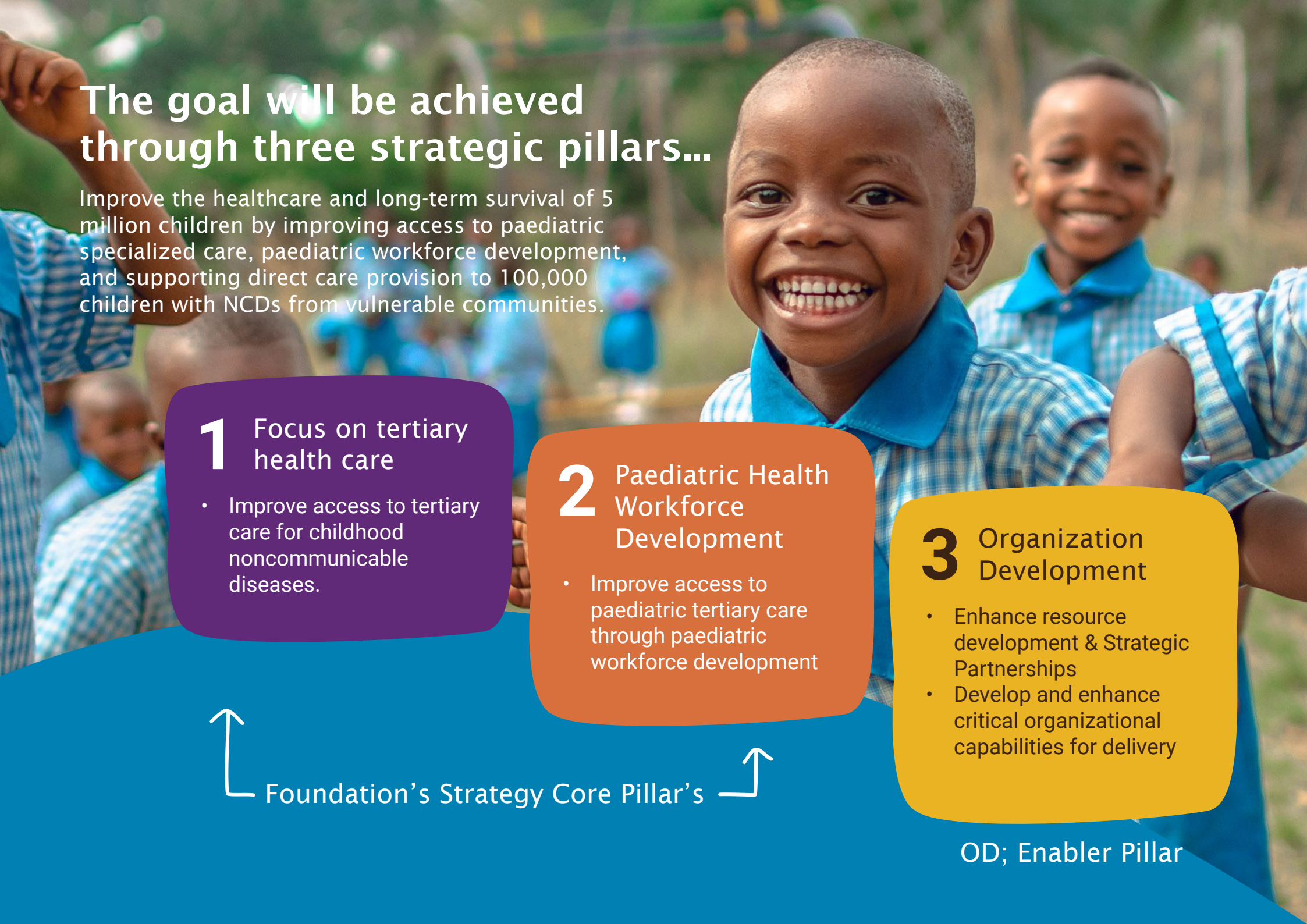
A PLATFORM FOR GROWTH

STRATEGIC PLAN 2026–2036

Gertrude's
HOSPITAL FOUNDATION
Caring for Children in Need

OUR GOAL

Improve the healthcare and longterm survival of 5 million children by improving access to paediatric specialized care, paediatric workforce development, and supporting direct care provision to 100,000 children with NCDs from vulnerable communities, in the next 10 years.



The goal will be achieved through three strategic pillars...

Improve the healthcare and long-term survival of 5 million children by improving access to paediatric specialized care, paediatric workforce development, and supporting direct care provision to 100,000 children with NCDs from vulnerable communities.

