

Sabatia Eye Hospital

ANNUAL REPORT 2020

We treat, He heals



SABATIA EYE HOSPITAL TRAINING CENTER



Training Centre for:

- BSc Comprehensive Ophthalmology and Cataract Surgery (BSC CoCs)
- Ophthalmic Skills Upgrading Course (OSUC)

Facilities:

- Residential section for registrars and other visiting doctors
- Library
- Students welfare offices
- Staffroom
- Lecture rooms
- Skills lab
- Conference Room

TRAINING PROGRAMME

OPHTHALMIC SKILLS UPGRADING COURSED (OSUC)

| COURSE DESCRIPTION | SPECIALIZATION | MINIMUM QUALIFICATION | DURATION | COST |
|--------------------|---------------------------|--|----------|--------|
| Short Course | General | Diploma in nursing or diploma in clinical medicine or a comparable medical qualification | 12 Weeks | 95,000 |
| | Theatre technician | Diploma in nursing a comparable medical qualification or Certificate in nursing with over three years working experience | 12 Weeks | 95,000 |
| | Optical technician | Form four certificate or comparable qualification with three years' experience in a hospital setting | 12 Weeks | 95,000 |
| | Refraction and Low Vision | Diploma in nursing or diploma in clinical medicine or a comparable medical qualification | 12 Weeks | 95,000 |

BACHELOR OF SCIENCE IN COMPREHENSIVE OPHTHALMOLOGY AND CATARACT SURGERY

| COURSE DESCRIPTION | MINIMUM QUALIFICATION | OTHER REQUIREMENTS | INTAKE | MODE OF STUDY | DURATION | COST | | |
|--------------------|---|---------------------------|-----------|---------------|-------------|---------|---------|---------|
| | | | | | | YR. 1 | YR. 2 | YR. 3 |
| Degree program | Dip. in Clinical Medicine | Must be registered by COC | September | Part Time | 3 Years | 271,000 | 301,000 | 270,500 |
| | Higher National Diploma in Clinical Medicine (Cataract Surgery) | Must be registered by COC | September | Part Time | 2 1/2 years | 271,000 | 301,000 | 90,500 |

DEGREE PROGRAM APPLICATION

Applications for BSc Ophthalmology and Cataract Surgery are made directly to Jomo Kenyatta University of Agriculture and Technology School of medicine

SHORT COURSE TRAINING APPLICATION

Application for Ophthalmic Skills Upgrading Course can be made to: Training @sabatiaeyehospital.org

FOR MORE INFORMATION PLEASE CONTACT US AT
0723721316 OR EMAIL US AT TRAINING@SABATIAEYEHOSPITAL.ORG



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List of Abbreviations



An Eye With Cataract

| | |
|--------------|--|
| AIC | Africa Inland Church |
| BFC | Board Finance Committee |
| BSC | Bachelor of Science |
| CBM | Christian Blind Mission |
| CEO | Chief Executive Officer |
| COCS | Comprehensive Ophthalmology and Cataract Surgery |
| CME | Continous Medical Education |
| HMC | Hospital Management Committee |
| ICT | Information Communication Technology |
| JKUAT | Jomo Kenyatta University of Agriculture and Technology |
| KMTC | Kenya Medical Training College |
| LCIF | Lions Club International Foundation |
| MMUST | Masinde Muliro University of Science and Technology |
| OCO | Ophthalmic Clinical Officer |
| OSUC | Ophthalmic Skills Upgrading Course |
| POC | Paediatric Ophthalmology Centre |
| Q1 | Quater One |
| USD | United Stated Dollar |
| WHO | World Health Organization |



Alfred M LuLu
Chair to the Board



Lion R.P.Sembi
Chair BFC



Priscilla Muhonja
Member



Bernard Eboso
Member



Florence Mbaya
Member



Were Wycliffe
Secretary to the Board



Lion C.S Haier
Member



Lion Mehta Ramesh
Member



Ephraim .M Ludeki
Member



Joseph Endovo
Member



Muli Abednego
Member



Henry Adolwa
Member

Hospital Management Committee



Were Wycliffe
Chief Executive Officer



Julius Savala
*Finance & Administration
Manager*



Ebby Adekhera
Nursing Officer Incharge



Dr Patrick Mayan
AG Medical Director



Effie Wekesa
Human Resource Officer



The Establishment

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

The Hospital

Sabatia Eye Hospital is a leading not-for-profit and independent referral eye hospital based in the western part of Kenya. It is one of the few tertiary eye hospitals located in rural Kenya and serves an estimated 19 million people. These regions include the North Rift, western Kenya, and the Lake Basin, making up 17 counties. The hospital undertakes outreach campaigns through partnerships and diverse collaborative arrangements. It offers competency-based training for various ophthalmological courses. Structurally, the hospital is organized into three departments to help deliver on its core mandate. These departments are Clinical, Finance & Administration, and Training.

Governance and management structure

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

activities. It is made up of the Chairman, Chief Executive Officer, Medical Director, Head of Finance and Administration, and Head of Nursing Services. The hospital has two resident ophthalmologists, three OCO/ cataract surgeons, twelve nurses and administrative staff who work together for the realization of its goals. The hospital is also supported by four other visiting consultant ophthalmologists. On average, the members of staff attend to approximately 35,000 - 40,000 patients annually.

Vision

“A Centre of Excellence Committed to Quality Healthcare”

Mission

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

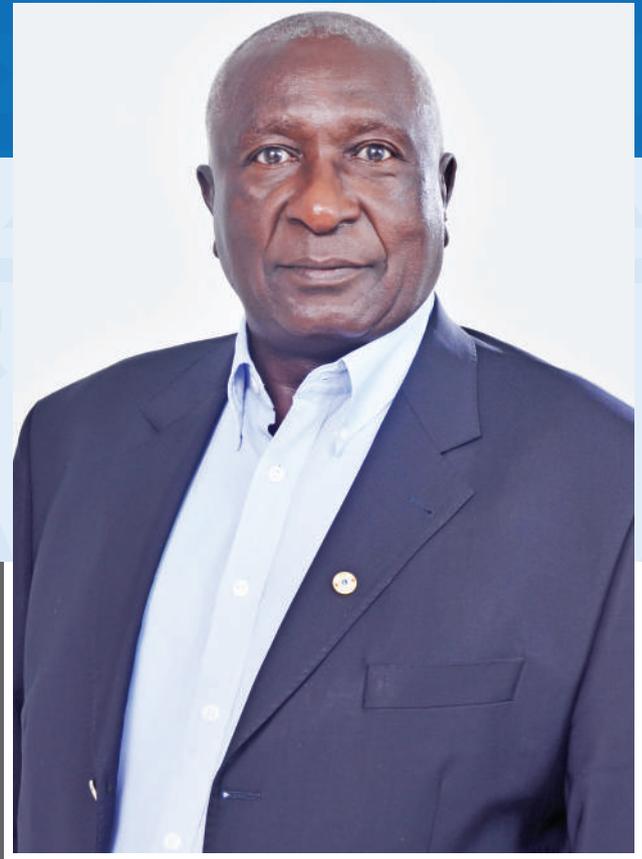
Goals

1. Enhance the quality of healthcare and training services
2. Enhance the hospital's resource base and financial sustainability
3. Enhance the quantity and quality of human capital for improved healthcare delivery
4. Promote the growth and development of the hospital
5. Install and enhance internal systems and processes for efficient service delivery
6. Embed corporate governance best practices in the management of the hospital's affairs.

