

# ICMI NEWSLETTER

A PUBLICATION OF THE INTERNATIONAL CHRISTIAN MEDICAL INSTITUTE (CANADA)  
NUMBER FIFTEEN, SPRING 2006



*Big smile, big cheque!*  
*Nigel Lomas, treasurer of ICMI Canada, prepares to send*  
*US \$100,000 to Uganda.*  
For the story, see centrefold

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# Growing like a Tree

*By Dr. Edward Mukooza, Programme Coordinator, ICMI*

ICMI is like a mustard seed that was planted in the fertile soils of Uganda about sixteen years ago. It has grown into a healthy tree where many birds come to eat fruit and take some seeds to scatter in other parts of Uganda and beyond.

My first contact with ICMI was in 1992 when I applied to join the pioneer class of Health Administration Diploma. I did the diploma in the years 1994-1995 and graduated with distinction in October 1995. I was invited to join the faculty as a Teaching Assistant and later, in 1997, I became the Programme Coordinator.

It has been challenging and fun to see ICMI grow from having an average of thirty students graduate every year with a diploma to now over seventy students graduating every year with diplomas and degrees.

It is even more exciting to see people being transformed spiritually in the prayer and Bible reading sessions which ICMI students and faculty have every morning. Many students and faculty have developed a personal relationship with God through the morning devotions at ICMI.

Growth at ICMI is felt at all levels. Personally, I have grown by leaps and bounds since my joining ICMI. I have had the opportunity to travel to all parts of Uganda and neighbouring countries in the process of following up ICMI students and familiarizing myself with the management problems facing the health care services in Uganda and other East African Countries. This knowledge comes in handy during the process of developing new programmes and updating the current ones to meet the changing needs of health care managers.

During my work with ICMI, I have also had the opportunity to travel to Canada and meet supporters of ICMI's activities in Uganda. This was a growth experience for me and my wife Samalie, as it put us in closer contact with a culture which is completely different from our African way of life.

Academically, with the support of ICMI, I completed a Masters degree in Business Leadership with the University of South Africa in 2004. I am thus more skilful and confident in my work both as coordinator and lecturer.

Affiliation of ICMI to Uganda Christian University (UCU) is another dimension that makes work at ICMI more exciting and opens wider opportunities for both faculty and students.

The vision of building a spacious building at Mukono to accommodate the ever-expanding body of students in the ICMI programmes could not have come at a more opportune time than now. I thank God for the progress made so far and my faith is high that we will soon have the building up and in use.

Thank you, all our friends and supporters in Canada and other countries. Without your support we would not have come this far. God richly bless you all.

# Success!

## Reflections of a graduate



*Bruhan Muzige was one of the first degree students*

I graduated for the award of a Bachelor of Administrative Studies degree from ICMI/UCU Mukono in 2004. I graduated with an Upper 2<sup>nd</sup> Class. I am happy that I successfully completed this course and within this Institute.

The BAS course influenced my professional career and management skills and helped me to adapt to the dynamic Uganda, politically and economically.

As the only Moslem student in the class, I gained an insight into the Bible and was able to compare it to the Koran.

With the BAS degree, I easily got a job with the Family Planning Association of Uganda as a Branch Manager.

I thank Dr. Garry and Loraine Spencer Garry for their contribution to Uganda. I also appreciate that I benefited from an ICMI sponsorship for one semester during the course. Appreciation also goes to Dr. Edward Mukooza for his guidance and tolerance with adult learners.

I encourage Ugandans of varied professional backgrounds to take advantage of this ICMI opportunity.

I don't think it is possible to sum up an experience in Uganda in a few paragraphs. What a phenomenal place! My experience teaching the computer course at ICMI was one of the most challenging and rewarding things I have ever done. The students at ICMI are enthusiastic learners, devoted to their studies, and very willing to listen. I taught the basics of Microsoft Excel to two groups of students over six weeks. I had the opportunity to work with students in groups as well as one-on-one situations. Every day teaching posed a new challenge to me, as I learned new and different ways to express myself, and explain the different functions of the computer program. In addition to teaching computers at ICMI, I had the opportunity to volunteer in the AIDS/TB clinic at neighboring Mengo hospital, observe in orthopedic surgery, as well as spend some time in the Uganda heart institute at Mulago hospital.

