

CHAL STRATEGIC PLAN SUMMARY

INTRODUCTION AND BACKGROUND

1.1 Establishment of CHAL

The Christian Health Association of Lesotho (CHAL) is a voluntary organization of six member churches, namely the Roman Catholic Church (RCC), Lesotho Evangelical Church in Southern Africa (LECSA), Church of the Bible Covenant (CBC), Assemblies of God (AOG), Seventh Day Adventist Church (SDA), and Anglican Church in Lesotho (ACL). The Association was registered in Lesotho in 1974 under the Societies Act. CHAL facilities include 8 hospitals, 4 Schools of Nursing and 71 Health Centres. It provides about 40% of healthcare services to the population of Lesotho, focusing mainly in the rural and peri-urban areas of the country.

1.2 Organisational Goal

To provide Christian Health services of high quality to communities in various parts of the country.

1.3 Strategic Functions

1. Facilitation of the provision by CHAL institutions of quality and holistic health care to the people of Lesotho.
2. Coordination of curative, preventive, rehabilitative, and palliative care in Members' institutions.
3. Facilitation of the production of committed competent and skilled nurses who can function in all settings of health care environment.
4. Strengthening of human resources development strategies through deployment of committed, competent and skilled staff.
5. Strengthening of the link between the CHAL Secretariat, CHAL Member Institutions, Government of Lesotho (GoL) and other stakeholders.
6. Strengthening of the CHAL Secretariat in order that it performs the intended functions both short and long term through the partnerships with Member institutions, GoL and other stakeholders.

1.4 CHAL organizational Structure

CHAL STRUCTURE	RESPONSIBILITY	MEMBERSHIP
1. CHAL Proprietors	<ul style="list-style-type: none"> • Overall ownership of CHAL as a voluntary non-profit Christian Association 	<ul style="list-style-type: none"> • Member Churches: RCC, LECSA, ACL, SDA, AOG, CBC.
2. Annual General Meeting (CHAL)	<ul style="list-style-type: none"> • Supreme decision-making body that makes policy decisions that guide and direct CHAL in its day-to-day operations. 	<ul style="list-style-type: none"> • Nominees and representatives of member churches and appointed professionals in health service provision
3. Governing Board	<ul style="list-style-type: none"> • Executive arm of the AGM; supervises the day-to-day operations of CHAL. 	<ul style="list-style-type: none"> • 20 members, of whom 17 are drawn from members' churches and having voting powers and 3 are non-voting ex-officio members

		from Government of Lesotho (GoL); Ministry of Health, Ministry of Finance and Ministry of Local Government. The Executive Director is the Secretary of the Board.
4.Executive Committee of the Board	<ul style="list-style-type: none"> Perform duties on behalf of the Board when the full Board is not sitting. 	<ul style="list-style-type: none"> 5 members of the Board comprising Chairperson, Vice Chairperson, Treasurer, and two members playing the secretarial role (Secretary and Vice Secretary) within the Executive.
5.CHAL Secretariat	<ul style="list-style-type: none"> Administrative and coordinating arm of CHAL 	<ul style="list-style-type: none"> Executive Director, Deputy Executive Director, and Program Heads respectively in Primary Healthcare, Finance, Human Resources and Administration, Nurse Training Institutions and Technical Office
6. CHAL Hospitals	<ul style="list-style-type: none"> Provision of Health Services 	<ul style="list-style-type: none"> Hospitals appointed by CHAL member Churches
7.CHAL Health Centres	<ul style="list-style-type: none"> Provision of Health Services 	<ul style="list-style-type: none"> Health Centres appointed by CHAL member Churches
8. Schools of Nursing	<ul style="list-style-type: none"> Education of Nurses 	<ul style="list-style-type: none"> Schools of Nursing appointed by CHAL member Churches

1.5 STRATEGIC PLAN DEVELOPMENT CONTEXT

1.5.1 Global and Regional Protocols

This strategic plan is aligned with international protocols such as the United Nations Sustainable Development Goals (SDG) and the 2030 Agenda developed in 2015 and the 17 SDG. The third SDG calls for the provision of good health and well-being for the people of the world. CHAL, as a partner of MoH in health service delivery, is committed to implementing national health policies and protocols that are aimed at improving the health and well-being of people living in Lesotho.