CHAIRMAN'S MESSAGE



Alfred Lulu
Chairman, Board of Directors



Year 2020 is one we would all want to forget very fast. We are, however, grateful that despite the tough times posed by COVID-19, Sabatia Eye Hospital managed to regain its footing, though its operations were significantly affected. The total number of patients seen at the Base Hospital dropped by 18% while surgeries declined by 31%, compared to 2019. The hospital also shut down for six weeks, between April - May 2020, with staff regrettably taking pay cuts between April and September 2020.

Concerning construction projects, I am glad to report that the Pediatric Ophthalmology Centre is almost complete. This marks another major milestone, coming after completion and opening of the training centre and the theatre extension undertaken in 2019.

I am happy to report that the board approved our collaboration with Fred Hollows Foundation to set up a Satellite Clinic in Eldoret town. I note with humility the immense support and collaboration from our development partners in 2020. I appreciate the Ksh10 million support from Lions Clubs International Foundation, being the final payout of the USD 288,000 approved in 2015 for construction of the Pediatric Ophthalmology Centre. Christian Blind Mission continued to support our recurrent expenditure budget with a grant of Ksh20.3 million and a further Ksh4.2 million for capital expenditure. Fred Hollows Foundation gave us Kshs8.89 million; Dioraphte Foundation approved €50,000 for 2020/2021 outreach activities and Rotary Clubs of Emmeloord, Dronten and Karen committed to give USD163,000 for equipping and furnishing the pediatric centre.

I must acknowledge the efforts and support of our patron, Hon. Musalia Mudavadi, whose continued guidance, motivation and wisdom has always made all the difference

for us. I thank the board, management and staff of Sabatia Eye Hospital for being our greatest asset and for making all our plans actualized. To all our founding members and development partners, as well the Government of Kenya and the County Government of Vihiga, we remain grateful for the support accorded in 2020.

As we step into the year 2021, we are proud to have been a major contributor to the VISION 2020 agenda which has contributed significantly to global eye health. We remain an example of an organization that has spread its wings to the counties and communities where action is needed. This remains our key objective in the year as we strive towards a country with minimal avoidable blindness.

We Treat, He Heals

Alfred Lulu

CHIEF EXECUTIVE OFFICER'S MESSAGE

Were Wycliffe
Chief Executive Officer



Year 2020 stands out as one that tested the resilience of organizations and the wit of captains of industry and champions of the corporate world who had a feel of what it is to lead in times of adversity such as the COVID-19 pandemic. As an institution, the year presented an opportunity to have a paradigm shift on how to deliver health services without compromising on quality and patient safety.

Having completed and commissioned the Training Centre and the New Theatre in 2019, we concentrated on completion of the Pediatric Ophthalmology Centre. I am glad to report that the POC is now ready for operationalization in 2021, subject to receipt of the requisite equipment and the COVID-19 situation in the country.

In 2020, the number of patients seen at the Base Hospital was down 18%, a decline of 4,362 from 24,018 in 2019. The number of patients seen at the outreach/mobile clinics dropped from 8,544 in 2019 to 1,220. Kisumu Clinic saw 4,420 patients compared to 4,656 in 2019. The total number of patients seen dropped by 32%, clear evidence of the effect of COVID-19.

Surgeries performed at the main hospital dropped by 31% as at December 2020. However, Kisumu Clinic recorded a 42% increase, performing 231 surgeries in the current year as compared to 163 in 2019. This was mainly due to the fact that Kisumu Clinic began performing surgeries in April 2019. The year also saw the suspension of most of our training activities due to the COVID-19 pandemic.

Sabatia Eye Hospital, in partnership with Fred Hollows Foundation, is setting up an eye clinic in Eldoret town, a replica of the Kisumu Satellite Clinic Model. The clinic will be opened in Q1 of 2021.

We commend all stakeholders who have contributed to the

growth of the hospital. I am particularly grateful to Team Sabatia whose dedication and talents have continued to guarantee the best service delivery. Similarly, I commend our able board of directors under the chairmanship of Mr. Alfred Lulu and the Patronage of Hon. Musalia Mudavadi.

My appreciation goes to all our development partners namely Christian Blind Mission (CBM), Lions Clubs International Foundation, Fred Hollows Foundation, Dioraphte, JKUAT and the Rotary clubs of Karen, Emmeloord and Dronten for the support that has enabled the hospital to pursue its growth strategy.

The future looks bright as we prepare to celebrate our silver Jubilee in 2021, to mark twenty-five years of service to humanity that has been characterized by hard work, humility and sacrifice. These are the values that have helped the hospital execute its plans and achieve its key objective of alleviating the burden and pain caused by avoidable blindness.

With much gratitude.

Were Wycliffe

62%

of all cases of avoidable
blindness in Kenya is
attributed to Cataract
and Trachoma



EYE CARE SERVICE PROVISION

Eye care service provision in Kenya is currently insufficient to meet the rising demand for eye healthcare. Many people remain unnecessarily visually impaired or at risk of becoming so due to treatable or preventable conditions. Lack of access and awareness of services are key barriers, in a large part due to the limited number eye care providers in the healthcare system.

According to the World Health Organization report of 2017, approximately 250,000 Kenyans are blind, with an additional 750,000 suffering from low vision. This, even though over eighty percent (80%) of causes of blindness are either treatable or preventable. Cataract and Trachoma remain the two leading causes of avoidable blindness in Kenya, accounting for over sixty-two percent (62%) of all cases of blindness. The situation may be worse in rural and informal settlement areas characterized by poor infrastructural development and limited access to eye Care services.