1 Focus on tertiary health care

- Improve access to tertiary care for childhood noncommunicable diseases.

2 Paediatric Health Workforce Development

- Improve access to paediatric tertiary care through paediatric workforce development

3 Organization Development

- Enhance resource development & Strategic Partnerships
- Develop and enhance critical organizational capabilities for delivery

Foundation's Strategy Core Pillar's

OD; Enabler Pillar

Pillar 1

Focus on Tertiary Health Care:
Improve access to tertiary care for childhood non-communicable diseases.

1 Improve the healthcare and long term survival of children with cancer and sickle cell disease

Interventions

1. Diagnosis and treatment of children with cancer and Sickle Cell Disease (SCD).
2. Bone Marrow Transplant (BMT) for children with cancer or SCD.

Results

1. 3,000 children diagnosed & 1,800 treated for cancer - first five years
2. BMT for 144 children with cancer of SCD – first 5 years
3. USD.1.2M & USD.76.5M for diagnosis & treatment of cancer and SCD for 5 years.
4. USD.255M endowment fund for diagnosis & treatment of cancer and SCD from year 6 onwards
5. Treatment of 1,000 and BMT of 50 children with cancer/SCD annually from year 6 to year 10.

2 Improve the healthcare and long term survival of children with Congenital Heart Disease

Interventions

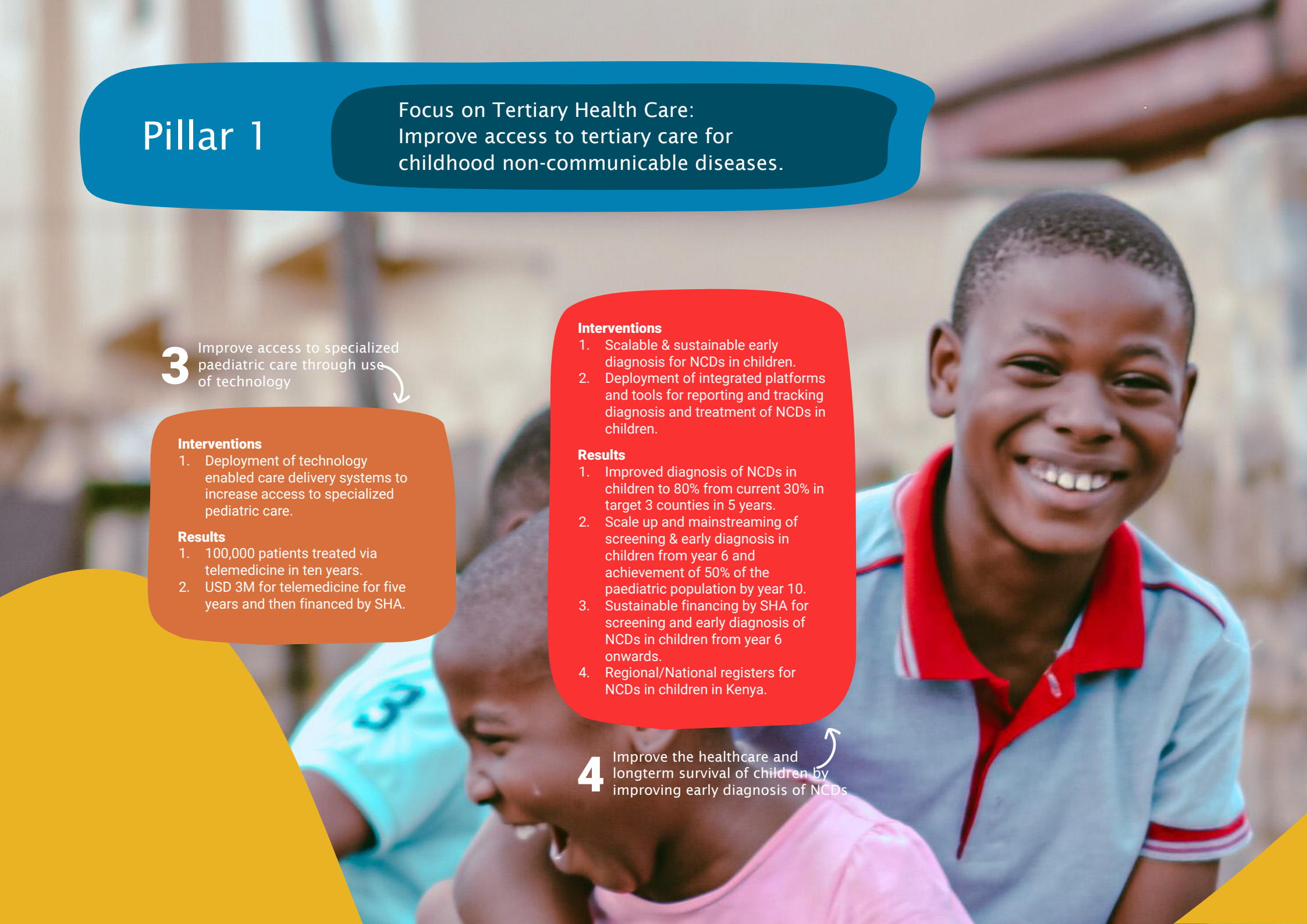
1. Screening and diagnosis of childrenwith Congenital Heart Disease(CHD).
2. Treatment/Surgery of children with CHD.

