



CHRISTIAN MEDICAL FELLOWSHIP – KENYA

STRATEGIC PLAN 2018 – 2022



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ACRONYMS & ABBREVIATIONS

ACLS	-	Advanced Cardiac Life Support
ATLS	-	Advanced Trauma Life Support
CMF-K	-	Christian Medical Fellowship of Kenya
CPD	-	Continuous Professional Development
ICMDA Association	-	International Christian Medical and Dental
PESTEL	-	Political, Economic, Social, Technological, Environmental & Legal
SP	-	Strategic Plan
SWOT Threats	-	Strengths, Weaknesses, Opportunities and

DEFINITION OF TERMS

Health care professionals – Are the target group for the organization which include graduates of medical schools including medical doctors, nurses, dentists, pharmacists and clinical officers

Junior health care professionals – These are professionals who are within the first 5 years of practice after graduating from medical school

Regional Chapters – These are the regional branches of CMF-K designated by the executive board in different parts of the country

ICMDA - the international umbrella body that brings together all the Christian health care associations in the world; CMF-K is an affiliate of ICMDA

FOREWORD

CMF-K is delighted to have this strategic plan focusing on the next five years: 2018 to 2022. This is a product of a consultative process over the past few years that was intensified in the last one year led by the executive board. The intention of this plan is to guide the board and secretariat of the organization in the execution of their mandate over the next five years. This also provides a way of monitoring and evaluating the work of the organization for learning and greater accountability to members.

As we embark on a new season we hope that this strategic plan will help us to focus our energies, resources and attention to achieve the CMF-K's vision. This plan focuses on the growth of the members, staff and partners. The goal is to have more members engaging and being actively involved in the programs and activities of CMF-K. For this plan to be actualized we need every one of us to take part by giving their expertise, experience, prayers, resources and participation.

Proverbs 16:3 reminds us that it is for us to plan but it is God who establishes those plans. We pray that as we embark on its implementation that God will provide the required resources and that we all would be the hands and feet that He uses to achieve His plan. We resound the call to each of us to give their time, resources, expertise and prayers to help in the implementation of the SP over the next five years. In the end we hope to have a more vibrant organization and transformed society especially in the health sector; to have members who are equipped with the right skills holistically to advance the Kingdom of God.

ACKNOWLEDGEMENT

We thank God for His guidance through this process. This document is a product of prayer seeking His direction and wisdom as to where He would like the organization to go and how.

We also acknowledge the contribution of various individuals in the development of this plan. The process was oversighted and guided by the executive board who appointed the core team, reviewed the progress in implementation and provided the final input for the document.

We also wish to acknowledge the part played by the SP Development Core Team comprised of William Biko, Sandra Kidula, Diana Maina, Nelly Sumba, Julius Nyoru, Sheila Manjiwa and Joseph Nkuranga who tirelessly met and reviewed stakeholder input and converted it into this document that we now have. We also recognize the technical guidance and support of Francis Kahihu and Nelson Gitonga.

Last but not least, we acknowledge the contributions of all the members and partners of the CMF-K – all the strategies and ideas in this document are by you and from you.

EXECUTIVE SUMMARY

In developing this strategic plan, the organization has reflected on its achievements, gaps and missed opportunities. The process started with an introspective look at the organization including an internal capacity assessment, SWOT and PESTEL analysis.

Stakeholder input was sought for input on strategies, priorities and activities that the organization needs to focus its resources and energies on over the next five years. This input was summarized in thematic areas in-line with the organization's vision of advancing the kingdom of God through health care delivery. This resulted in four strategic goals:

- 1) Enhancing the commitment of health care professionals to effectively serve as witnesses of Christ** – CMF-K will facilitate fellowship and networking of members through regional chapters, annual conferences, annual dinners and other forums. The organization will also seek to establish wider partnerships for medical missions and provide professional development opportunities for its members and stakeholders for personal spiritual and professional growth.
- 2) Mentoring young Christian health care professionals during their formative years of practice to serve as witnesses of Christ** – CMF-K will offer opportunities for intentional mentorship of interns and young professionals through its membership. This is to ensure they have a support system during the critical formative years of their practice. We will also provide opportunities to develop their leadership, administrative and ministry skills, tapping into the rich networks of its members and partners.

