



**St John of Jerusalem
Eye Hospital Group**

STRATEGIC PLAN 2023-2025



Ensaab

COMPONENTS

01 Mission, Vision, and Values

These are what drive the Group through strategic decisions and daily business practices. These are derived from the Order's Mission and Values. We ask all our staff at all levels to understand and embrace the Group's mission, vision, and values.

02 Our Services

These provide a snapshot of the charitable eye care provided by the Hospital Group and identifying services provided at each of our locations.

03 Our Community Health Care Needs

These were derived from the RAAB survey that has outlined causes of blindness and visual impairment in The Holy Land.

04 Our Strategic Aims

These were derived for a comprehensive SWOT analysis conducted by the Group's Senior Management Team as well as discussions with the Board of Trustees and our national and international partners.



Purpose and Methods

The purpose of this Strategic Plan is to provide strategic, operational, and financial priorities to guide the St. John Eye Hospital Group over the next three years. The 2022-2025 Strategic Plan was developed through the collaborative efforts of the SJEHG's Board of Trustees, the senior management team, and staff. This Plan draws heavily on the contextual factors that influence the Group's service delivery and was strongly based on the community needs as outlined by the Rapid Assessment of Avoidable Blindness (RAAB) survey conducted in 2018-2019 by the Hospital. RAAB studies are conducted once every 10 years and therefore, the available data remains both relevant and valid for the purpose of this strategic plan.

Mission, Vision, and Values



OUR MISSION

St. John Eye Hospital Group is a centre of excellence providing ophthalmic care of high quality to the people of the Holy Land regardless of ethnicity, religion, social class, or ability to pay.



OUR VISION

Saving Sight, Enhancing Lives

SJEHG will work to address avoidable blindness in the Holy Land and be recognised as the leader in the provision of quality eye care in East Jerusalem, the West Bank, and the Gaza Strip.



OUR VALUES

- **Compassion:** Providing eye care with empathy and willingness to promote wellbeing.
- **Accountability:** Accepting responsibility for continuous performance & improvement, embracing change & seeking new opportunities to serve.
- **Respect:** Honoring the dignity of each person.
- **Excellence:** Providing exceptionally high-quality eye care.

care

OUR SERVICES

St John of Jerusalem Eye Hospital Group (SJEHG) is a registered charity which provides expert eye care in East Jerusalem, the West Bank, and the Gaza Strip. It is recognized as the leading provider of ophthalmic care in these areas, where it is the largest single provider, and the only charitable provider, of such care, covering all specialties except oncology. SJEHG treats patients regardless of their ethnicity, religion, social class, or ability to pay.

The Order of St. John has been providing ophthalmic care in the Holy Land for 140 years. The Jerusalem Hospital is a large, modern facility that includes outpatient departments, specialist retinal, corneal, glaucoma, orthoptic and paediatric units, operating theatres and 24-hour emergency services. It is the first Palestinian hospital to receive JCI accreditation and has done so repeatedly since 2013.

Because of movement restrictions in the West Bank, and in order to ensure our services are accessible to as many residents of the West Bank as possible, SJEHG established the Anabta Clinic, which is accessible to the one million residents in Anabta and surrounding towns. The centre provides primary and secondary eye care with specialist care in paediatrics and diabetic-related eye diseases.

SJEHG also has a hospital in Hebron. The hospital provides sight-saving treatments such as cataract and laser eye surgery to treat diabetic retinopathy and serves a population of 690,000 people who live in and around Hebron, including the semi-nomadic Bedouins of the Negev Desert.

We first established a hospital in Gaza in 1992 to meet a growing need for eye care in a population that was already facing increasing difficulties in accessing the main hospital in Jerusalem. Over 2.2 million Palestinians (of whom 1.3 million are refugees) live in isolation in Gaza, one of the most densely populated areas in the world. Our hospital remains the leading provider of ophthalmic services, working in near-emergency conditions, yet to the same high standards as our main hospital, with a reliable link to our state-of-the-art data servers that operate in Jerusalem. Our new Gaza Hospital opened in June 2016 and now provides highly specialized ophthalmic subspecialty services including retinal, glaucoma, anterior segment, paediatric and oculoplastic.

