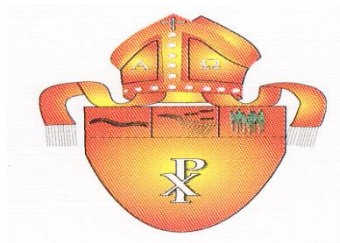


**ANGLICAN DIOCESE OF UPPERSHIRE  
HIGHLAND AND LAKESHORE HEALTH  
SERVICES**



**BOARD OF GOVERNORS MEETING TO BE HELD ON  
28<sup>TH</sup> JUNE 2018**

*Sustaining, expanding and modernising highlands and  
lakeshore services*

**PROPOSED AGENDA ITEMS OF THE BOARD OF GOVERNORS MEETING TO BE HELD ON  
28<sup>TH</sup> JUNE 2018**

1. Opening Prayer
2. Welcoming Remarks
3. Reading Of Previous Minutes
4. Matters Arising From Previous Minutes
5. Management Report
6. Medical Report
7. Nursing Report
8. Primary Health Care Report
9. Hospital Operations Report
10. Financial Report
11. Date Of Next Meeting
12. Closing Remarks
13. Closing Prayer

**MINUTES OF ST LUKES HOSPITAL AND ITS EIGHT HEALTH CENTRES BOARD OF GOVERNORS MEETING HELD ON 29<sup>TH</sup> JUNE 2017**

**MEMBERS PRESENT**

<b>NAME</b>		<b>CADRE</b>
1. Bishop Brighton Vitta Malasa	-	Board Chairperson
2. Rev. Fr. Anderson Kamtondo	-	Vice Board Chairperson
3. Mr. Winasi Boma	-	Board Secretary
4. Mr. Justus Kishindo	-	Legal Advisor
5. Mr. Clement J. Frank	-	Financial Advisor
6. Mr. Victor Mnelemba	-	Health Coordinator
7. Chopi Malidadi	-	Representative Machinga DHO
8. Modesta Banda	-	Representative Zomba DHO
9. Mr. Andrew Chikopa	-	CHAM Representative
10. Gertrude Kachepatsonga	-	Synod Representative
11. Rev. Capt. Mphatso Bango	-	Synod Representative
12. Traditional Authority Malemia	-	Community Representative
13. Mr. George Massi	-	Member
14. Canon A. F. Nampanda	-	Member

**IN ATTENDANCE**

1. Mr. James Phiri	-	Senior Administrative Officer
2. Ms. Gertrude Maida	-	Acting Principal Nursing Officer
3. Dr. Wouter Bakker	-	Acting Senior Medical Officer
4. Mr Stanley Gawani	-	Human Resource Management Officer
5. Ms. Chimwemwe Banda	-	Recording Secretary

<b>NO</b>	<b>ACTIVITY</b>	<b>ACTION</b>
<b>13/2017</b>	<b>OPENING PRAYER</b>	
	The meeting was opened with a word of prayer by Canon A. F. Nampanda.	
<b>14/2017</b>	<b>WELCOMING REMARKS</b>	
	The Board Chairperson called the meeting to order at 09:00a.m. and started his remarks by reading from the book	

	<p>of psalms.</p> <p>Psalms 75 which teaches about giving thanks to the almighty.</p> <p>He continued his remarks by stating that the purpose of the day's meeting is to support management as it is working in the part of the healing ministry of the lord Jesus</p> <p>He then encouraged members to contribute objectively to the discussions.</p> <p>The board secretary introduced the new faces that had attended the meeting as it was their first attendance who were the T/A Malemia, Mr George Massi ( SAO for Malindi), Canon A. F. Nampanda, Ms. Gertrude Maida, Mr James Phiri and Dr Wouter Bakker.</p> <p>The remarks were finalized by emphasizing on the main agenda which was the new financial budget meeting.</p>	
<b>15/2017</b>	<b>ADOPTION OF PREVIOUS MINUTES</b>	
	The minutes were proposed and adopted as a true reflection of what was discussed by members.	
<b>16/2017</b>	<b>MATTERS ARISING</b>	
	<p>The secretary for the board read the matters arising and comments were made:</p> <p><b>a. High Dependency Unit</b></p> <p>It was reported that the equipments for the High Dependency Unit have arrived in the country and the hospital is working on the clearance process.</p> <p><b>b. Ambulance</b></p> <p>It was reported that management had another visit to press trust to find out the current status on the approved ambulance donation, and the response was management should continue to wait.</p> <p><b><u>Comment</u></b></p> <p>The Executive Director for CHAM commented there are some ambulance donations that only require the facility to</p>	



