengthen collaboration amongst Ophthalmologists and with other Eye health workers and with other medical professional and specialist groups.

Ophthalmology as a specialist field is growing steadily within the country and the range of specialist services available within the country is expanding. The intakes for the specialist field is also increasing at the respective Universities.

Promotion of Primary eye care is a priority for the government of Uganda and has been highlighted in the National Eye Care Plan 2021-2026. Efforts have been made by the government

to improve data collection in eye care to enable better planning. The World Health Organization through IAPB recommends a shift in the paradigm such that Eye care is “Integrated and People Centered”.

Activities

- Through improving on publicity for OSU by looking out for talk time on newspapers,TVs, radio stations, etc encouraging members to take up the opportunity to utilize platform for publicity.
- Develop OSU independent banners or posters for regular use by members on different occasions and activities where access has been granted.
- Parliamentary level lobbying for consumables for use in the different health centers for Eye care through National Medical Stores.
- Attending and being part of Advocacy meetings with other Associations and projects like the OCOS Association.
- Advocacy camps, to be started through political front, in districts of Bukedea and Mitooma by engaging the Ophthalmologists in the area to guide and help with mobilization and also human resource for these camps.
- To visit with Hospital directors to lobby for Ophthalmology positions

Cost implication tabled below:

Activity	**Target**	**Cost UGX**	**Monitoring**
Advocacy Camps	4	120,000,000/-	Camp reports

Tear drop banners	4	3,120,000/-	Set up on camps /events
OSU Banners	4	1,600,000/-	
Radio and T.V airtime, newspaper articles	20	25,000,000/-	
Total	**16**	**129,120,000/-**	

CONCLUSION:

Ophthalmology as a profession in Uganda is still a small subsection of health services in the country. Eye health care is still heavily reliant on donor funding. Ophthalmologist are very few with a ratio of 1:1,000,000 and not evenly distributed. The cataract surgery rate in Uganda is 420 per million population; which is well below the current WHO recommendation of 3,000 per million population. In spite of several challenges, the profession has grown and continues to grow. University intake for Ophthalmology has increased over the past 5 years even though absorption into eye health service delivery has relatively stagnated. OSU is mandated to nature the growth Ophthalmology and overall improvement of Eye health services in Uganda. With this guiding document, the current OSU leadership intends to execute this mandate diligently and looks forward to your support.