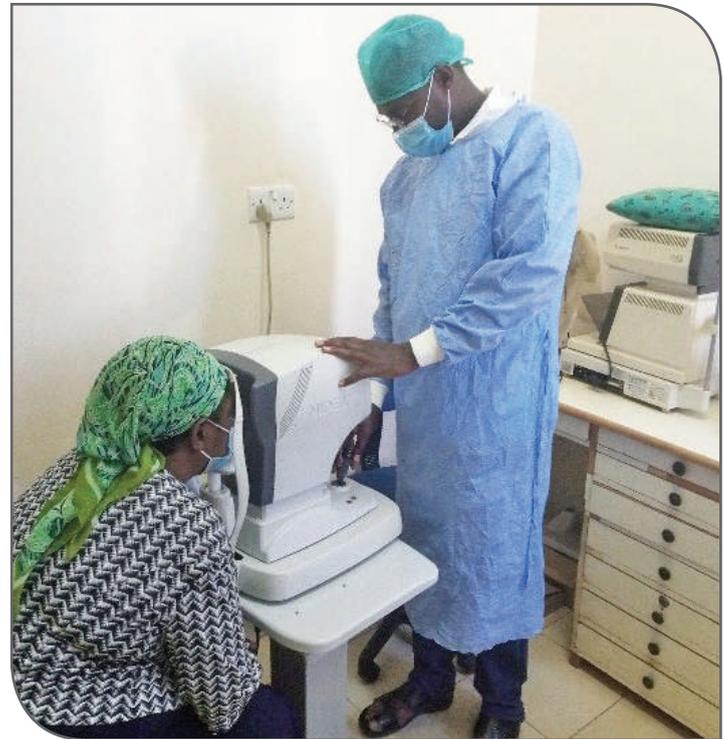
Base Hospital Eye Care Service

Sabatia Eye Hospital has always aimed at making quality and affordable eye care services accessible to all, besides creating adequate awareness regarding availability of the same at our facilities. In 2020, the base hospital performed relatively well despite the challenges orchestrated by COVID 19. A total of **19,656** (Nineteen Thousand Six Hundred and Fifty-Six) patients were treated at the base hospital. In general, **2,707** (Two Thousand Seven Hundred and Seven) surgeries were performed **1,695** (One Thousand Six Hundred and Ninty Five) cataracts and **1,012** (One Thousand and Twelve) other surgeries. This was a 32.9% decrease in the number of surgeries performed in comparison to 2019 **4,040** (Four Thousand and Fourty) surgeries. The general performance was lower in 2020, compared to 2019 as the hospital closed down for three months, and downscaled its operations due to COVID-19. The surgical performance in 2020, at the base hospital, suggests that cataract is still a major cause of avoidable blindness in Western parts of Kenya, accounting for **62.7%** of the total surgeries performed. **Table I** gives base hospital performance in the last five years



| SERVICES PROVIDED AT THE BASE HOSPITAL | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|--------------|--------------|--------------|--------------|-------------|
| Patients Seen/Visits | 2,5916 | 26,333 | 25,527 | 24,018 | 19,656 |
| Cataract Operations | 2,629 | 2,791 | 2,715 | 2,974 | 1695 |
| Other Operations | 1,213 | 1,331 | 1,245 | 1,066 | 1012 |
| Total Operations | 3,842 | 4,122 | 3,960 | 4,040 | 2707 |

Table I: Patient Statistics at Base Hospital 2016-2020



Clinicians attending to patients at the Base Hospital

Kisumu Clinic Eye Care Services

Since the establishment of Sabatia Eye Hospital's Kisumu Clinic, patients from Kisumu and its environs have had eye care services more accessible to them. This has helped patients to cut on travel and other attendant costs as they seek quality affordable eye care services. In 2020, Kisumu Clinic treated a total of **4,420** (Four Thousand Four Hundred and Twenty) patients. **231** (Two Hundred and Thirty-one) surgeries were performed (**177** cataracts and **54** other surgeries) and **420** (Four Hundred and Twenty) eye glasses were dispensed. This was a thirty-two percent (**32%**) increase in the number of surgeries performed despite COVID-19 related challenges. The good performance of Kisumu Clinic is a result of staff dedication, quality and affordable services, and engagement of several health insurance service providers.

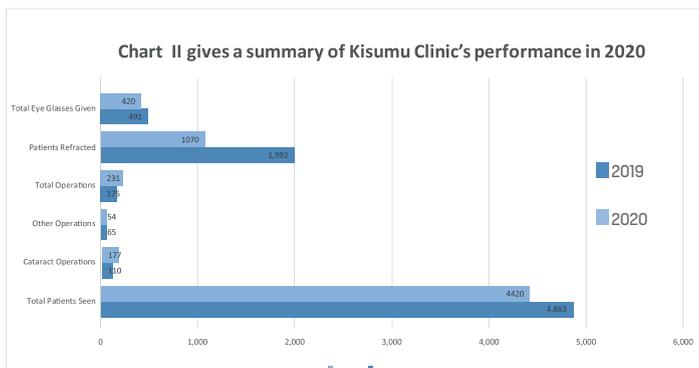


Figure i

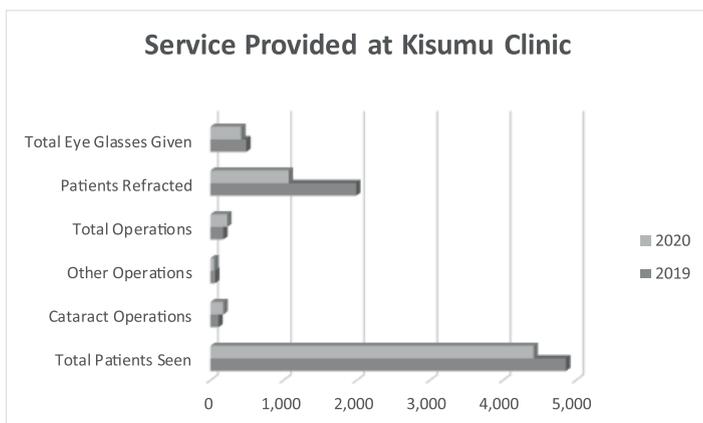


Figure ii

Outreach/mobile services mobile services

People from impoverished backgrounds and environments are more likely to experience conditions that contribute to and lead to impaired vision. Other reasons for poor eye health include lack of awareness and access to eye care services. The outreach program has been an important tool through which Sabatia Eye Hospital reaches the poor, makes eye care services accessible, and promote awareness. In 2020, the hospital treated **1,220** (One Thousand Two Hundred and Twenty) patients in outreaches. This was a significant drop in the number of patients seen compared to 2019, owing to the COVID-19 restrictions imposed by the Ministry of Health. In adherence to these restrictions, Sabatia Eye Hospital canceled all outreach programs from March 2020. Notably, also, no surgeries were done in the outreaches, to ensure quality surgical outcomes, and ensure conformity to COVID-19 protocols.