Our Mobile Outreach Programme delivers essential and free of charge eye care to some of the most remote and impoverished communities in the West Bank and the Gaza Strip.



SNAPSHOT OF 2022

Jerusalem Hospital

We treated almost 54,600 patients in our East Jerusalem Hospital and performed over 3,300 major operations. 180 staff members including 115 medical, allied health professionals, and nurses.

Anabta Clinic

We treated almost 16,000 outpatients at our Anabta Clinic and performed 22 major operations. 16 staff members including 11 medical, allied health professionals, and nurses.

Gaza Hospital

We treated almost 39,000 outpatients and performed over 2,900 major operations. 45 staff members including 36 medical, allied health professionals, and nurses.

Mobile Services (Gaza)

Our outreach services reached over 5,000 patients via our Mobile Outreach Programme

Muristan Clinic

We saw 1,200 patients in our Old City screening programme and Muristan Clinic.

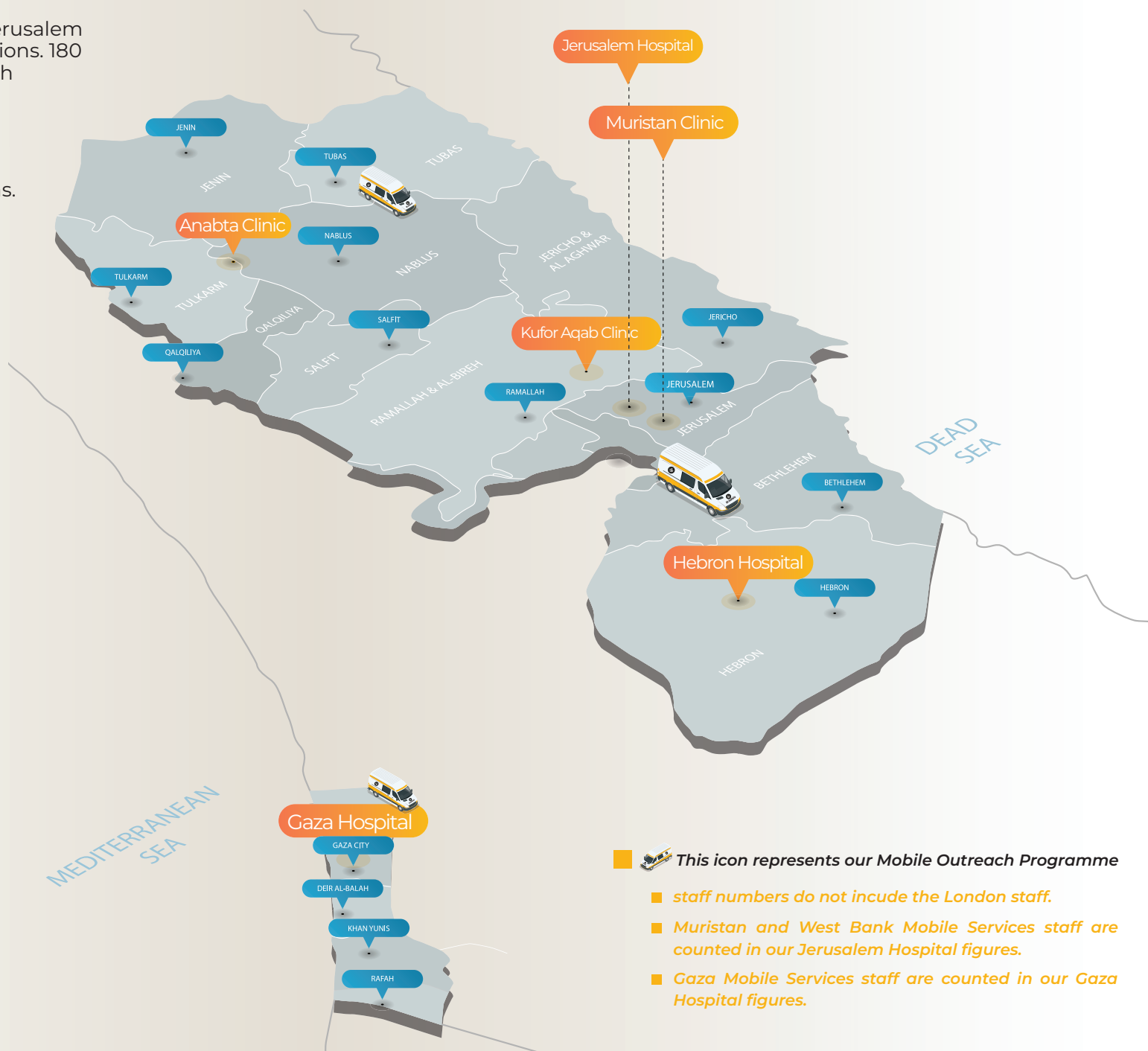
Hebron Hospital


Our Hebron Hospital saw over 14,000 patients and performed over 550 major operations. 19 staff members including 15 medical, allied health professionals, and nurses.

Mobile Outreach Programme

Our Mobile Outreach Programme and our new Kufor Aqab Jerusalem Outreach Clinic screened almost 13,000 patients. Our outreach services reached over 5000 patients via our mobile outreach programme.

We reached almost 142,876 patients, performed over 6900 major surgeries, and employed 260 people across Palestine.



 This icon represents our Mobile Outreach Programme

- staff numbers do not include the London staff.
- Muristan and West Bank Mobile Services staff are counted in our Jerusalem Hospital figures.
- Gaza Mobile Services staff are counted in our Gaza Hospital figures.

OUR COMMUNITY EYE HEALTH CARE

SJEHG serves the neediest people living in the Holy Land including those residing in East Jerusalem, West Bank, and the Gaza Strip. The Hospital Group is strategically positioned to enhance access to eye care for the population it serves.