	<p><b>g. Legal Aid</b></p> <p>On the issue of a Lawyer for the Hospital, it was discussed that legal fees coverage for the year is Mk1,200,000. But it has been discovered that as of recent no new cases have arisen therefore seeking direction of the Board whether to go ahead or not.</p> <p><b><u>Comments</u></b></p> <p>Board advised management not to subscribe with a firm but to have a provision in the budget always. It was also noted that in the draft budget which was approved had an allocation in view of legal issues.</p>	
17/2017	<b>OVERALL MANAGEMENT REPORT</b>	
	<p>A report was presented which covered the following topics and comments were made:</p> <ul style="list-style-type: none"> <li>a) Current Significant Issues</li> <li>b) Matters for Approval</li> <li>c) Going Concern</li> <li>d) Quality Care</li> <li>e) Technology</li> <li>f) Intangible assets</li> <li>g) Expansion</li> <li>h) Risk and Compliance update</li> <li>i) Matters for Noting</li> <li>j) Management Vision</li> <li>k) Challenges</li> </ul> <p><b><u>Comments</u></b></p> <ul style="list-style-type: none"> <li>✓ The board appreciated management for the high patient turn up.</li> <li>✓ It was also commented that currently CHAM is working on new staff establishments.</li> <li>✓ Appreciation was given for an improvement in receiving salary funding.</li> <li>✓ A recognition that SLAs are being paid was also noted.</li> <li>✓ The board approved that board allowances be increased as requested.</li> </ul>	

	<p>✓ The board approved management request to procure a vehicle as requested.</p> <p>✓ The board also approved the increase of allowances as captured in the report namely call, locum, meal and night allowances beginning 1<sup>st</sup> July 2017</p> <p>✓ The board then approved that all staff members from grade A to grade K be put on MASM scheme.</p>	
<b>18/2017</b>	<b>MEDICAL REPORT</b>	
	<p>The medical report was presented and the report highlighted numerous achievements in staffing levels, customer care service , coming of solar system, patient turn up and in its various departments i.e. Laboratory, antenatal, palliative and Nutrition Rehabilitation Unit (NRU).</p> <p>The report also highlighted the delay of shipment for High dependency unit equipments as a challenge.</p>	
<b>19/2017</b>	<b>HOSPITAL OPERATIONS</b>	
	<p>A report was read and presented which covered the following major issues:</p> <ul style="list-style-type: none"> <li>a) Technical service and buildings</li> <li>b) Achievements</li> <li>c) Challenges</li> <li>d) Way forward</li> <li>e) Human resource</li> </ul> <p>It was on a good note as an achievement that in the period under review clinical department had no employees resigning.</p> <p>The board commented that there is need for minor (Painting and roof) maintenances for the structures at Mposa and Gawanani Health centre</p>	
<b>20/2017</b>	<b>FINANCIAL REPORT</b>	
	<p>The accountant presented a report of hospital performance for a period of 11 months (1<sup>st</sup> July 2016 – 31<sup>st</sup> May 2017) for the year ending budget with 116% of income generated from fees.</p> <p>He also presented a draft budget for the financial year July</p>	

	<p>2017 to June 2018 with expected realization of income of MK 1.1 billion. This increase was mostly due to the adoption of three more health centers and also taking into account the revision of other allowances.</p> <p>The board approved the budget.</p>	
<b>21/2017</b>	<b>CLOSING REMARKS</b>	
	<p>The board chairperson appreciated members for the attendance and contribution to the days' discussion .</p> <p>He then appreciated management for the reports well presented.</p> <p>He finalized his remarks by informing members that the current board has acted for two years and the synod may revise it by august, so members are to take note.</p>	
<b>22/2017</b>	<b>DATE OF NEXT MEETING</b>	
	It was agreed that date of next meeting will be communicated.	
<b>23/2017</b>	<b>CLOSING PRAYER</b>	
	The meeting was closed with a word of prayer by Rev. Capt. Mphatso Bango.	

**SIGNED:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD CHAIRPERSON**

**SIGNED:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD SECRETARY**



## **MATTERS ARISING FROM PREVIOUS MINUTES**

### **A. HIGH DEPENDENCY UNIT**

- ✚ The High Dependency Unit is now functioning.

### **B. AMBULANCE**

- ✚ Press Trust has not honored its promise up until today
- ✚ The Principal Hospital Administrator/ Board Secretary forwarded a request to CHAM Executive Director and CHAM programs coordinator and management is awaiting response.

### **C. EXTERNAL AUDIT**

- ✚ The hospital has signed three year contract with Bradley and Teely for external audit services.
- ✚ The external auditors have already audited the facility for the year 2014-2015, 2015-2016 and 2016 to 2017 and management is waiting for the reports.

### **D. MASM**

- ✚ The process started but will be implemented beginning 1<sup>st</sup> September 2018.

### **E. LAND FOR CONSTRUCTING PRIVATE BUILDING IN ZOMBA**

The Board Chairperson and the Board Secretary visited the Mayor of Zomba city in request of land for the construction of a private building that the hospital will be renting out as part of income generating activity who forwarded them to the director of lands at Zomba council and is waiting funding.