Outreach performance in 2020 is as presented in Table II below.

| SERVICES PROVIDED | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------------------------|------------|-----------|----------|-----------|----------|
| Patients seen/visits | 6,120 | 20,405 | 11,964 | 7,544 | 1,220 |
| Cataract operations | 127 | 48 | 0 | 18 | 0 |
| Other operations | 16 | 2 | 0 | 3 | 0 |
| Total operations | 143 | 50 | 0 | 21 | 0 |

Table II: Outreach/Mobile Services mobile Services



A patient being examined at the Base Hospital

KISUMU CLINIC EYE CARE SERVICES IN 2020

at a Glance

4420

total number of patients treated in 2020



increase in the number of surgeries performed totaling 231 surgeries. (177 cataracts and 54 other surgeries)



Working with 13 Health Insurance service providers to ensure easy access to our services.

Total services (outreach, Kisumu Clinic and Base Hospital)

Despite challenges orchestrated by COVID-19 pandemic, Sabatia Eye Hospital performed relatively well in 2020. **25,296** (Twenty Five Thousand Two Hundred and Ninety Six) patients were treated at Sabatia Eye Hospital base, Kisumu Clinic and in the Mobile Clinic. In total, **2,938** (Two Thousand Nine Hundred and Thirty Eight) surgeries were performed (**1,872** cataracts and **1,066** other surgeries) in 2020 against **4,236** (Four Thousand Two Hundred and Thirty Six) surgeries performed in 2019. Sabatia Eye Hospital's impressive performance despite COVID-19 restrictions, is majorly due to staff dedication, sound management and, partners' support. Sabatia Eye Hospital appreciates the support of partners, whose contributions helped reach poor and needy patients.

| SERVICES PROVIDED | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------------------------|--------------|--------------|--------------|--------------|--------------|
| Patients Seen/Visits | 32,036 | 46,738 | 37,491 | 36,418 | 25,296 |
| Cataract Operations | 2,756 | 2,839 | 2,715 | 3,102 | 1,872 |
| Other Operations | 1,229 | 1,333 | 1,245 | 1,134 | 1,066 |
| Total Operations | 3,985 | 4,172 | 3,960 | 4,236 | 2,938 |

Table III Total Services (Mobile & Base Hospital)

Paediatric operations

Sabatia Eye Hospital recognizes that children are the future of our society. Giving a child a gift of sight gives them long years of sight, enabling them to fairly compete with others for the available opportunities and resources. As Sabatia Eye Hospital transforms into a centre of excellence in paediatric eye care in the region, quality paediatric services remain our drive. In the promotion of paediatric eye care services, Sabatia Eye Hospital has dedicated Tuesdays as a special Paeds clinic day. Like in the case of adults, Cataract, was the most common, with **119** (One Hundred and Nineteen surgeries performed in children in 2020. Cases of Glaucoma in children have been on a rise since 2017, suggesting that Glaucoma is a rising threat to sight in children. In general, **388** (Three Hundred and Eighty-eight) surgeries were performed in 2020, registering a thirty-two percent (**32%**) drop in the number of surgeries performed in comparison to 2019.

| PAEDIATRIC OPERATIONS PERFORMED FROM 2016-2020 | | | | | |
|--|------------|------------|------------|------------|------------|
| CONDITION | 2016 | 2017 | 2018 | 2019 | 2020 |
| Cataract | 385 | 301 | 279 | 270 | 119 |
| Glaucoma | 29 | 19 | 14 | 22 | 25 |
| Ocular Trauma | 97 | 145 | 99 | 88 | 99 |
| Various Others | 380 | 304 | 232 | 191 | 145 |
| TOTAL | 891 | 769 | 624 | 571 | 388 |

A summary of paediatric surgery performance is presented in Table IV.



A child taking visual acuity test at the base hospital (L). A staff attending to a child after surgery (R)

Low Vision therapy & Visual rehabilitation services

Low vision refers to vision loss that cannot be corrected by medical, surgical treatments, or conventional eyeglasses. A person with low vision must therefore learn to adjust to it. At Sabatia Eye Hospital, we believe that losing one's vision does not mean giving up activities that one loves to do, but learning new ways of doing them. The Low Vision Departments through Vision rehabilitation helps patients learn new strategies to cope with their vision loss and find devices that can assist them. **5,955** (Five Thousand Nine Hundred and Fifty-five) patients were seen in 2020 against **8,996** (Eight Thousand Nine Hundred and Ninety-six) patients seen in 2019. The drop in the numbers recorded by the departments was due to the closure of schools and stoppage of school outreaches - the main feeder to Low Vision program. Comparatively, only five outreaches in February, March, October, November, and December in 2020 compared to nine were done in 2019. Low Vision Department performance is presented in **figure iii below**:

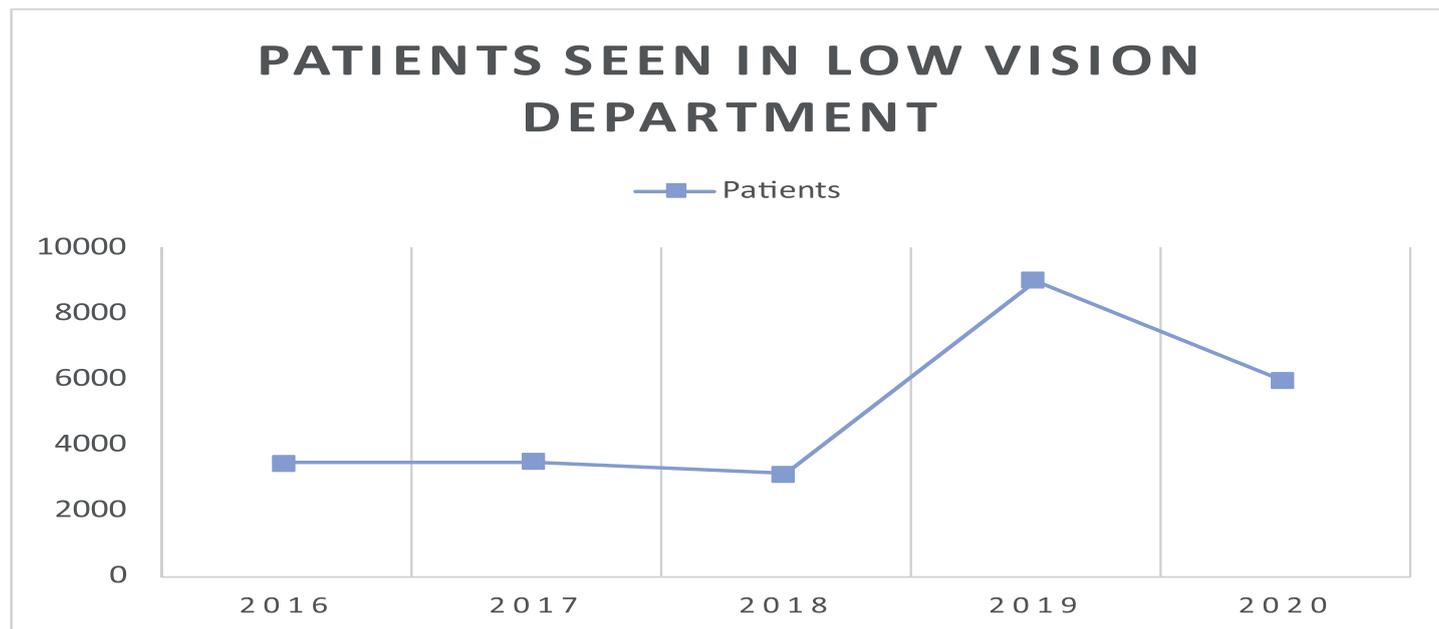


Figure iii



A Low vision therapist assessing a patient at the base hospital

Optical services

As one of the largest independent and not-for-profit referral eye hospitals in the country, Sabatia Eye Hospital, prides itself in comprehensive services. Our clients are exposed to a wide range of quality and affordable eye care services tailored to meet their needs. The Optical Department is one the youngest departments in the hospital, helping Sabatia Eye Hospital in its quest to be a centre of excellence committed to quality healthcare. The department offers a variety of eyeglasses to suit people of diverse economic backgrounds. The department boasts of the shortest waiting time as some of our prescriptions are made available to the patients on the same day. In 2020, the department performed impressively, refracting **6,435** (Six Thousand Four Hundred and Thirty-five) patients in 2020 both at Kisumu Clinic and Base Hospital, compared to **7,584** (Seven Thousand Five Hundred and Eighty-four) refracted in 2019. **420** (Four Hundred and Twenty) spectacles were dispensed at Kisumu Clinic and **1,644** (One Thousand Six Hundred and Forty-four) at the Base Hospital. In general, the ratio of patients refracted to glasses dispensed remained at 1:3 in the last two years.

Table V presents the departments' performance in summary

| Month | 2019 | 2020 | 2020 | Spectacles Produced | | |
|--------------|------------------|--------------------------------|--------------------------------|---------------------|-------------|--------------------|
| | Refractions Done | Refractions Done Base Hospital | Refractions Done Kisumu Clinic | 2019 | 2020 Kisumu | 2020 Base Hospital |
| Jan | 550 | 670 | 112 | 225 | 42 | 193 |
| Feb | 679 | 587 | 139 | 192 | 56 | 162 |
| Mar | 581 | 423 | 102 | 221 | 37 | 155 |
| Apr | 630 | 81 | 0 | 190 | 3 | 31 |
| May | 702 | 214 | 34 | 147 | 11 | 71 |
| Jun | 563 | 338 | 83 | 151 | 26 | 124 |
| Jul | 644 | 451 | 100 | 230 | 36 | 132 |
| Aug | 673 | 534 | 100 | 185 | 43 | 128 |
| Sept | 670 | 564 | 108 | 163 | 32 | 152 |
| Oct | 735 | 578 | 102 | 147 | 44 | 165 |
| Nov | 643 | 591 | 123 | 182 | 44 | 148 |
| Dec | 514 | 334 | 67 | 134 | 46 | 183 |
| Total | 7,584 | 5,365 | 1,070 | 2,167 | 420 | 1,644 |

Table V Optical Services



Optical Shop staff attending to a client

COVID-19 PREPAREDNESS



A member of staff teaches a client proper handwashing at the Base Hospital

Sabatia Eye Hospital like all other service providers in the country, was hit hard by the effects of COVID-19. To adjust to the new normal, Sabatia Eye Hospital reorganised its operations to conform to the Ministry of Health directives. Notable changes, included regular fumigation of the hospital, installing hand-washing stations at strategic points, and adjusting patients' seating areas to encompass social distancing. Additionally, Sabatia Eye Hospital launched telemedicine programs, to serve patients remotely and minimise physical contact. This ensured services continued uninterrupted at Sabatia Eye Hospital, and reduced crowds at the hospital. An isolation centre and a COVID-19 examination tent were also set up at Sabatia Eye Hospital. As an extra precaution, all people accessing the hospital are now required to wear masks and have their body temperatures checked. Sabatia Eye Hospital has also been organizing regular staff testing for COVID-19. Sabatia Eye Hospital's strict adherence, to the Ministry of Health guidelines, helped the hospital to successfully go through 2020 without recording a single COVID-19 case among the staff. We appreciate the kind support from both our partners and the government in ensuring that both our staff and clients are protected.

STAFFING LEVELS

Sabatia Eye Hospital recognizes that its workers are key to the attainment of its set goals and objectives. Over the years, the hospital has continued to recruit top notch professionals to serve clients and achieve set goals. Broadly, Sabatia Eye Hospital has **43** (Forty Three) administrative staffs and **45** (Forty Five) clinical staff spread between the Base Hospital in Vihiga County and Kisumu Clinic in Milimani along Lodwar road. Through the efforts of the committed Sabatia Eye Hospital staff, **25,296** (Twenty Five Thousand Two Hundred and Ninety-six) patients were treated and **58** (Fifty Eight) eye care workers of different cadres trained.

Sabatia Eye Hospital Staffing level in 2020 are as presented in **Table VI:**

| ADMINISTRATION STAFF | |
|---------------------------|-----------|
| CEO | 1 |
| Finance Manager | 1 |
| Senior Accountant | 1 |
| Accounts Clerks | 3 |
| Cashier | 1 |
| Human Resource Officer | 1 |
| Training Coordinator | 1 |
| Program Manager | 1 |
| Program Assistant | 1 |
| Records Officers | 4 |
| Administrative Assistants | 2 |
| Cateress | 1 |
| Cooks | 5 |
| Cleaners | 8 |
| Grounds men | 3 |
| Farm Officer | 1 |
| Laundry Attendants | 3 |
| Maintenance Officer | 1 |
| Driver | 1 |
| Optical Technicians | 2 |
| TOTAL | 43 |

| CLINICAL STAFF | |
|------------------------------|-----------|
| Ophthalmologists | 2 |
| Ophthalmic Clinic Officers | 4 |
| Nursing Officers | 16 |
| Patient Attendants | 12 |
| Pharmaceutical Technologists | 2 |
| Laboratory Technologists | 1 |
| Optometrists | 3 |
| Optical Shop Attendant | 4 |
| Low Vision Assistant | 1 |
| TOTAL | 45 |

Table VI: Staffing Levels



Staff undertaking basic life support training by Saint Johns Ambulance



58 eye care workers
trained by Sabatia
Eye Hospital

CAPACITY DEVELOPMENT FOR THE COUNTRY

Most developing countries experience shortage of healthcare workers especially in rural areas. The situation may be worse for eye care workers as Kenya still falls below the WHO recommended ratio of 1:250,000 (ophthalmologist to patients).