Results

1. 90,000 children screened & 500 diagnosed with CHD.
2. Treatment/Surgery of 750 children with CHD.
3. USD.756K & USD.4M for screening/diagnosis & treatment/surgery of children with CHD for 5 years.
4. USD.15M endowment fund for treatment/surgery for CHD from year 6 onwards.
5. Treatment/surgery of 250 children with CHD annually from year 6 to 10.

Pillar 1

Focus on Tertiary Health Care:
Improve access to tertiary care for childhood non-communicable diseases.



3 Improve access to specialized paediatric care through use of technology

Interventions

1. Deployment of technology enabled care delivery systems to increase access to specialized pediatric care.

Results

1. 100,000 patients treated via telemedicine in ten years.
2. USD 3M for telemedicine for five years and then financed by SHA.

4 Improve the healthcare and longterm survival of children by improving early diagnosis of NCDs

Interventions

1. Scalable & sustainable early diagnosis for NCDs in children.
2. Deployment of integrated platforms and tools for reporting and tracking diagnosis and treatment of NCDs in children.

Results

1. Improved diagnosis of NCDs in children to 80% from current 30% in target 3 counties in 5 years.
2. Scale up and mainstreaming of screening & early diagnosis in children from year 6 and achievement of 50% of the paediatric population by year 10.
3. Sustainable financing by SHA for screening and early diagnosis of NCDs in children from year 6 onwards.
4. Regional/National registers for NCDs in children in Kenya.

Pillar 2

Paediatric Health Workforce Development: Improve access to paediatric tertiary care through paediatric workforce development

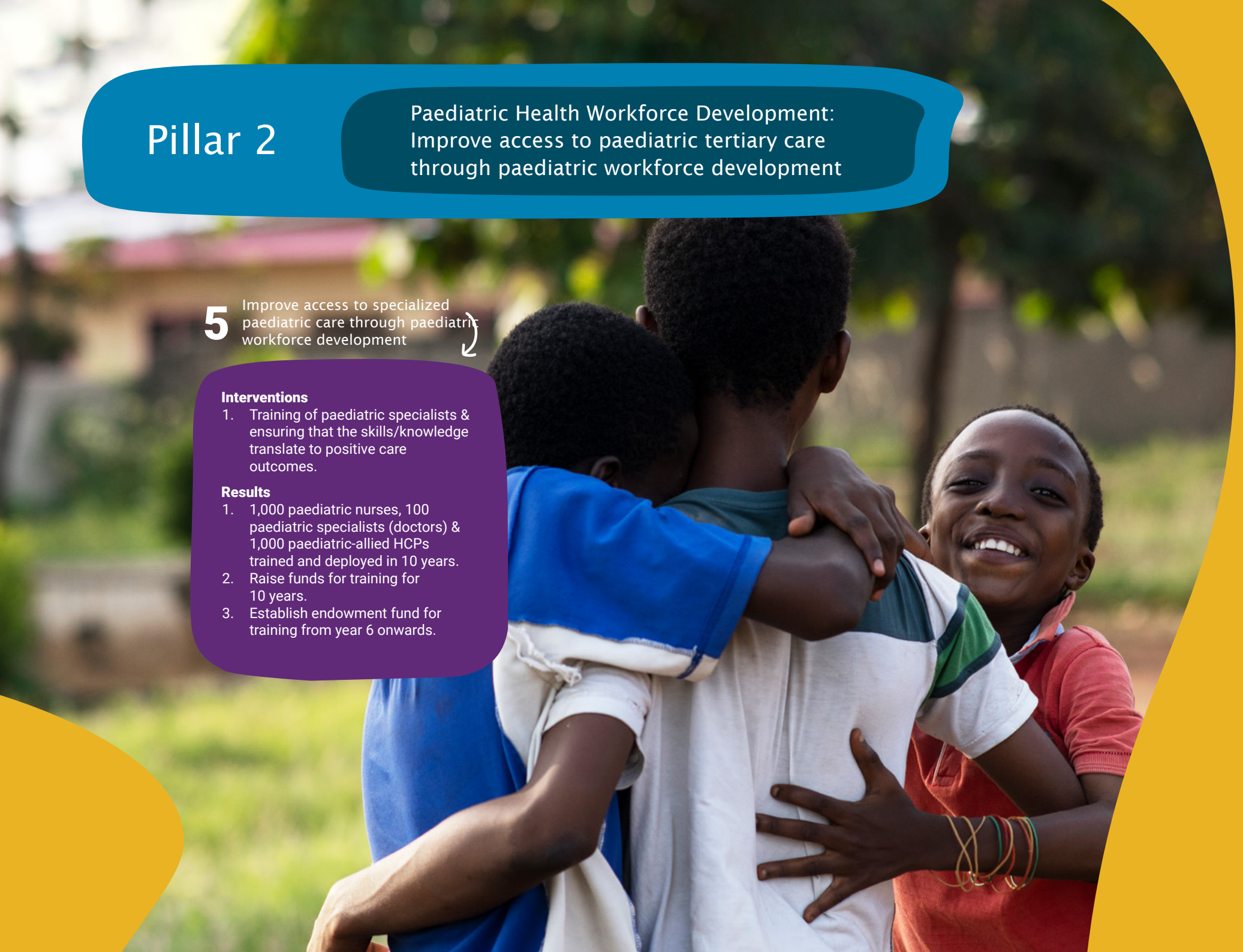
5 Improve access to specialized paediatric care through paediatric workforce development