Based on the key findings from the 2018-2019 National Survey of Avoidable Blindness, Diabetic Retinopathy, and Disability in Palestine (RAAB) conducted by SJEHG, the following are the main causes of blindness and visual impairment amongst the population we serve:

1

Cataract remains to be the leading cause of blindness and visual impairment.

2

Diabetic retinopathy is the second leading cause of blindness and visual impairment.

3

Refractive Errors.

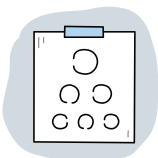
4

Glaucoma.

5

Lack of public awareness regarding the prevention of avoidable causes of blindness and visual impairment.

THE SURVEY ALSO IDENTIFIED THE FOLLOWING FACTORS THAT HAVE CONTRIBUTED TO VISUAL IMPAIRMENT AND BLINDNESS IN PALESTINE:



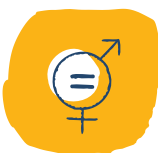
Poor access to eye care resulting from physical, financial and knowledge barriers.



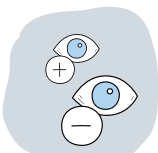
Poverty and unemployment.



Poor quality eye care and fragmentation of the health care systems.



Socio-economic factors leading to gender inequality.

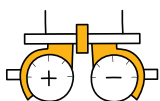


Consanguinity and inherited eye diseases.

STRATEGIC AIMS



SERVICES



Provide eye care which is of the highest quality, accessible and patient centred.

PEOPLE & STAFF



Become the employer of choice in our community.

FINANCES



Ensure financially sustainable services.

TECHNOLOGY & DATA



Integrate secure technology and data governance with all core aspects of the Group's clinical and administrative work.

CLINICAL DEVELOPMENT



Lead ophthalmic education, research, and innovation.

GOOD GOVERNANCE & PARTNERSHIP



Ensure Group's good governance and strengthen partnerships, communications, and marketing locally and worldwide

STRATEGIC AIMS

SERVICE

Provide eye care that is of the highest quality, accessible and patient centred.

2023

Embed all JCI standards in Anabta Centre, Gaza and Hebron Hospitals

Explore the feasibility of establishing a surgical service in the North of the West Bank with possible re-allocation of Anabta Centre.

Strengthen primary eye care by establishing a second outreach service and children vision screening programme in the West Bank.