Currently, one ophthalmologist serves and estimated 450,000 patients in Kenya, with rural ratios estimated to be higher. This is so because most ophthalmologists prefer rural areas as they present better opportunities for their career growth and development. In view of this, Sabatia Eye Hospital has taken up an initiative to train all cadres of eye care workers in an effort to reduce gaps in human resource for eye health.

Ophthalmic Skill Upgrading Course (OSUC)

The fight against Avoidable Blindness has largely been undermined by poor service accessibility. This is majorly brought about by huge gaps in human resources for eye health especially in rural areas. Ophthalmic skills upgrading course has been of immense contribution to the reduction in the gaps in Human resources for eye health. In 2020, Sabatia Eye Hospital trained eight nurses from different parts of the country. The Ophthalmic Skills



OSUC class in session

Upgrading Course (OSUC) trainees have been of immeasurable help in the early identification of patients, strengthening the Sabatia Eye Hospital referral system. Through the OSUCs, awareness in eye care in different parts of the country has been created. Sabatia Eye Hospital appreciates partners' support in training eye care workers especially from rural, hard to reach areas.

Bachelor of Science in Comprehensive Ophthalmology and Cataract Surgery (BSC.COCS).

The Bachelor of Science in Comprehensive Ophthalmology and Cataract Surgery (BSc. COCS) program targets clinical officers registered by Clinical Officer Council of Kenya. The program aims at giving clinical officers an opportunity to further their studies and contribute to the reduction in gaps in human resource for eye health. Minimum qualifications for the program is a Diploma in Clinical Medicine. Comprehensive Ophthalmology and Cataract Surgery has been a success, having graduated a total of 35 students by 2020. Our graduates have taken up appointments in different regions of

1:450,000

The ratio of ophthalmologist to patient in Kenya which is below the recommended ratio of 1:250,000 by WHO .



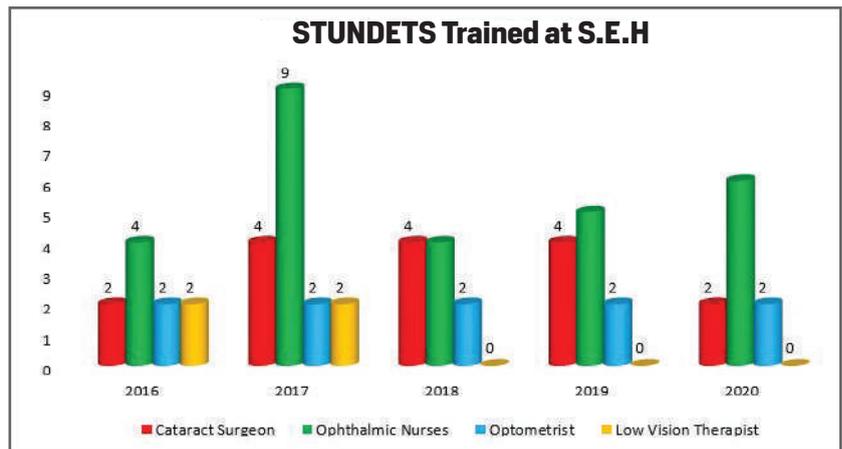
Examiners Supervising BSc CoCs students during OSCE exams



the country helping in the fight against blindness. Despite, challenges brought about by COVID-19 leading to the closure of universities, six students completed the program and graduated in December 2020.

Registrars from the University of Nairobi

The partnership between Sabatia Eye Hospital and the University of Nairobi has been in existence since the establishment of the hospital. Through the partnership, Sabatia Eye Hospital has trained several ophthalmologists during their elective term period. Cumulatively, Sabatia Eye Hospital has trained **21** Ophthalmologists both from Kenya and other African countries in the last seven years. As the hospital structurally develops into a centre of excellence committed to quality healthcare, our capacity to train registrars has increased by two to six per year. In 2020, three registrars were trained at Sabatia Eye Hospital. The hospital’s program for training registrars has been a success, as follow-up reports have indicated that our trainees are performing exceptionally well in the field, recording good surgical outcomes and effective treatment



Kenya Medical Training College Trainees

Sabatia Eye Hospital has been a major partner of Kenya Medical Training College (KMTTC) in the training of mid-cadre eye care workers. The partnership with KMTTC forms the major external training, enabling Sabatia Eye Hospital to train low vision therapists, optometrists, ophthalmic nurses, and cataracts surgeons. In the last training year ending December 2020, Sabatia Eye Hospital trained two optometrists, two cataracts surgeons, and six ophthalmic nurses. In total, ten staff from KMTTC were trained, in 2020, compared to 11 students trained in 2019.

Figure 11 Sums up training performance in the last five years.

Our Partnership with KMTC has seen Sabatia Eye Hospital contribute to the reduction in the gap in human resource for eye health, making eyecare services more accessible in the country.

Optometry Students from Masinde Muliro University of Science and Technology

The growth of the Optometry Department at Masinde Muliro University of Science and Technology (MMUST) can be linked to the support of Sabatia Eye Hospital. The hospital has offered material and intellectual support to the university, training Optometry students during their elective term. In 2020, Sabatia Eye hospital trained two Optometry students. The partnership with Masinde Muliro University of Science and Technology has seen Sabatia Eye Hospital train over twenty students. Field reports from our former students indicate that the students have been performing exceptionally well in the fight against avoidable blindness. Testimony from other eye care workers indicate that our students offer reliable optometry services, making their surgical outcomes good. We look forward to expanding our training partnership to other areas.

Regional Coordination /CME

As one of the biggest eye care providers in the country, Sabatia Eye Hospital has the responsibility of imparting additional skills in other eye care workers. One major way to achieve this is through training and capacity building. In 2020, the hospital held two Continuous Medical Education (CMEs) which attracted sixty-three eye care workers in the region from different cadres. The Continuous Medical Education forums discuss infection control, current trends in

eye diseases among other topical areas. In general, the CMEs are an important tool for referral strengthening and networking among eye care workers. The networks established among eye care workers through CMEs help Sabatia Eye Hospital identify areas of need in the fight against avoidable blindness.