## **1. MANAGEMENT REPORT**

### **1.0. OVERALL MANAGEMENT/ADMINISTRATIVE REPORT**

#### **1.1. Introduction**

This report provides an overview of the hospital performance for the financial year 2017/2018 and also highlights the major areas of the budget for the financial year 2018/2019. This is an interesting report as it gives an overview of how the hospital performed after it had added three facilities in Mangochi namely Nkope, Mponda's and Lulunga health centers. The hospital and its health centers aims at the accomplishment of the hospital mission for the provision of quality health services as stated in its catchment population *"We exist to promote the physical and spiritual wellbeing of all people in our area and beyond through preventive and curative health services that are accessible and of high quality."* This is done in collaboration with the government through the provision of essential health package (EHP) This is further seen in the partnership that was signed by CHAM and government and executed through Service Level Agreements(SLA). With eight facilities distributed across the eastern region of Mangochi, Machinga, Zomba and one facility in Neno district. The Hospital is contributing significantly towards the accomplishment of the Health sector strategic plan number 11 and the Malawi growth and development strategy paper 111.

#### **1.2. Current Significant Issues**

##### **The 2018/2019 budget**

It is an activity based budget.

The budgets targets a total income of MK 1,584,108,837 compared to MK1,166,677,474 representing a 26.4% increase and an expenditure of MK 1,267,476,786 compared to Mk1,008,803,491 representing 20.4% before capital expenditure and the activities included in this budget aims to implement the SHHSP I, 2018 to 2022.

Some of the major activities to be done include the construction of a modern theatre, procurement of the modern ambulance, St Luke's hospital opd face-lifting, procurement of modern x-ray machine, strengthening drug supply to facilities, staff motivation activities and customer care activities amongst others. The budget also include self-sustainable activities like the introduction of two drug stores in Ntcheu and Neno.

The hospital will increase and standardize petty cash floats from an average of mk50,000 to a standardized MK100,000.00 to ensure availability of essentials materials in health centers.

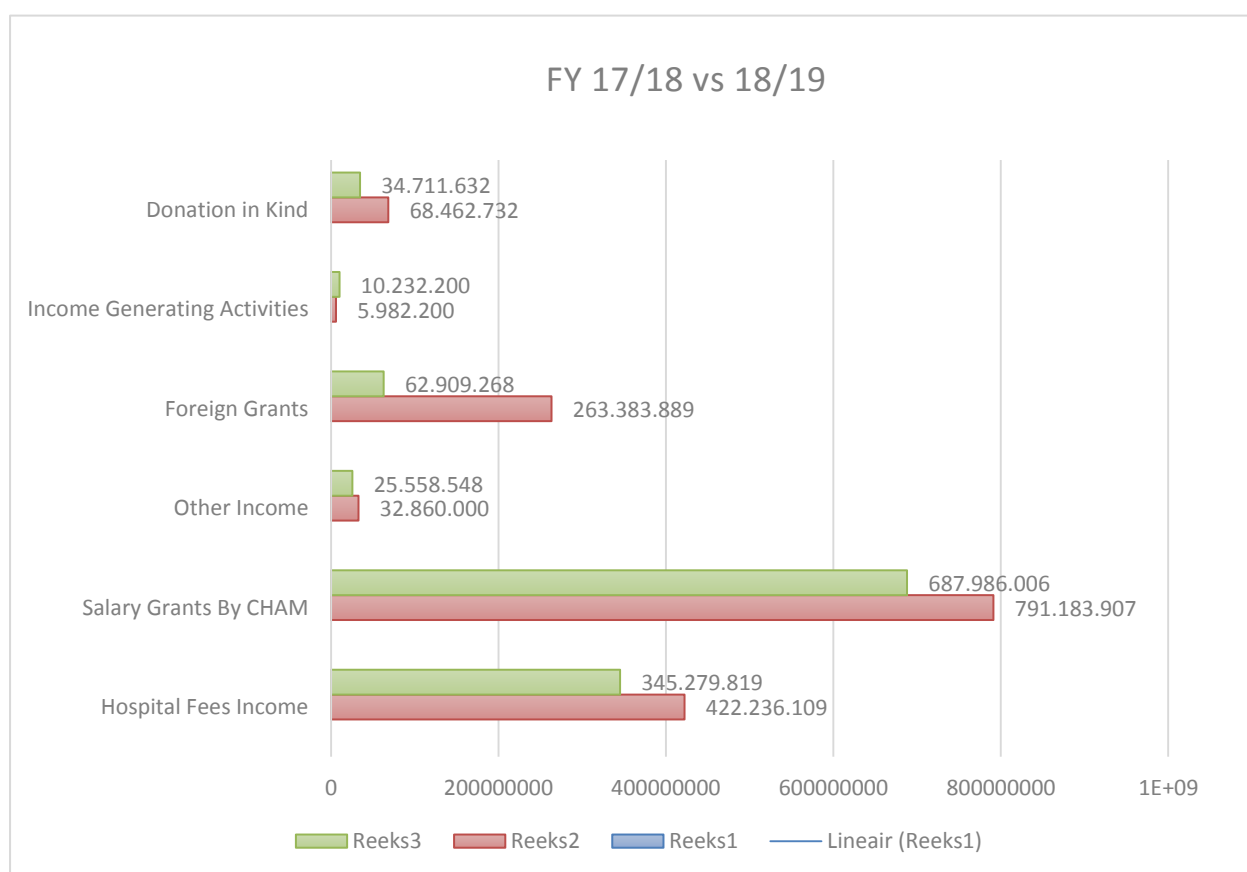
Installation of a new water system at Matope, the current one has been damaging submersible water pumps twice in the year due to decreased water level