Develop ocularist service in Gaza.

Train one doctor in Gaza in anterior segment surgery/cornea.

Conduct a comprehensive study of the Group's facilities to enhance patient experience and satisfaction.

Expand surgical work in Gaza to meet increased demand.

2024

Embed all JCI standards in Anabta Centre, Gaza and Hebron Hospitals

If feasible, establish surgical services in the North of the West Bank with possible re-allocation of Anabta Centre.

Strengthen service provision in Kufor Aqab clinic to include diagnostic and medical retina.

Train one ocularist in Jerusalem.

Train one doctor in Gaza in oculoplastic.

Carry out renovation and capital projects based on the outcome of the facilities study.

Expand surgical work in Gaza to meet increased demand.

2025

Achieve JCI accreditation in Anabta Centre, Hebron and Gaza Hospitals

Provide subspeciality services in Kufor Aqab as needed.

Enhance children's services in Gaza by establishing a vision screening programme and training one doctor in paediatric ophthalmology.

Carry out renovation and capital projects based on the outcome of the facilities study.

Expand surgical work in Gaza to meet increased demand.

STRATEGIC AIMS

PEOPLE/ STAFF

Become the employer of choice in our community

2023

- Work with external consultants to review and develop a transparent Grading and Reward System across the Hospital Group. Plan and commence implementation of the new System.
- Ensure a working environment that enhances physical, mental, and emotional safety of all staff.
- Formulate and commence implementation of comprehensive succession planning for senior staff
- Maintain and encourage a system that fosters excellence and talented staff across the Hospital Group regardless of their backgrounds, religion, and ethnicity (Equality, Diversity, and Inclusion).
- Develop staff capacities by enhancing the training process across the Hospital Group, including managerial and leadership training for all senior staff, with emphasis on clinical senior staff

2024

- Implement the new Grading and Reward System.
- Invest in talented staff by providing opportunities for development and promotion in each department.
- Implement comprehensive succession planning for senior staff
- Develop a culture of Equality, Diversity, and Inclusion, collating statistics and creating a log.
- Develop staff capabilities by enhancing the training process across the Hospital Group, including managerial and leadership training for all senior staff, with emphasis on clinical senior staff

2025

- Conclude implementation of the new Grading and Reward System.
- Implement comprehensive succession planning for senior staff
- Develop a culture of Equality, Diversity, and Inclusion log, collating statistics and creating a log.
- Develop staff capabilities by enhancing the training process across the Hospital Group, including managerial and leadership training for all senior staff, with emphasis on clinical senior staff

STRATEGIC AIMS

FINANCES

Ensure financially sustainable services.

2023

Enhance Hospital Group's patient-related income to cover 50% of the operational cost.

Sustain non-patient related income at 5% of the total hospital income

Improve communication with all St John Pories through the CEO office and Board of Trustees to sustain annual funding at 18% of the operational budget.

Diversify sources of patients' related income while continuing to pursue payment from the Palestinian Authority

Restructure the London Office team and ensure clear plans are in place for the delivery of its fundraising and communication objectives.

Sustain and further develop high level partnerships with major institutions through the Jerusalem Office

2024

Enhance Hospital Group's patient-related income to cover 52% of the operational cost.

Implement ongoing cost control and hospital wide efficiency plans

Improve communication and marketing with all St John Pories through the CEO office and Board of Trustees to increase Priory funding to 20% of the total operational budget.

Diversify sources of patients' related income while continuing to pursue payment from the Palestinian Authority

Assemble a refreshed London fundraising strategy with realistic targets and lines of accountability with regular monitoring and feedback to the Fundraising Committee.

Sustain and further develop high level partnerships with major institutions through the Jerusalem Office

2025

Enhance Hospital Group's patient-related income to cover 55% of the operational cost.

Implement ongoing cost control and hospital wide efficiency plans

Improve communication and marketing with all St John Pories through the CEO office and Board of Trustees to increase Priory funding to 22% of the total operational budget.

Diversify sources of patients' related income while continuing to pursue payment from the Palestinian Authority.