The World Health Organisation (WHO) has developed six pillars for Health Systems Strengthening that countries can adopt in pursuit of the provision of good health for all. These include:

- Improved service delivery
- Health workforce development
- Health information systems
- Access to essential medicines
- Health system financing

- Leadership and governance.

MoH, and consequently CHAL, subscribe to the Health Systems Strengthening protocol and are consequently liable to WHO for meeting the requirements of the latter in efforts to strengthen the country's health.

1.5.2 National Policy and Legal Framework

In Lesotho, Ministry of Health (MoH) has the responsibility to manage and improve the healthcare system of the country through effective and efficient policy formulation, resource mobilization, monitoring, and regulation of delivery of healthcare by different health agencies, contributing to the WHO and national vision of universal health coverage for all. The responsibilities for MoH include:

- Promotion and provision of healthcare services.
- Provision of a strong and effective advocacy role in the health delivery.
- Resource mobilization and allocation of resources for enhanced health services.
- Development of health policies.
- Updating and enforcing health standards and guidelines.
- Monitoring and evaluation of health services.
- Provision of a legal framework within which health services are delivered.

In 2007, CHAL partnered with the Government of Lesotho, through MoH in provision of health services in the country. A Memorandum of Understanding (MOU) that was signed which stipulates the terms and conditions of the partnership, where MoH, provides an annual subvention to CHAL to fund its health service operations within the established policies, guidelines, protocols, and technical supervision of the Ministry of Health. Hence the alignment of CHAL Strategic Plan 2022/2027 with National Health Policy (NHP 2016) and its implementation strategy – the National Health Strategic Plan (NHSP 2017-2022). This was done to ensure that the plan is aligned to these national policy documents as per the requirements of the MOU.

2. The Purpose of the Strategic Plan

To improve the quality, appropriateness, efficiency, and effectiveness of the health services provided by CHAL facilities in the country.

3. FUNCTIONS OF THE SECRETARIAT

3.1 CHAL Mandate

To provide quality health services to communities in rural, peri-urban, and urban areas and to develop human resources that will serve in health service institutions within a dynamic environment.

3.2 Functions of the Secretariat

1. Coordination of health services provided by the Facilities.
2. Fostering of closer collaboration between CHAL, MoH and other Ministries in the provision of health services.
3. Development of standards for the provision of quality health services.
4. Promoting good governance and management practices in CHAL institutions.

5. Resource mobilization for CHAL institutions.
6. Advocacy for regular national policy review and development for improved health services in the country.
7. Provision of committed skilled and competent health personnel who can function in all settings of healthcare environment.
8. Provision of technical support to facilities.

3.3 Strategic Direction of CHAL

The strategic direction of the Secretariat is embedded in CHAL's Vision and Mission and defined through its Mission; Core Values, and Critical Success Factors that are prerequisites to successful implementation of the strategic Plan.

3.4 Vision of CHAL

Accessible, affordable, sustainable, and equitable provision of high-quality health services to the people in Lesotho.

3.5 Mission of CHAL

To provide health services of high quality to the people living in rural, peri-urban, and urban parts of Lesotho, through members' health facilities as a tangible expression of Christ's vision of love thy neighbour as thyself, whilst at the same time ensuring administrative independence, financial resilience, and sustainability of respective CHAL institutions.

3.6 Values of CHAL

To accomplish the Vision and Mission of CHAL, the following values shall be adhered to by all Secretariat personnel in all dealings with clients, stakeholders, and members of the public.