### 1.3. Risk and Compliance

The hospital intend to insure some areas of the hospital like the pharmacy

The hospital has engaged an external auditor for the next three years.

The Hospital will continue to do clinical audits.



### INCOME 2017/18 VS 2018/2019 BUDGET

### 1.4. Human capital

The hospital will support a Nurse to do Upgrading diploma in Nursing and another one bachelors of science in Nursing (Upgrading).

The hospital will continue to support an ophthalmology technician who is studying at Malawi College of health science.

- ✚ The hospital Proposes to increase Call and Locum allowances from MK35000 to MK4000 per day and call allowances from 21000 to 24000 per month to promote retention of staff.
- ✚ The hospital will continue to subsidize its staff shortage with staff sent by the HRH2030
- ✚ The hospital will continue to curb further staff shortage with Locums but in a controlled manner and where necessary.

### **1.5. Customer care**

The hospital has budgeted MK4, 000, 000. 00 for trainings in customer care to promote retention of the patients and attracting of the new patients.

### **1.6. Matters for Approval**

- ✚ That the locums increase from 3500to 4000
- ✚ That Call allowances increase from 21000 to 24000
- ✚ Meal allowances
  - Grade A to I from 3000 to 3500
  - Grade J to K from 2900 to 3400
  - Grades L to Z from 2800 to 3300
- ✚ Hospital attendants/patients attendants from MK750 to MK1000.00
- ✚ That the resignation notice period be increased from one month to three months in our terms and condition of service.
- ✚ The bonding period after trainings to increase from two years across the board to 2 years for Diploma, three years for degree and five years for a Masters degree.
- ✚ Condolences;
  - i. For an employee who has lost biological child under 18 years old, mother or father from Mk3,000.00 to mk7,500.00
  - ii. From Mk5000.00 to MK10,000.00 shall be given to the family of the deceased employee
  - iii. From MK15,000.00 to MK20,000.00 for food for members of staff on the funeral of an employee

- ✚ Coffins;
  - i. 1<sup>st</sup> class(Grade A to I)  
From MK70,000.00 to maximum MK180,000.00
  - ii. 2<sup>nd</sup> Class (Grade J to K)  
From Maximum of Mk120,0000.00
  - iii. 3<sup>rd</sup> Class (Grade R to L)  
From 50,000.00 to maximum of MK90,000.00

### **1.7. Some of the Major Key Performance Indicators in the last financial year 2017/18**

- ✚ The hospital received 93% of the user fees in 11 months in the period under review
- ✚ The hospital exceeded the collection of other hospital income by 17% and foreign grants by 4% which indicates increased partners and stakeholders trust.
- ✚ The hospital engaged an external auditor Bradley and Teely who will be auditing the hospital for the next three years but has as well retrospectively audited the hospital from Years ending June 2015,16 and 17.
- ✚ Nkope and Lulunga successfully Joined SLA in October 2017 after a long break, this will improve the well being of pregnant women in the respective catchment population.
- ✚ The hospital constructed a house in Nkope and Nkasala health centers and refurbished two nurses houses in Nkasala with support from MACS.
- ✚ The hospital sourced a modern Ultra sound machine with support from St Luke's foundation.
- ✚ The hospital completed the installation of solar power that now most parts of the hospital has solar backup power.
- ✚ The hospital opened its high dependency unit and a nursery at St Luke's Hospital which will improve the care for patients.
- ✚ The Maternity in Lulunga received Major face lifting with Support from NAC.
- ✚ The hospital opened a drug store in Mangochi for Income generating activities

- ✚ There was a stable supply of Essential drugs and supplies which were successfully distributed around the nine facilities each and every four weeks.
- ✚ Good partnerships with both local and international partners.
- ✚ The new strategic plan SHHSP I covering the period 2018 to 2022 which will drive the hospital in offering quality services and move towards self-sustainability through innovative financing mechanisms.
- ✚ Increase in number of patients and pregnant women in most health centers for example Nkasasa with opd with 25% opd and Deliveries +26%, compared to last financial year, newly adopted health centres namely Nkope, Lulanga and Mpondas also saw an increase in patient seeking the services
- ✚ The current ratio for is  $\frac{94,992,497}{52,831,572} = 1.8$  which means the hospital has the

Capacity of 1.8 to pay its creditors however most of its funds are normally tied with its debtors and the cash flow is affected.