Interventions

1. Training of paediatric specialists & ensuring that the skills/knowledge translate to positive care outcomes.

Results

1. 1,000 paediatric nurses, 100 paediatric specialists (doctors) & 1,000 paediatric-allied HCPs trained and deployed in 10 years.
2. Raise funds for training for 10 years.
3. Establish endowment fund for training from year 6 onwards.



Pillar 3

Organizational Development:
Acquired and Develop key organizational capabilities to raise and deploy adequate resources to improve access to tertiary paediatric care

1 Foundation Governance & Leadership

Interventions

1. Reconstitute the Board & enhance board operations & effectiveness in fundraising.
2. Enhance secretariat fundraising capacity with clear KPIs
3. Update GHF's strategic plan, priority focus areas, & communication process.
4. Implement an effective risk management process.

Results

1. Board reorganized in year 1.
2. Fundraising secretariat capacity enhanced in year 1 with clear KPIs.

2 Impact & Programs

Interventions

1. Enhance & formalize impact delivery partnerships.
2. Enhance MEAL processes including data management & reporting.
3. Deploy Technology & Infrastructure to support program management & impact reporting.
4. Embed advocacy across all programs.

Results

1. Impact delivery partnerships signed by year 1.
2. Strong MEAL systems in place for impact documentation by year 1.
3. Policy briefs and guidelines made available for paediatric healthcare by year 3.

Pillar 3

Organizational Development:
Acquired and Develop key organizational capabilities to raise and deploy adequate resources to improve access to tertiary paediatric care

3 Fundraising & Partnership

Interventions

1. Develop a suite of fundraising assets.
2. Develop and execute a strategy, and segmented fundraising plan with annual targets across six fundraising streams.
3. Establish Gertrude's Children's Trust Endowment Fund Plus enabling structures.
4. Deploy technology and appropriate infrastructure to support fundraising.
5. Establish and deploy effective partnerships for fundraising.

Results

1. Fundraising assets developed & deployed in year 1.
2. Kes.100M raised annually
3. An endowment fund of USD.100M established by year 10.

4 Impact Communication

Interventions

1. Establish thought leadership positioning in focus areas.
2. Develop and implement an effective impact reporting & marketing/communication strategy and process.
3. Implement an effective donor/ partner relations management process.
4. Develop and deploy a suite of communication assets.

Results

1. Communication Assets developed in year 1.
2. Functional Foundation website in year 1.

Monitoring and evaluation…

- Resources will be dedicated to ensuring that the implementation of strategic plan and the detailed implementation plans are effectively monitored to measure progress and apply adaptive management.
- There will be a monitoring and evaluation framework developed articulating key outcomes, KPIs, andbaselines, as well as data collection methods, documentation and reporting mechanisms.
- There will be regular review and reflection sessions to determine achievements, challenges, lessons and improvement measures.
- There will be a mid-term review and end-term evaluation to draw critical lessons and recommendations for future SP implementation.

Gertrude's
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