CORE VALUES OF CHAL

Core values	Definition
Christianity	<ul style="list-style-type: none"> • We shall uphold Christian values and spirit of unity in all services we provide through our institutions.
Accountability	<ul style="list-style-type: none"> • We are committed to be fully accountable to the people of Lesotho and strive to become transparent, tolerant, and sensitive in the provision of healthcare services.
Gender sensitivity	<ul style="list-style-type: none"> • We undertake to have in place policies and engage in practices that are free of gender bias and/or discrimination.
Professionalism	<ul style="list-style-type: none"> • We pledge to uphold and maintain high standards of professionalism when providing healthcare services to our clients.

Integrity	<ul style="list-style-type: none"> We undertake to consistently provide valid and reliable services and products in our endeavors to improve healthcare services in the country.
Teamwork	<ul style="list-style-type: none"> We undertake to work cooperatively to improve our organizational performance, accomplish our goals and objectives, and provide direction for the future.
Excellence	<ul style="list-style-type: none"> We pledge to provide health services of high quality to our clients in all our healthcare institutions.
Respect for Human Dignity	<ul style="list-style-type: none"> We pledge to respect the right to health of all persons that receive services from our health facilities.
Social Justice	<ul style="list-style-type: none"> We undertake to provide health services in all our facilities with fairness and equity across all communities in the country.

4. CHAL DEVELOPMENT STRATEGY

4.1 STRATEGIC FOCUS AREAS

CHAL will address 9 Strategic Focus Areas (SFA) during the implementation of the plan.

Strategic Focus Areas

S/N	Strategic Focus Area
1.	Enhanced Leadership and Corporate Governance Capacity of CHAL
2.	Improved Working Relations between CHAL and Stakeholders
3.	Management and Coordination of CHAL Institutions
4.	Infrastructure Development
5.	Human Resource Development
6.	Health Service Delivery Improvements
7.	Sustainability of CHAL Services
8.	Enhanced Advocacy, Communication, and Information Management
9.	Advancement of Research and Development in the Health Sector

4.2 OBJECTIVES AND STRATEGIES

In this section of the plan, Strategic Focus Areas, Strategic Objectives, and Interventions are elaborated.

SFA1: ENHANCED LEADERSHIP AND CORPORATE GOVERNANCE CAPACITY OF CHAL

Strategic Objective 1.1: Effectiveness of the Governing Board in providing good governance to CHAL Institutions strengthened by 2024.

Strategic interventions:

- Review the constitution of CHAL
- Review the CHAL Board Charter
- Develop terms and conditions for appointment of members of the Governing Board
- Equip members of the Governing Board with knowledge and skills in corporate governance

Strategic Objective 1.2: Leadership and management proficiency of the CHAL Secretariat personnel strengthened by 2023

Strategic interventions:

- Equip the executive management team of CHAL Secretariat with appropriate management and leadership skills and competencies.
- Streamline the roles and responsibilities between the Executive Leadership of the CHAL Secretariat and the Governing Board

SFA2: IMPROVED WORKING RELATIONS BETWEEN CHAL AND STAKEHOLDERS

Strategic Objective 2.1: An enabling environment that promotes effective collaboration and cooperation between CHAL and stakeholder institutions established by 2024

Strategic intervention:

- Establish and manage a system of collaboration and cooperation between CHAL and stakeholders in the country.

Strategic Objective 2.2: MOU between GoL and CHAL reviewed and updated by end of 2023.

Strategic intervention:

- Lobby for a speedy review of the MOU between GoL and CHAL.

Strategic Objective 2.3: Strategic partnerships established between CHAL and development partners by 2024

Strategic intervention:

- Position CHAL as a prime recipient of development aid in the delivery of health services.

SFA3: MANAGEMENT AND COORDINATION OF CHAL INSTITUTIONS

Strategic Objective 3.1: Systems and processes that foster good management practices and efficient coordination of their operations in place in **all** CHAL institutions by 2025.

Strategic intervention:

- Develop and review organizational policies that facilitate good management and efficient coordination of operations in CHAL institutions.