### **1.8. Quality Care**

- ✚ The hospital sourced a modern ultra sound machine to improve patients diagnostic services.
- ✚ The hospital continued to receive basic vital sign equipment's like BP machines, Pulse ox-meter and others which were distributed across the facilities..
- ✚ Active and functioning Hospital advisory Committees which provides feedback to Management in delivery of health services in all facilities
- ✚ Clinical Audits continue to provide feedback to the hospital on how to provide quality care.
- ✚ Adoption of the quality philosophy as one of its pillars which makes the hospital to value quality.

### **1.9. Technology**

Procurement of various modern medical equipment to facilitate diagnostic services like ultra sound machine






### **1.10. Intangible assets**

The hospital received back Mr Timothy Phiri who has graduated with a Bachelor of science in Obstetrics and gynecology and Miss Chipiliro Masinthe with Upgrading Diploma In nursing, the two are both on bond assisting in the provision of quality services.

### **1.11. Expansion**

The hospital intends to open new drug stores in Neno and Ntcheu.

### **1.12. Risk and Compliance Update**

-  The hospital underwent internal audits and is being audited externally for the financial years ending June 2015, 16 and 17.
-  The hospital will continue to work hand in hand with supervisors from the DHO and ministry of health.
-  The hospital will continue to do clinical audits.
-  The hospital works hand in hand with pharmacy medicines and poisons board Before ordering its drugs from IDA
-  The hospital dully registers its facilities and employees with various regulatory bodies.



### **Matters for noting**

The hospital discovered fraud in the accounts department and Mr Milanzi was identified as the culprit, he underwent disciplinary hearing process and accepted the misconduct for misappropriation of MK1,664,070.00. The matter has been referred to police.

The accountant and SAO are on administrative leave and will undergo disciplinary for a number of cases including Insubordination, Lack of supervision and monitoring in the finance department that led to loss of funds by the hospital, negligence, being grossly discourteous to staff and customers, and for being involved in act which is prejudicial to the administration, discipline or efficiency of the hospital and the head of the institution by attempting to cause demonstration against the leadership which would resulted in loss of revenue and death and suffering of patients, damaging the reputation of the hospital, damaging the reputation and putting life of the head of the institution at risk.

The court has ruled in favour of St Luke's hospital that their seizure of Toyota Fortuner MZ9002 was unlawful, without any warrant, and did not follow due process of the law, the car will return back soon after payment of duty

### **CHALLENGES**

-  Delays in payment of SLA fees with the government owing us over 75 million kwacha, this causes serious cash flow challenges and compromises quality.
-  Salary delay, this has affected the retention of staff.

- ✚ Government recruiting and posting our Nurses to their facilities which is contrary to the memorandum of understanding that 30% of graduates in CHAM colleges should remain in government hospitals.
- ✚ Delay in replacement of staff by CHAM which is taking over 4 months this has resulted in us paying staff using hospital resources and on supplies.

## **CONCLUSION**

St Luke's hospital and its eight health centers namely Chilipa, Nkasala, Mposa, Gawanani, Matope, Nkope, Lulanga and mponda's continues to contribute to the development of the nation and accomplishment of the health sector strategic plan iii.



## **2. Medical Report**

### **2.0. Clinical Report**

#### **Introduction**

On several aspects the medical department of St Luke's Hospital has changed significantly. The major development was the opening of the new nursery building as an expansion to the maternity wing. This new building with its dedicated staff and state of the art equipment (resuscitair, incubator, CPAP and monitoring devices) contributes significantly to the care for the smallest and most vulnerable patients in the hospital. As a sign of success several neonates with a birth weight of less than 1Kg were treated successfully.

In addition, two trained clinical officers with a bachelor in obstetrics and gynecology started work during the period under review. These two officers are now running the maternity unit as well as the female ward. In the process the department opened a specialist gynecologic and high risk antenatal clinic attracting patients as far as Liwonde, Balaka and Mangochi Districts. The clinics take place in dedicated rooms with on-site ultrasound equipment and treatment options like MVA and cold coagulation available.

The donation of a cold coagulation device and training of 3 staff members in VIA see and treat in ZCH has made it possible to introduce a cervical cancer see and treat clinic. As reported in the last annual report the clinical department was registering more and more cases of advanced cervical cancer. The introduction of this new machine and clinic, now enables clinicians to identify and treat patients at risk of developing cervical cancer.

With the help of St Luke's foundation the hospital implemented the second stage of the solar electricity project. With solar power being available in all the wards of the hospital patients, nurses and clinicians are no longer working in the dark.

During the first 11 months of the 2017-2018 financial year different departments of the hospital performed as follows.

#### **2.1. Out-patient department.**

The outpatient department saw a 10% increase in patient turn-up in the period under review. This is in line with last year's report. The steady availability of drugs, expansion of diagnostic services and introduction of an additional clinical officer at the OPD has resulted in this increase.