- 3) **Developing health care students to be committed and active Christian healthcare professionals** – CMF-K will offer mentorship of medical students through their Christian Unions using a structured model. This is to nurture the students in the profession and their Christian faith. The organization will also establish wider partnerships for elective opportunities that model Christian healthcare practice. CMF-K further intends to provide structured student support for needy students.
- 4) **Strengthening the capacity of CMF-K to achieve the organization's goal** – To achieve the other goals in this Strategic Plan there is need to build the organization's capacity. This will entail developing both the secretariat and the board in areas where there are shortfalls, building strategic partnerships to achieve the organization's objectives and goals, improving communication between members, leadership and stakeholders, and strategic investments to strengthen the organization's financial base.

Monitoring and evaluation of this plan will be done routinely guided by the results framework included in the plan. It is expected that the framework will be the basis for the development of the organizational annual work plans and budgets.

INTRODUCTION

The Christian Medical Fellowship of Kenya (CMF-K) is a not-for-profit membership organization that brings together Christian healthcare professionals and medical students for fellowship, service, witness and professional growth in order to help them fully integrate their faith into their professional and personal lives. It was registered in 1996 and is affiliated to the International Christian Medical and Dental Association (ICMDA). Its membership includes medical doctors, dentists, pharmacists, nurses, and university students in these disciplines.

CMF-K has a national office in Nairobi with a secretariat that coordinates all its activities. This team is oversighted by an executive board that in turn receives counsel from the advisory council and reports to the members of the organization. Over the past few years, the concept of regional chapters has been introduced in order for the organization to have a wider presence in the country. These are seen as the implementation arm through which the organizational vision can be achieved.

Vision

Christian Healthcare Professionals advancing the kingdom of God through health care delivery in Kenya and beyond.

Mission

To nurture, train and equip Christian healthcare professionals to intentionally, effectively and professionally serve as witnesses of Christ's truths, grace and love in advancing God's kingdom and its values wherever they are.

Core Values

The core values of the organization are:

- Commitment to the Bible
- Integrity
- Teamwork
- Compassion
- Upholding the sanctity of human life
- Excellence

Background: Development of the Strategic Plan

CMF-K did not have a written strategic plan in the period immediately before the development of this plan. The board and management therefore engaged members and stakeholders in the process of developing this plan at all stages through surveys, face-to-face interactions during activities, telephone conversations and formal meetings.

This began with an institutional capacity assessment that was conducted in 2016 that revealed areas of strength as well as those that required improvement. The comprehensive report from this exercise is provided separately.

Thereafter, additional input was collated over the last 12 months addressing strategies and areas of focus for the organization. This included an environmental analysis using the SWOT and PESTEL tools that revealed the following findings:

CMF-K SWOT Analysis

Internal	<p>Strengths</p> <ul style="list-style-type: none"> • We are a family • Rich relational capital amongst our members • There is financial accountability through financial reports during the AGM • CMF-K has credibility as an organization • Student involvement who are future of CMF-K • There is age diversity • Active founding members 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Poor resource mobilization strategy • Members’ apathy • Poor mobilization of non-medical doctors • Lean secretariat • Poor program design • Ineffective communication • Inefficient financial management • Weak partner engagement • Poor visibility – not best at anything • No partnership with government (national & county)
External	<p>Opportunities</p> <ul style="list-style-type: none"> • Rich minimally utilized network e.g. other CMFs, CHAK, mission hospitals, members • Medical student involvement (future members) • Generosity among some members • Free or low cost communication channels available • Vibrant junior professionals • Medical ethics is a need in society today • Advocacy channels open through members and partners • Resource center for healthcare workers 	<p>Threats</p> <ul style="list-style-type: none"> • Industrial actions (to resource mobilization and some operations) • Competition from other para-church organizations, churches, professional bodies • Poor financial planning • High staff turn over • Minimal presence across the country (medical professionals posted nationwide)