Getting the chance to interact with patients and talk with people about their illnesses was very interesting. These communications, in addition to being in the hospital setting in an interactive way has further fueled my desire to be a physician. In all of my experiences I was met with the utmost welcome and friendliness. Ugandans are amazing people.

There is so much more to see in Uganda and so many more people to talk to. I truly hope to have the opportunity to return in the near future. Thank you ICMI for providing me with the opportunity to travel, learn, and experience so much.

# What an experience!

## One volunteer's story



*Elise Roberts volunteered for several months in fall 2005*

# Just how did we get to

*By Marnie Bradfield*

***What began as a vision for education in Hospital Administration in Kampala, Uganda in 1993 has expanded so profoundly that our program can no longer be contained in its present locale. Hence, we are in the process of constructing a building on the Uganda Christian University Campus (Mukono).***

When Dr. Cherer Penny, Dr. Carl Garry and Loraine Spencer-Garry embraced the challenge of creating a diploma course for doctors and nurses, often unprepared for their administrative responsibilities, the three founders could hardly have known the effects their work would have.

At the onset the project fell under the auspices of the Evangelical Medical Aid Society (EMAS), later rebirthed as the International Christian Medical Institute (ICMI)

The first class in 1993 held 35 physicians and nurses who through their exemplary service had been promoted to administrative positions in their hospitals. Under ICMI, physicians, nurses, university professors, dentists, physiotherapists and other volunteer personnel went to Uganda to teach and mentor the development of both the program participants and the program itself. Many medical specialists, (cardiologists, respirologists, dentists and nurses) joined those early teams, volunteering their time and resources to build a unique, vibrant program.

Students came from small and large hospitals throughout East Africa (Kenya, Rwanda, Burundi, Tanzania and all over Uganda). The diploma program enables students to learn basic administrative skills and also to use computers to access on-line professional journals. Simultaneously, the service experience was life-changing for the 67 volunteers who went out to Kampala to teach in the ICMI program.

Faithfully, Loraine Spencer-Garry and Dr. Carl Garry have gone to Kampala each year, sometimes twice yearly, to teach, mentor and guide the Diploma Program and the subsequent Degree Program in Hospital Administration. Carl and Loraine have held this as their own ministry and gift to the program and the people for 17 years.

Graduates from this program have taken leadership positions in government, both local and federal, and in teaching programs, and their lives have been greatly enriched by their increased knowledge and skill.

In 2001, ICMI negotiated to become affiliated with the Uganda Christian University and to offer a degree program in Health Administration to graduates of the ICMI Diploma Program in Hospital Administration.



## Consti

*By John Barton*

June 2006 will mark the start of construction on the new

It will house the classrooms, computer lab, library, and an Administration beginning in July 2007.

It is expected that the building will be completed within the University's site manager.

The contract, which includes a 5% contingency fund, was awarded because the Uganda Christian University has agreed to a understanding that they will share the use of the building for one year, leaving other blocks open for UCU use.

So we have both joy and a challenge. Joy that construction can begin. The ICMI building fund now stands at \$100,000 (we can begin. We need to raise another \$110,000 by April 2007 and the balance of \$66,000 by April 2007).

The ICMI Uganda Board is going to provide \$12,000 to the ICMI Canada Board is working at fund-raising initiatives with members, to those who have served ICMI in Uganda, as

# At this point?

Many nurses, with highly specialized nursing credentials, but limited in university eligibility, have been assisted by their ICMI Diploma in Hospital Administration which enabled them to enter the degree program.

With time, the program has intentionally become 'Ugandanized'. This must be a self-sustaining project. Dr. Edward Mukooza is now the Vice-Principal of the program in direct succession to Dr. Garry, who is the current Principal. ICMI Uganda has increasingly taken responsibility for the financial management and accounting of the program.

As we build our new building, the faith and commitment of our support community must blossom as our program and its influence have done.