In line with this development the dental department has also seen an increase in patients (6%). The following services are offered tooth extraction, fillings (glass, amalgam, composite), root canal, and dentures. The dental department received a donation from a dentist in the Netherlands. With this donation the hospital managed to repair broken equipment and introduce dental X-ray in the department. In the months to come the hospital hope to renovate the department as well as organize an outreach campaign.

## **2.2.In-patient department.**

The in-patient department of the hospital has faced challenges. Despite the introduction of specific clinics and attraction of patients from afar the total admission of patients excluding maternity has reduced with 12%. This is comparable to the last report in which the hospital saw a reduction of 26%. The average duration of stay did not change this year as compared to the year before. Total number of deaths did reduce to 71, a reduction of 26%. The reduction in total number of admission and the little increase in OPD attendance are not easily explained. It would suggest patients would rather opt for treatment as an out-patient up to the last moment. The factors involved are not easily identified although cost of admission probably plays a role since this has increased in the period under review. Otherwise it would warrant further investigation through patient interviews, market study and benchmarking studies to identify the factors involved.

## **2.3.Maternity**

The maternity services saw an increase again in number of antenatal visits and total deliveries (+9% and +5%) 96% of the target deliveries based on the hospital profile was reached. The CS rate was 17.7% which is still within acceptable range for a referral hospital. The number of obstetric complications treated did increase to 18.9%. This is a 6% increase compared to the last period and warrants further investigations. It has to be noted significant efforts were put in improving data collection in maternity ward. This could result in improved registration of complications however the department will need to perform case studies to investigate this rise further.

The increased number of neonates treated can be explained by the introduction of the nursery wing. This new wing attracts patients from around and reduces the need to refer patients to Zomba central hospital.

<b>St Luke's hospital</b>	<b>2017-2018</b>	<b>Variance compared to last year</b>
OPD attendance	29634	+10%

Dental patients	4512	+6%
Admissions	2639	-12%
Duration of stay in days	2.5	+0%
Deaths	71	-26%
<b>Maternity</b>		
Antenatal visits first trimester	181	+81%
Total new antenatal visits	2036	+9%
Deliveries	2050	+5%
% of target reached	96%	+5%
% CS	17.7%	+6%
Obstetric complications	18.9%	+6%
No low birth weight	166	+4%
No newborn treated	444	+46%
<b>Clinics (5 month data)</b>		
High risk antenatal		
No patients seen	38	
Gynecologic		
No patients seen	69	
VIA see and treat		
No patients seen	108	
No patients treated with cold coagulation	7	

#### 2.4. Laboratory

The department continues to develop and expand. With the introduction of electrolyte testing thanks to the generous donations from students, the department now offers unique tests in the southern part of Malawi and outside private laboratories and teaching hospitals. Despite this the volume of tests performed reduced. This is mainly due to a reduction in MRDT and BF. Strict adherence to guidelines and a changed policy of test performed during the night has contributed to the reduction in production. Also the total number of MRDT positive patients has reduced suggesting this year Malaria was on the decline compared to the year before. Other tests have increased significantly like chemistry tests, CRP and electrolyte.

Laboratory	2017-2018	Variance compared to last year
FBC and HB	7652	-2%
Chemistry	2908	+78%
CRP	613	
Electrolytes	392	
Sputum smear	644	+74%
MRDT + BF	12134	-28%
<b>Total of all tests</b>	<b>32605</b>	<b>-7%</b>

## 2.5. Radiology

The radiology department of St Luke's Hospital received a new ultrasound machine in the early months of the period under review. The quality of the new machine surpasses that of any other in the hospital. With this the quality of the examination has improved. During the first months of the period under review the department faced a significant shortage of staff. Only recently a new radiologist was recruited and started work at the department. The number of investigations done was comparable to the year before. (1758 x rays and 2439 ultrasounds) The biggest challenge to the department is the lack of an office and the old age use of the x ray machine. It seems high time the old machine are renovated or replaced by new (digital) machines.

Radiology	2017-2018	Variance compared to last year
X ray	1758	-2%
Ultrasound	2439	-5%

## 2.6. Theater

St Luke's hospital theater again saw an 8% increase in total operation compared to the previous period. Both the number of CS as well as laparotomies have increased significantly following the introduction of high risk antenatal and gynecologic clinics. The two obstetric clinicians that started work at the hospital have attracted and treated patients that would otherwise be referred to other hospitals. Of note also more bilateral tube ligations were done as a sign of improved family planning services. With the introduction of MVA the total number of Evacuations reduced again.