CMF-K PESTEL Assessment

<p>Political</p> <ul style="list-style-type: none"> • Political instability • Tribalism • Labor laws that lead to industrial actions • Devolved health sector • Legislation of controversial laws e.g. abortion • Finance bill affecting parachurch organizations 	<p>Economic</p> <ul style="list-style-type: none"> • Unemployment – delayed employment (no longer automatic) • Increased VAT costs • High inflation rates • High cost of living which leads to low disposable income e.g. high medical insurance costs 	<p>Social</p> <ul style="list-style-type: none"> • Change in demographics • Culture of locums • Healthcare workers lifestyles; busy schedules, demanding career, shortage of staff • Competing interest groups
<p>Technological</p> <ul style="list-style-type: none"> • Dynamic technological landscape e.g. “new” social Apps, automation 	<p>Environmental</p> <ul style="list-style-type: none"> • Pollution • Disease out breaks – waterborne diseases, Ebola, Anthrax 	<p>Legal</p> <ul style="list-style-type: none"> • Compliance issues • New laws and regulations e.g. by KMPDB, Registrar of societies

The stakeholder input on the strategic plan was clustered in thematic areas and goals and objectives developed. These are described in the next section.

STRATEGIC GOALS

Goal 1: To enhance the commitment of healthcare professionals to effectively serve as witnesses of Christ

The key focus of CMF-K is to nurture, train and equip members to actively engage in achieving the organization's vision of advancing the Kingdom of God through health care delivery in Kenya and beyond. This being a membership organization the aim is to have as many members engaging in the programs and the activities as much as possible with both individual and organizational growth hinged on this. CMF-K will provide opportunities and an environment where members can advance Godliness in all aspects of their lives: spiritual, professional, intellectual and social. In the next five years CMF-K will work towards 100% retention of its members and have 350 new members subscribed.

To achieve this CMF-K will:

- **Facilitate networking of members through fellowships, conferences, dinners and other forums by:**
 - Working through regional chapters as the main operational mode for the fellowship
 - Value addition for fellowship meetings: having relevant topics, dynamism in location and the way the meeting is conducted, intentional networking and using these as a mentorship interaction opportunity
 - Regular convening of regional leaders
 - Organizing the CMF-K annual dinner and conference

- **Establish partnerships for medical missions to give opportunities for members to serve**
 - Seeking strategic partners in medical mission both locally, including government, and internationally
 - Mobilizing more members to participate in medical missions
 - Adopt Christian Healthcare providers in remote stations and support them to serve as medical missionaries in their workplace

- **Provide professional development opportunities for members to effectively serve as Christian healthcare professionals**
 - Strengthening Whole Person Care and Medical Ethics Training and be renown for it in Kenya
 - Organizing emergency trainings quarterly at sustainable costs for members; CMF-K will explore opportunities for provision of certified ATLS and ACLS training
 - Developing an online resource hub for relevant professional trainings such as healthcare leadership development program and financial management forums
 - Organizing exchange programs opportunities for exposure and learning with local and international partners

Goal 2: To mentor young Christian Healthcare Professionals during their formative years of practice to serve as witnesses of Christ

The immediate period after completion of medical school is a critical period in the life of a medical professional. The transformation of the student to a health care practitioner comes with several potential challenges such as greater financial management responsibilities, time constraints that require re-prioritization and a sense of independence as the institutionalization period of schooling ends. During this time the young professional is confronted with difficult ethical issues, career choices and growth, and starting family life among other matters in life and balancing all these with the pressures of work. CMF-K will seek to provide the support systems that will enable the youth to be grounded in their faith and make the right choices in all aspects. This will be done through mentorship and providing opportunities for personal development. When this transition is guarded and takes place successfully then the future of CMF-K is secure.