We need the support of professional people who are interested in the growth of a developing country. We need the support of academics who can appreciate the astonishing progress that has been made by ICMI. We need the support of people whose roots are in Uganda, for whom this was once their home. Finally, we need the support of all individuals who see a challenge partly met, but still needing resources in order to complete the course. Thank you for your interest and we invite you to participate in this exciting latter phase of the ICMI legacy in Uganda.



# Construction begins



Health Administration Building at the Uganda Christian University.

Administration office where ICMI will offer its diploma and degree programs in Health

months, built by Honest Contractors Ltd, under the supervision of Johann Neitch,

at a cost of 700 million Uganda shillings (\$448,000 CDN). It is only possible to proceed into partnership with ICMI in providing 50% of the cost of the building, on the condition that this will work well because ICMI courses take certain blocks of time during the

construction is beginning; a Challenge to raise the balance of the \$224,000 which is ICMI's contribution of \$110,000. We are forwarding these funds to Uganda immediately so that construction can begin in 2007 when the final payment is due to the contractor, (\$44,000 by November 2006

and \$110,000 from their resources within Uganda. A small committee of the people to whom you will be hearing more shortly: these will include direct appeals to our colleagues as to health-service professionals and the general public.

*Chris Crone cuts the cake at an event held to thank people who helped with last fall's fundraiser*

# Principal's report & plan for the way forward

. . as presented to the Board of ICMI Uganda

ICMI Uganda is in good health academically and its programmes continue to be very much in demand by health professionals wanting to improve their skills and qualifications as health managers.

The Auditor's Report of June, 2005, shows the Institute to be financially healthy with a surplus for the year 2004-2005 of 18,000,000/s after all expenses. The Auditors reported an accumulated surplus of approximately 85,000,000/s. This is the result of good management by the Principal with the able assistance of Dr. Edward Mukooza, the Programme Coordinator. Because the Principal is in Canada most of the year, the work of managing the Institute's day-to-day affairs has fallen on Dr. Mukooza and Clarissa Tumwine-Kimera, the Office Assistant. Professor Garry's role has been to provide academic and financial advice and oversight for the programmes and to keep in contact with students by teaching courses.

In Canada, Professor Garry has worked with the ICMI Canada Board to recruit volunteer faculty for the degree programme and student volunteers to work in the computer lab. To date approximately 60 volunteers from Canada have travelled to Uganda to work with ICMI Uganda. Professor Garry and his wife, Professor Loraine Spencer Garry, have been working extremely hard to raise funds for the proposed new ICMI building on the Uganda Christian University campus at Mukono, for scholarships and bursaries and for computers and other types of technical equipment. To date, ICMI Canada has raised approximately \$ 100,000 Canadian dollars for the new building.

The number of students enrolled at ICMI in 2006 is eight-five. There are sixty-three students in the Diploma programme in Health Administration and twenty-two students enrolled in the Bachelor of Health Administration programme. Based on past enrollment figures, there is every indication that student enrollments at ICMI will remain stable over the next 24 months. There is currently a waiting list of students who are applying for admission and this augurs well for the future. ICMI will have to continue to promote the programme vigorously by contacting Medical Directors and potential students and telling them about the benefits of the programme.

To lead the Institute in Uganda into 2007 and beyond it is imperative that a number of important decisions be made. These decisions include the following:

1. Prepare for Professor Garry's retirement as ICMI Principal in 2007.
2. Developing closer working relations with UCU to ensure the necessary academic support and oversight for ICMI programmes while maintaining ICMI independence.
3. Developing viable new academic programmes in the health area; e.g. a Masters degree in Health Administration
4. ICMI Canada and UCU entering into a financial partnership to build the building as soon as possible
5. Decide whether or not ICMI Uganda should enter into discussions with UPMB regarding use of space after the existing Agreement ends in August 2007. UPMB could become a downtown campus for ICMI to run evening classes for part-time students.