Theater	2017-2018	Variance compared to last year
CS	335	+15%
Evac	63	-15%
BTL	56	+44%
Laparotomies	39	+56%
Others	105	-15%
<b>Total</b>	<b>598</b>	<b>+8%</b>





## 2.7. Health centers

Three new health centers joined St Luke's hospital family this year. The Mangochi side health centers; two of which signed SLA agreements with the government after some rapid improvements to the maternity infrastructures had been put in to place. This resulted in a significant increase in patient turn up at the maternity ward. Lulunga health centre one of the most remote health centers in Malawi has

seen a dramatic increase in deliveries from 33 in July up to 100 in the last month of the period under review. This has attracted the attention of some major donors now sponsoring the construction of a new maternity wing, waiting house and staff houses at the health centre. Matope health centre faced a challenge of repeated drug stock outs. This health centre is under general SLA with partners in health and the government. It therefore provides free services and drugs to all patients. This results in high demands which cannot always be met by the donors providing the drugs. Several possible solutions have been suggested. The issue will be addressed in the stakeholder meetings to come.

Health center	Data 2017-2018	Variance compared to last year
<b>Chilipa</b> (10 months)		
OPD	3125	-15%
Delivery	389	-30%
<b>Nkasala</b> (10 months)		
OPD	7622	+25%
Deliveries	677	+26%
<b>Mposa</b> (10 months)		
OPD	5679	-10%
Deliveries	683	+12%
<b>Gawanani</b> (10 months)		
OPD	6865	+22%
Deliveries	417	-3%
<b>Matope</b> (10 months)		
OPD	24333	-14%
Deliveries	375	+4%
<b>Nkope</b> (11 months)		
OPD	8349	
Deliveries	344	
<b>Mpondas</b> (10 months)		
OPD	4071	
Deliveries	121	
<b>Lullanga</b> (11 months)		
OPD	9509	
Deliveries	730	

## ACHIEVEMENTS

-  Introduction of VIA see and treat clinic with dedicated externally and internally trained staff (total of 3 people involved).
-  Introduction of new nursery and KMC wing with dedicated staff and specialized equipment.
-  Start of high risk antenatal clinical by obstetric clinician.
-  Start of gynecological clinic by obstetric clinician.

- ✚ Opening of treatment room in maternity building.
- ✚ Opening of adult High Dependency Unit.
- ✚ Donation of new ultrasound machine.
- ✚ Implementation of phase two of solar system now almost all parts of the hospital are provided with solar power.
- ✚ Started refurbishment of dental clinic.
- ✚ Introduction of second clinician in OPD.
- ✚ Dedicated clinician in ART clinic.
- ✚ Started training of ophthalmology clinician.
- ✚ Improved number of MVA.
- ✚ Increased number of laparotomies.
- ✚ Increased OPD attendance.
- ✚ Increased deliveries.
- ✚ Introduction of CPD talks on doctors' visit.
- ✚ Neonatal resuscitation training conducted.
- ✚ Organised clinical symposium.
- ✚ Awareness campaign on counseling in cesarean section.
- ✚ Introduce a clinical room and library for clinical staff to study or work on projects in order to improve cohesion, contribution and motivation.

## CHALLENGES

- ✚ Decreased admissions
- ✚ Repetitive breakdown of equipment in laboratory (fridges, FBC machine, electrolyte machine), pharmacy (fridges) and radiology (X ray machine) and other wards (concentrators).
- ✚ No guardian shelter
- ✚ Poor state of antenatal and post natal buildings
- ✚ Delay in execution of projects.
- ✚ Lack of equipment in health centers (hemocue, nebulizer, concentrator)
- ✚ Lack of knowledge on triaging in OPD
- ✚ High turnover rate of staff due to motivation and poor housing.
- ✚ Lack of motivated staff
- ✚ Small sized surgical post natal room

## RECOMMENDATIONS

- ✚ To procure a new FBC machine
- ✚ To procure or source a new X ray machine

- ✚ To introduce culture and sensitivity in the laboratory
- ✚ Finish refurbishing of dental clinic
- ✚ Conduct dental outreach
- ✚ Build new labour ward at Mpondasi health centre
- ✚ To start building the new theater building in order to provide a safe second theater.
- ✚ Procure equipment for the health centers. (hemocue, nebulizer, concentrator)
- ✚ Obtain new concentrator and nebulizer for the hospital
- ✚ Source funding for new autoclave
- ✚ To extend the doctors visit with dental and ophthalmology personnel whenever possible providing patient turn up will increase.
- ✚ To perform regular supervision of health centre laboratory and pharmacy.
- ✚ To train laboratory and pharmacy health centre staff
- ✚ To train nursing and clinical staff in: Etat, Ce/BeMOC,

### **3. Nursing Report**

#### **3.1. Nursing Department**

Nursing is the largest department. It has a wide range of staff which consists of Registered nurses, Registered nurse/ midwives, Nurse/midwife Technicians and Nurse/midwives with different specialties such as Psychiatry and Community health, Home craft workers, Patient Attendants and partly Hospital Attendants.

The Principal Nursing Officer (PNO) is the Head of the department. In each ward or clinic, there is a nurse in charge who manages all activities at ward level and reports to the PNO. The in charge supervises junior nurses, patient attendants, home craft workers and some hospital attendants.

Home craft workers and Hospital Attendants also report to Public Health Coordinator.