Awareness creation

Sabatia Eye Hospital is well aware that, lack of information and ignorance are key impediments is characterized by poor infrastructure and limited access to information, Sabatia Eye Hospital remains key in awareness creation. In the recent wake of the COVID 19 pandemic, Sabatia Eye Hospital, through the support of the government and other partners organized, over **8** (Eight) major awareness campaigns in the catchment area.

A client reading one of the COVID 19 awareness Banner



INFRASTRUCTURE DEVELOPMENT

Sabatia Eye Hospital is cognizant of the fact that quality services go hand in hand with infrastructure development. Sabatia Eye Hospital has invested heavily in infrastructure, as it aims to be the best eye care provider in the region and country.



POC parking in use



New Hospital gate

In late 2020, Sabatia Eye Hospital started the process of establishing a clinic in Eldoret. The Clinic is to start Operations in Q1 of 2020. Once operational, the clinic will make our quality affordable services more accessible to the people of Uasin Gishu County and its environs.



Eldoret Clinic



LABORATORY SERVICES

In an effort to improve service quality, Sabatia Eye Hospital has also invested in better and improved diagnosis. With the support from partners, Sabatia eye Hospital's lab is now completed and fully equipped. The lab is expected to be fully Operational in the first quarter of 2021.



Laboratory



FINANCIAL PERFORMANCE AND SUSTAINABILITY

Sabatia Eye Hospital recognizes that we are stewards of both material and financial resources entrusted to us by our partners. Despite the limited resources, the hospital has always strived to achieve its set goals using available funds to ensure service continuity and Sustainability. Our net income for the Year 2020 included sales of spectacles, drugs, consultation fees, admission, and income from partners. The total income for the hospital was **Ksh 171,225,266**, registering a 0.9 % decrease in income compared to 2019. Expenses for the hospital dropped to **Ksh162,005,115** in 2020 from **Ksh168, 600,301** in 2019. In general, the net surplus increased from **Ksh4, 246,972** in 2019 to **Ksh9,220,151** in 2020.

Table VII gives a comparison of Sabatia Eye Hospital's financial performance in 2019 and 2020.

AUDITED FINANCIAL STATEMENT AS AT 31ST DECEMBER 2020

| Year | 2020 | 2019 |
|---------------------------------|--------------------|--------------------|
| Income | KSHS | KSHS |
| Income from Patients | 120,919,940 | 110,965,839 |
| Other Incomes | 6,115,166 | 15,872,637 |
| Income from Donors | 44,190,160 | 46,008,797 |
| TOTAL INCOME | 171,225,266 | 172,847,273 |
| EXPENDITURE | | |
| Administrative Expenses | 156,396,360 | 159,289,131 |
| Other Operating Expenses | 5,608,755 | 9,311,170 |
| Net Surplus for the year | 9,220,151 | 4,246,972 |

PARTNERSHIP DEVELOPMENT

Sabatia Eye Hospital owes its success to the support of both local and international partners. Since its inception, partners have been a pillar to the hospital materially, financially and intellectually. Some of the partners have been with Sabatia Eye Hospital since the beginning and stand out for their role all along while a few others came on board recently and helped Sabatia Eye Hospital attain its goals. Partners' support received in 2020 is presented below.

Christian Blind Mission (CBM)



As a founding partner, Christian Blind Mission (CBM) has been with the hospital since its inception. Apart from supporting Sabatia Eye Hospitals' recurrent budget, CBM also supported the hospital in infrastructural development (theatre expansion and construction of Paediatric Centre and Eldoret Clinic). Christian Blind Mission (CBM) also supported capacity building in the region by supporting the two CMEs organized in the region, attended by over fifty eye care workers. Other than that, eight students from hard to reach areas were trained as Ophthalmic assistants through CBMs support in 2020. As a hospital, we appreciate the support Christian Blind Mission has been according us in the fight against avoidable blindness



Lions Club International and local Lions Clubs

As one of our founding partners, the contributions of Lion Club International and local Lions Clubs cannot be overlooked. Lions Club International immensely contributes to the infrastructural development while local Lion Clubs support outreaches. In the last financial year, the Lions Club of Vihiga supported two camps at which over eight hundred patients were treated and over two hundred surgeries performed.



The Fred Hollows Foundation

The Fred Hollows Foundation has always supported Sabatia Eye Hospital in making eye care services accessible. Through Fred Hollows Foundations support, Sabatia Eye Hospital has trained several eye care workers majorly from hard to reach, marginalized areas. The foundation has also offered immense support towards eradicating avoidable blindness through treatment. In 2020, the Fred Hollows Foundation supported the Hospital in Operating on over 600 eyes. The foundation's support helped Sabatia Eye Hospital to restore patients' sight, enabling them to be socio-economically productive once again. Sabatia Eye Hospital will soon open a clinic in Eldoret Courtesy of the Fred Hollows Foundation's support. We appreciate the kind support the Fred Hollows Foundation has been according to Sabatia Eye Hospital both materially, financially, and intellectually and look forward to a strengthened and a continued partnership

Dioraphte

STITCHIN DIORAPHTE

Sabatia Eye Hospital's efforts in eradicating avoidable blindness have majorly been supported by Stitchin Dioraphte. Dioraphtes support has helped Sabatia Eye Hospital to give sight to patients who would have turned blind because of poverty. Patients from hard-to-reach areas were also helped through Dioraphtes support to access eye care services close to their homes. In 2020, Stitchin Dioraphte supported treatments of three thousand three hundred and twenty-one (3321) patients. Out of the total number of patients seen, eight hundred and three surgeries (803) surgeries were performed, including 110 surgeries in children. Patients who had reading problems were also supported as five hundred and fifty-six units of reading glass were dispensed. As a referral not-for-profit facility, we remain committed to the fight against avoidable blindness and look forward to a continued partnership with Dioraphte.



JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY (JKUAT)

Jomo Kenyatta University of Agriculture and Technology (JKUAT) is one of our key training partners. The BSc.COCs program is intended to produce all-rounded clinicians in both curative and preventive Ophthalmology. Through this collaboration, Sabatia Eye Hospital has enrolled over one hundred and twenty-seven clinical officers

in the BSc.COCs program. Over thirty (30) clinical officers have since graduated and are currently contributing to the eradication of avoidable blindness in the country. Applications from qualified clinical officers registered by the Clinical Officers Council of Kenya can be accessed directly from JKUAT official website.

FRIENDS CHURCH VOKOLI

The Yearly Meeting of Friends Church Vokoli has been with Sabatia Eye Hospital since its inception. As one of our founding partners, the Yearly Meeting of Friends Church Vokoli supports Sabatia Eye Hospital in aspects of spiritual growth. The church maintains regular spiritual nourishments at the hospital with an assigned Chaplain ministering to the staff and patients every morning before work begins.