In the next 5 years CMF-K will:

- **Offer intentional mentorship for interns posted to hospitals across the country by:**
 - Connecting interns and junior professionals posted to hospitals across the country with regional chapters and members on the ground for ongoing mentorship
 - Seeking to participate in selection and mentorship of interns posted to CHAK-supported mission hospitals

- Establishing opportunities for apprenticeship and observerships both locally and internationally including members in private practice
- **Provide opportunities for leadership, administrative and ministry skills development for young professionals**
 - Establishing a CMF-K online resource hub for training in these areas and guide young professionals to take the courses; CMF-K will work to provide CPD points for successful completion
 - Providing chances for voluntary involvement in the national office and regional chapters
 - Providing opportunities to be actively engaged in organizing and coordinating CMF-K activities and programs
 - Conducting face-to-face trainings that will equip professionals with the skills

Goal 3: To develop healthcare students to be committed and active Christian healthcare professionals

Students are the future of CMF-K and as such it is very prudent to invest in them by ensuring they get to know the organization as early as their formative years in the university. This will be fostered as they engage in the organization's programs and activities through their student life. CMF-K will provide opportunities for them to engage and network with fellow students from other medical schools in the country and beyond and practicing Christian

professionals who will offer mentorship. Through this we hope to grow CMF-K by ensuring at least 50% of the student's in Christian Unions transition to become active members of the association after they complete school.

CMF-K will do this by:

Offering ongoing structured mentorship of medical students through their Christian Unions to prepare them to practice as Christian healthcare professionals:

- Organizing regional mentorship days
- Small group assigned to a professionals with a structure on follow up and reporting
- Increasing student's participation in monthly fellowships and the Annual students' conference

Establishing wider partnerships to model Christian healthcare practice during electives

- Attaching 75% students to members working in both the public hospitals and private clinics
- More partnerships with mission hospitals
- Encourage exchange across medical schools in Kenya
- Providing exchange opportunities in Eastern Africa and beyond

Providing student support for medical students in need through Christian Unions:

- Mobilizing members to give towards a designated fund for student support

- Seeking strategic partners who can give towards this fund
- Having those who have benefited, give back to the program for the same

Goal 4: To strengthen the capacity of CMF-K to achieve the organization's goals

In order to achieve the ambitious goals of this strategic plan, CMF-K plans to invest in strengthening its capacity in various aspects as defined in its institutional capacity assessment report. These areas can be briefly summarized in three categories: human resource development, building strategic partnerships, and strengthening communication with members and stakeholders. Further, the organization will seek to strengthen its financial base through strategic investment. This is described in more detail in the section below.

4.1 Strengthening the capacity of the CMF-K Secretariat towards achieving the organization's goals

CMF-K appreciates the strength in full implementation of corporate governance which provides for an independent secretariat that works to implement the decisions of the board which in turn is mandated to work in the interest of the organization's members. For effective running and growth of CMF-K there is need to invest in development of the secretariat that runs the organization. Successful implementation of this strategic plan is heavily dependent on an effective secretariat at the core. This will enable the secretariat,

which includes the staff and volunteers, to do their work with excellence, professionalism, effectiveness and with efficiency.

This will be done by:

- Establishing adequate staffing for the secretariat
 - Progressively working towards covering all roles (overall managerial leadership, financial accounting, ICT support, communications and multi-disciplinary program teams) through capacity building or engagement
 - Developing an independent management level in order to have a fully functional and independent secretariat
- Conducting on-going capacity building for the secretariat through
 - Formal face-to-face class-based training through training institutions and strategic partners
 - Developing standards for mandatory online short courses that should be done by the secretariat on a regular basis for continuous professional development
 - On-going mentorship by the board and members with various unique skill sets as well as through stakeholder forums

4.2 Establishing and strengthening existing partnerships to achieve the CMF-K vision and mission

CMF-K believes in working together with other like-minded organizations because together we achieve more. Partnering with other organization not only makes our pursuits stronger but it also adds value to our members making them more efficient in their work. CMF-K will seek to partner with different organizations that will help in building members to be better witnesses of Christ as well as strengthen the capacity of the organization in areas that are not its forte. Some of the partnerships will also help the organization to be more effective in advocacy and in public engagement.