Strategic Objective 3.2: NTI office fully capacitated to deliver its mandate by end of 2024.

Strategic intervention:

- Strengthen the capacity of the NTI office

Strategic Objective 3.3: Curriculum and instruction in the Schools of Nursing efficiently managed and coordinated by end of 2024.

Strategic interventions:

- Coordinate and support curriculum development initiatives in the Schools of Nursing
- Mobilize resources to support curricula development, review and implementation

Strategic Objective 3.4: Authenticity and quality of CHAL NTI examination processes improved by the end of 2025.

Strategic interventions:

- Develop an electronic Records Management System for NTI examinations
- Strengthen the security of examination processes and documents

SFA4: INFRASTRUCTURE DEVELOPMENT

Strategic Objective 4.1: CHAL ICT infrastructure upgraded by end of 2026

Strategic interventions:

- Develop ICT policy and guidelines.
- Revamp, maintain, and monitor CHAL website
- Advocate for connectivity of all CHAL institutions to ICT infrastructure
- Promote the usage of ICT technology among CHAL institutions.
- Enhance ICT infrastructure security & maintenance

Strategic Objective 4.2: Adequate physical facilities developed to accommodate CHAL headquarters by end of 2027

Strategic interventions:

- Develop the CHAL site in the Maseru CBD
- Facilitate the procurement of essential infrastructure and equipment for CHAL institutions
- Facilitate the development and implementation of a maintenance plan for CHAL physical facilities

SFA5: HUMAN RESOURCE DEVELOPMENT

Strategic Objective 5.1: Capacity to manage, coordinate and regulate human resources at CHAL strengthened by end of 2025

Strategic interventions:

- Revise the organizational structure of the Secretariat to align it with the key mandatory functions of CHAL
- Review human resource policies in CHAL institutions
- Establish a Performance Management System for staff in CHAL institutions

SFA6: HEALTH SERVICE DELIVERY IMPROVEMENT

Strategic Objective 6.1: CHAL healthcare services aligned with local, regional, and global protocols, guidelines, procedures and standards by 2023

Strategic intervention:

- Collaborate with MoH to access relevant and updated protocols, guidelines, and standards for dissemination to all CHAL institutions.

Strategic objective 6.2: Guidelines for supervision, coordination, and support to CHAL facilities standardized by the end of 2024

Strategic intervention:

- Develop standard operating procedures for supervision, support, and coordination of CHAL Facilities

Strategic Objective 6.3: Good image and reputation of CHAL restored by end of 2025

Strategic intervention:

- Improve customer service in all CHAL Facilities

SFA7: SUSTAINABILITY OF CHAL SERVICES

Strategic Objective 7.1: Health services provided by CHAL institutions adequately resourced by 2024

Strategic interventions:

- Develop a sustainability plan for continued provision of CHAL health services
- Develop a resource plan for implementing CHAL Strategic Plan 2022-2027
- Introduce reserve alternatives to support sustainable CHAL services.
- Mobilize CHAL institutions to engage in income generating activities

Strategic Objective 7.2: Capital investment projects established by the end of 2026

Strategic intervention:

- Diversify income generating activities by investing in capital projects

SFA8: ENHANCED ADVOCACY, COMMUNICATIONS, AND INFORMATION MANAGEMENT

Strategic Objective 8.1: Advocacy, communication and information management system established by 2025

Strategic interventions:

- Review and update the communication strategy and policy
- Develop a communication system for CHAL Facilities
- Establish a PRO function in Facilities

SFA9: ADVANCEMENT OF RESEARCH AND DEVELOPMENT IN THE HEALTH SECTOR

Strategic Objective 9.1: CHAL programmes effectively monitored and evaluated by 2025

Strategic intervention:

- Re-establish an M&E function at the Secretariat

Strategic Objective 9.2: Research and development programs established within CHAL by 2025

Strategic intervention:

Establish a research and development function at CHAL