*Far right: Clarissa Tumwine-Kimera, ICMI's Office Assistant, with her husband, Paul*

*Right: Professor Sam Loboga, one of ICMI Uganda's new Board Members*



*A faculty meeting  
convenes in the garden*



## Recommendations for the Way Forward

1. Appoint Dr. Edward Mukooza, the Programme Coordinator, Vice-Principal of ICMI Uganda, for a period of one year. At the end of one year the ICMI Uganda Board and the Principal, having had the opportunity to monitor Dr. Mukooza's performance as Vice-Principal, will have the option of appointing him Principal or alternatively striking a search committee. Dr. Mukooza has been Programme Coordinator for the past seven years, a position in which he has performed very well. As a former graduate of ICMI he has an intimate understanding of the Institute's programmes and how they function.
2. Strengthen the ICMI Uganda Board by inviting the Professor Sam Loboga, Associate Dean in Makerere University Medical School to join the Board. This would help to maintain the linkage between ICMI and UPMB and bring a strong academic perspective to the Board. The Board will certainly be strengthened and benefit by the addition of Dr. Naome Kyobutunge, the current Assistant Commissioner of Training.
3. Prepare a Job Description for the position of Vice-Principal.
4. Prepare a Memorandum of Understanding (MOU) between ICMI and UCU regarding the joint use of the new building.
5. Put in place a financial accounting system for ICMI Uganda which is independent of UPMB's accounting system. Under the current accounting system, ICMI's Office Assistant has to wait for the UPMB accounts department to provide the invoices and receipts before she is able to input the data into ICMI's computer system. UPMB staff are often so busy that the accounts department does not provide the necessary financial data in a timely manner. The result is that ICMI's Office Assistant, through no fault of her own, is not able to provide quarterly Financial Statements on time. In addition the Office Assistant should be given more training in Financial Accounting.
6. Prepare a comprehensive and vigorous marketing strategy for advertising ICMI programmes to ensure student enrollments remain stable and hopefully are increased.
7. Mobilize ICMI's student alumni, of which there are approximately 700, and make them an important part of the Institute. One former graduate could be invited to be a member of the ICMI Uganda Board. Special seminars and workshops should be organized by ICMI to meet the needs of the alumni.
8. Conduct a Needs Survey of health workers to identify specific educational needs and work to develop specific training and development education programmes to meet those needs.
9. Contact representatives from other post secondary institutions which are running health related programmes to organize a symposium to share information about the different programmes being offered and other pertinent information.
10. Begin to seek out funding for research projects to be conducted by the Institute so that research becomes an integral part of the work of ICMI Uganda. An important first step is to establish a Research Advisory Committee in order to do this. Research should be as important as teaching in any post secondary institution and should become part of the academic culture.

## Matching Grants

The Uganda Christian University has agreed to match ICMI's donations for the new ICMI building on the UCU campus.

ICMI is in the process of revising the original Memorandum of Understanding to include UCU's contribution and to enable UCU to share space in the building.

With the matching grant, ICMI's share of the building cost will be reduced to \$ 230,000 -- of which ICMI Canada has raised \$115,000. ICMI Uganda has contributed an additional \$6,500 -- demonstrating its commitment to the project.

## New Appointments to ICMI (Uganda) Board

ICMI welcomes Professor Sam Loboga, Associate Dean of Makerere Medical School and Dr. Naome Kyobutunge, Assistant Commissioner of Training and Development at the Uganda Ministry of Health to the Board of ICMI (Uganda).

Their professional expertise and familiarity with the Ugandan health system will be an asset to the Board.

Congratulations to Professor Sam Loboga and Dr. Naome Kyobutunge on their appointments.



*Justus Mwenge*

### Congratulations, Justus

Congratulations go to Justus Mwenge who was recently ordained as an Anglican priest. Justus is a real success story. He applied to join the ICMI Diploma programme in 1996 but he was without "O" Levels. He agreed to do a challenge examination which he passed and he was permitted to enter the programme. ICMI gave Justus a bursary for his student fees in the first year.

Justus went on to receive his Diploma in Health Administration and joined the first ICMI degree class where he was elected Class Captain by his fellow students. Justus was among the first ICMI students to receive their Bachelor of Administrative Studies degree and went on to graduate in Theology at UCU. Praise the Lord!

## Become an ICMI supporter and/or member

Yes, I would like to support the work of ICMI:

With a membership of \_\_\_\_\_ \$75.00

With a gift of \_\_\_\_\_

With a monthly pledge of \_\_\_\_\_

I wish to pay by cheque

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