For the 5 years CMF-K will:

- Seek to strengthen and strengthen partnerships in diverse areas such as financial management and legal services so as build the capacity of CMF-K holistically
- Develop solid partnerships with the national and county governments
- Strengthen partnerships with local and international organizations including ICMDA towards achieving CMF-K's vision
- Seek to partner with like-minded organizations to foster advocacy in various courses that are of public interest

4.3 Establishing clear and concise communication strategies for the members, secretariat and external stakeholders

Deliberate, consistent and relevant communication is crucial for any organization in order to guarantee the flow of information from the leadership to members and vice versa. Well timed and appropriate information constantly reaffirms the mission and vision of an organization at the same time charging the membership to action. There are different types of communication that need to be considered which include internal and external communication. During the next five years, CMF-K will focus on building more efficient and effective communication channels to the members and other stakeholders to ensure they are constantly updated on the progress of the organization. This will also ensure that members are constantly involved in the organization's programs and activities. The organization will work to be more visible to its stakeholders on various platforms including its website and social media.

In the next five years CMF-K will:

- Develop a clear database with updated members' contacts
- Seek to understand the communication patterns of the members
- Send quarterly updates of the organization's activities on various platforms
- Use multi-channel models for two-way communication with members and stakeholders

- Develop a resource center on its website with diversified materials for personal growth such as health policies and guidelines, medical journals, blogs and write ups with personal experiences, etc.

4.4 Strengthening CMF-K's financial base through strategic investment

In addition to annual subscriptions and donations, CMF-K will seek to diversify sources of funding for its activity. This will involve seeking for funding from strategic investors for some activities such as trainings as well as strategic investment of resources currently held by the organization. One of these resources is land that was donated to the organization by some of its members; CMF-K plans to develop this property for commercial use as a separate stream of funding for its activities while responding to societal needs. Some of this space will be made available to members at a subsidized rate.

In particular, the organization will

- Continuously scan for funding opportunities for organizational activities such as training and medical missions
- Develop the land it holds for commercial purposes for sustainability

RESULTS FRAMEWORK

CMF-K will use the plan outlined in the table below to track the implementation of this strategic plan on an annual basis. This will form the basis for the annual work plans each year.

CMF-K 2018 TO 2022 STRATEGIC PLAN RESULTS FRAMEWORK								
Goal	Target Population	Strategic Objectives	Outcome Indicator(s)	Milestones				
				Y1	Y2	Y3	Y4	Y5
1. To enhance the commitment of healthcare professionals to effectively serve as witnesses of Christ	The CMF-K member	1.1: To facilitate networking of members through fellowships, conferences, dinners and other forums	10 active regional chapters	5 chapters	7 chapters	8 chapters	9 chapters	10 chapters
			100% retention of subscribed members	80% retention	85% retention	90% retention	95% retention	100% retention
			350 new subscribed members	150 members	50 members	50 members	50 members	50 members
		1.2: To establish partnerships for medical missions to give opportunities for members to serve	50% of subscribed members participate in medical missions	20%	30%	40%	50%	50%
		1.3: To provide professional development opportunities for members to effectively serve as Christian healthcare professionals	All members have access to CPD activities	10%	50%	80%	90%	100%

FINANCING THE STRATEGY

Based on this strategic plan, the organization will develop annual work plans each year in-line with the achievements in the preceding year. The work plans will detail the activities that will be conducted in order to achieve the objectives in the results framework and detail the outputs of each activity.

This will guide the development of activity budgets and enable the board and management to better plan for staffing and overheads for the organization. The budgets will be shared during the annual general meetings for member approval of spending. To begin with, the 2018 budget will be aligned to this plan once approved by the members during the upcoming annual general meeting.

Funding will be sourced from increased membership subscription, donations, activities conducted such as trainings and annual conferences, donor grants and giving, and tenant payments once the development project is completed.



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