Implement London Office fundraising strategy and monitor achievements. Expand on those areas of work which have the potential to bring in more funding.

Sustain and further develop high level partnerships with major institutions through the Jerusalem Office

STRATEGIC AIMS

TECHNOLOGY AND DATA

Integrate secure technology and data governance with all core aspects of the Group's clinical and administrative work.

2023

- Enhance IT infrastructure across the Group.

- Update and develop existing HIMS system to improve patient and users' experiences including clinical research.

- Develop a comprehensive data governance policy.

- Develop and implement a cyber security plan.

- Integrate technology with hospital surveillance system.

2024

- Adopt an ERP system that is compatible with the existing HIMS

- Update and develop existing HMIS system to improve patient and users' experiences including clinical research

- Upgrade data storage centre

- Monitor cyber security plan

- Based on the availability of funding, develop a website to upload diagnostic imaging for discussion and clinical decision making.

2025

- Invest in a PACs system to store/manage all diagnostic images.

- Update and develop existing HIMS system to improve patient and users' experiences including clinical research

- Upgrade data storage centre

- Evaluate cyber security plan and update as needed

- Invest in IT solution to reduce/minimize the use of paper across the Group

STRATEGIC AIMS

CLINICAL DEVELOPMENTS

Lead ophthalmic education, research, and innovation.

2023

- Strengthen medical staff research skills through training and identify sources of funding for clinical research.

- Provide research training to Nursing and AHPs

- Seek funding for original research.

- Maintain Nurse training at post graduate diploma level and evaluate progress.

- Produce 10 peer-reviewed scientific publications including the 2019 RAAB study.

- Sustain funding for eight ophthalmic medical residents.

- Explore feasibility of establishing a corneal bank

2024

- Establish an innovation and research department and identify sources of funding for clinical research.

- Develop a multi-disciplinary research team

- Produce 15 scientific peer-reviewed publications

- Provide nurse training to a minimum of 8 students

- Sustain funding for eight ophthalmic medical residents.

- If feasible, establish and manage a corneal bank

- Seek local academic recognition/-accreditation for hospital training programmes

2025

- Sustain funding for eight ophthalmic medical residents.

- Produce 15 scientific peer-reviewed publications

- If feasible, establish and manage a corneal bank

- Provide nurse training to a minimum of 8 students

- Seek local academic recognition/-accreditation for hospital training programmes.

- Based on the availability of external funding, establish a dedicated Department/Unit for education, research, and innovation.

STRATEGIC AIMS

GOOD GOVERNANCE & PARTNERSHIP

Ensure good Group governance and strengthen partnerships, communications, and marketing locally and worldwide

2023

The Board, the CEO and the SMT will ensure the SJEHG is accountable and well-governed and capable of taking evidenced-based decisions to deliver patient-centered and quality care.

Strengthen current partnerships and develop new relationships with relevant local and international organizations.

Play an integral role in the Order regionalization initiative.

Create and implement communication and marketing strategy.

Enhance existing hospital English website and develop an Arabic website.

Monitor and evaluate impact of website and social media as communication and marketing tools

2024

The Board, the CEO and the SMT will ensure the SJEHG is accountable, well-governed and capable of taking evidenced-based decisions to deliver patient-centered and quality care.

Strengthen existing and develop new partnerships with relevant local and international organizations.

Conduct peer review exercise as part of the Order's Europe, Middle East, and Africa Region.

Implement communication and marketing strategy.

Monitor and evaluate impact of website and social media as communication and marketing tools

2025

The Board, the CEO and the SMT will ensure the SJEHG is accountable and well-governed and capable of taking evidenced-based decisions to deliver patient-centered and quality care

Strengthen existing and develop new partnerships with relevant local and international organizations.

Explore joint projects within the Order's Europe, Middle East, and Africa region

Implement communication and marketing strategy.

Monitor and evaluate impact of website and social media as communication and marketing tools

REVIEW PLAN



The review of the Three-Year Strategic Plan Review will be carried out by both Senior Management Team and Board at different intervals as outlined in the table below.



STRATEGIC PLAN

2023-2025

www.stjohnseyehospital.org/