AIC HEALTH MINISTRIES

Our partnership with AIC Health Ministries has mainly been in training. AIC Health Ministries has been key in supporting our short training for Ophthalmic assistants mainly from arid and Semi-arid areas of the country. Through the partnerships and linkages, Sabatia Eye Hospital has strengthened our referral systems in the northern parts of the country.

SIKH COMMUNITY OF KISUMU

The Hindu Council of Kisumu is one of our key partners in the fight against avoidable blindness. The council supports our outreach programs. Through the council's support, over 100 surgeries were performed on poor patients and over 400 others treated. As we intensify the fight against avoidable blindness, we appreciate the kind support accorded to us by the Hindu Council of Kisumu.



NATIONAL GOVERNMENT OF KENYA AND COUNTY GOVERNMENT OF VIHIGA



The County Government of Vihiga and the National Government both continue to contribute immensely to the success of Sabatia Eye Hospital programs. The county governments has in the past supported Sabatia Eye Hospital on matters of staffing, with several eye care workers seconded to the hospital. Currently, Sabatia Eye Hospital has one staff seconded in the Low Vision Department,

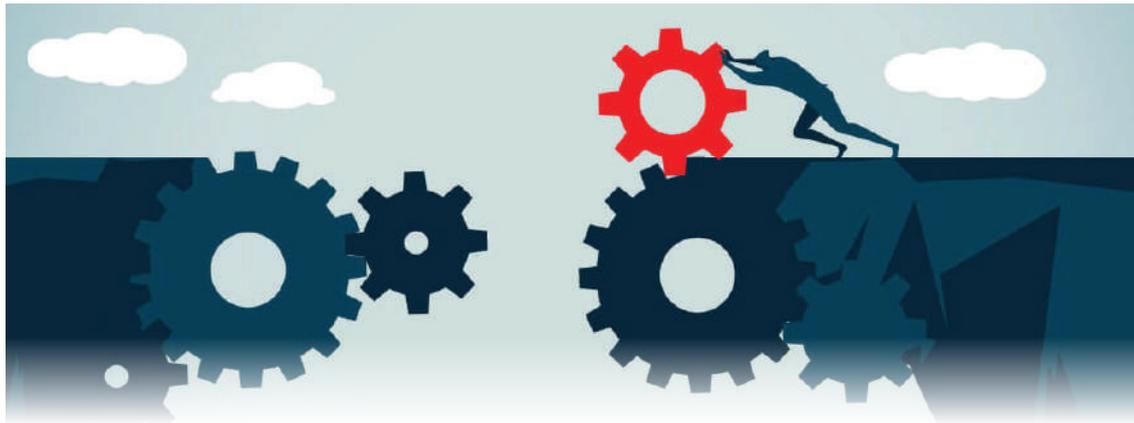
contributing immensely to the success of the department. The national government on the other hand helps in the certification of our short course giving it legitimacy and acceptability in the country. The Ophthalmic Services Unit, is also a key advisor to Sabatia Eye Hospital, contributing to the intellectual growth of the hospital.



INSURANCE PARTNERS

To better serve our patients Sabatia Eye Hospital has partnered with the following insurance providers: National Hospital Insurance Fund (NHIF), Britam Insurance, Jubilee Insurance, General Assurance, Resolution, KCB Insurance, KDF Liaison Insurance, UAP insurance and Co-operative Bank. We appreciate the partnership and look forward to strengthening and engaging more insurance providers.





CHALLENGES

In general, 2020 was a successful year for Sabatia Eye Hospital despite several hurdles. Some of the challenging experiences were internal which were easily surmounted by the hospital, while others were external or universal. The most notable challenges encountered by Sabatia eye hospital in 2020 are as follows

COVID 19 Pandemic

This was a universal challenge that affected Sabatia Eye Hospital just like all other service providers in the country. The pandemic led to the closure of the hospital for three months from March to May, leading to loss of revenue as the facility is highly dependent on users' fees. Programs such as outreach and training were also halted, affecting general targets for the hospital. To overcome this Sabatia Eye Hospital, through the support of partners, established a handwashing station, and structurally reorganized its activities to cater for social distancing. The hospital also launched telemedicine which made it possible for patients to be served remotely, thereby minimising physical contact.

Reduced Donor Support

As a result of the global crisis orchestrated by COVID-19, some of our partners changed their funding preferences. This marginally reduced our funding for projects. As a result of this, the hospital had to readjust its programs to restrict them within the available budget. Other than that, the hospital has further reinvested in agribusiness, to supplement its budget.

CONCLUSION

Sabatia Eye Hospital remains committed to the fight against avoidable blindness. As a referral eye facility, we also commit to contribute to the reduction in gaps in human resource for eye health, especially in rural areas. For Sabatia Eye Hospital, the contribution of our partners can never be overemphasized. Through the partners' support, we have managed to achieve our set goals despite the prevailing global challenges. We appreciate this kind support and look forward to strengthened partnerships in the coming years.



IN PICTURES



A patient being examined with our state of art Equipment



Lions club of Vihiga presenting Wheelchair donations to the Hospital



Vihiga Lion Club Planting a tree at the Base Hospital



CBM Staff, Sabatia Staff, and other Partners During Cluster Meeting in Mombasa



Staff receiving a water Dispenser Donation from Sai Pharmaceutical



Sabatia Staff and Ajanta Pharma representative planting a tree at the Hospital during World Environment Day



A nurse taking a Childs Post Operative Visual Acuity



Nursing Staff cutting a cake in past Nursing Week celebration



Staff pose for a group Photo with OSUC graduates



A section of staff at the new POC



A clinician Performing surgery

COMING
SOON

Paediatric OPHTHALMOLOGY CENTRE



Gearing towards Pediatric EYE CARE



SABATIA EYE HOSPITAL



Eldoret Clinic NOW OPEN

in the City of Champions

4th floor Sagaas Centre Opposite
Regional Blood Transfusion Centre
Tel: 0707650804

WORKING HOURS

Mon-Fri : 8.30-5.00pm Sat 8.00 -1.00pm



You can also visit us at our Kisumu Clinic

We are Located in Millimani, along Lodwar
Road Near Nightingale Hospital
Tel: 0776169926

WORKING HOURS

Mon-Fri : 8.30am. - 5.00pm.

SERVICES OFFERED

- General Ophthalmology • Paediatric Ophthalmology • Cataract Surgery • Squint Surgery
- Yag Laser • Low Vision Therapy • Optical services • Vitreo Retinal Surgery
- Eye Healthcare Training • Laser Treatment

“WE TREAT, HE HEALS”

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