#### **3.2. Staffing in Nursing Department**

The data below provides number of nursing staff at St. Luke's Hospital including all its 8 Health centers.

Total Number Of Nurses = 61 with an average of 4 per H/C

Total Number Of Patient Attendants = 94

Total Number Of Hospital Attendants = 53

Total Number Of Home Craft Workers = 16 with an average of 2 per H/C

## ACHIEVEMENTS

- + Improved team work spirit and collaboration due to participation in various interdisciplinary meeting e.g. HMIS, Social Welfare & Hospital NONM
- + Good partnerships with stakeholders e.g. Government, PIH, EI, ONSE etc
- + Strengthened Maternal and Neonatal Health EI e.g. provision of Birth Preparedness packages to increase number of women starting ANC
- + Hospital recruit well trained nursing staff
- + Increased supply of beddings such as blankets and mattresses for patient comfort
- + Provision of New Theater scrub suits and gowns ( EI & Management)
- + Procurement and provision of PPE's such as gumboots and heavy duty groves to most members in the hospital and its Health Centers
- + Additional supply of equipment e.g. BP machines, thermometers, pulse oximeters ( gift from MACS).
- + Introduction of solar power in most of the wards has improved nursing care services especially during the night shift
- + Establishment of play ground in children's ward to promote neurological stimulation enhances developmental stages in children
- + Introduction of monthly Management support to monthly ward cleaning schedules has prompted cleanliness in the hospital
- + Utilization of High Dependency Unit has improved care to critically ill patients due close monitoring and observation
- + Improved cord of dress (full uniform) by most nursing staff has promoted professionalism
- + Introduction of ward level meetings has improved coordination among members of staff
- + Installation of DSTV in private ward has reduced boredom in out- patients waiting to be reviewed
- + Initiation of documented handover between day and night nursing staff has improved continuity of nursing care
- + Introduction of MVA services has improved prompt management of post abortal care
- + Improved maternal services with the introduction of High Risk Antenatal and Gynae services
- + All staff allocated to ART have been trained in current ART Guidelines
- + Have participated in the introduction of new nursery ward and facilitated on the introduction of specific nurses allocated to the ward
- + The new SLA with Mangochi DHO (Lulanga & Nkope) has attracted some donors to enhance MNCH services e.g. pending building of new Maternity wing at Lulanga H/C
- + Introduction of problem solving approach to routine Health Center supportive supervision
- + Introduction of two nurses on night shift has not only added quality of care to patients but also reduced Health worker stress due work overload.



- ✚ Monthly Nurse in charges meetings has promoted good communication amongst nurses and other disciplines of health care services at the hospital
- ✚ Current merging of Infection Prevention (IP) & Quality Improvement(QI) committees has led to identification of time wasters in patient flow
- ✚ Supported in service training by Hospital Management of Quest Committee members of IP & QI
- ✚ Recruitment of PEPFAR nurses has helped in reduction of shortage of nursing staff especially in Health Centers
- ✚ Weekly Continuous Professional Development for nursing staff at facility level, external upgrading and participation in workshops supported mainly by MOH, CHAM and other NGO such as ONSE has improved research based nursing/midwifery care
- ✚ Provision of locums for part time has greatly improved shortage of staff in nursing department

## CHALLENGES

- ✚ Inconsistent Health Center supportive supervision schedules reduces Health worker morale
- ✚ Erratic supply of Infection Prevention materials such as bin liners used for waste disposal poses a health hazard to Health Care Workers
- ✚ Most nursing staff lack skills in data capturing and analysis coupled with poor documentation hence provide poor incite of institutional performance
- ✚ Challenges in nursing staff return (Losing many nurses due to Government allocation) leads to loss of well oriented and skilled nurses which results in slackened continuity of quality patient care
- ✚ Long waiting time, about 1.5 hours for patients in both OPD & MNCH
- ✚ Congestion of staff such as P/A's and H/A's in H/Cs compared to main Hospital (St. Luke's) creates unnecessary shortage of staff at the main hospital
- ✚ Current private ward menu does not accommodate modification according to patients needs
- ✚ Shortage of staff accommodation remains a challenge at the main health facility
- ✚ Inadequate bed sheets for patients reduces their comfort especially in cold season
- ✚ The MNHC clinic is old and it leaks.

## WAYFORWARD

- ✚ Enhance consistent Health Center supportive supervision as scheduled
- ✚ To separate private ward with private kitchen
- ✚ Lobby for funds to consistently procure IP & QI materials

- + Lobby for funds to train nurses and other HCW in HIMS and Infection prevention
- + To consider building staff toilet for F/W
- + Management with support of HRMO to work towards ways of staff retention
- + To strengthen Quality Improvement activities in order to eliminate time wasters so waiting time is shortened to at least 1 hour
- + To lobby for funds to install separate solar power in Theatre
- + Management to consider decongesting H/C and allocate staff to main hospital
- + Need to spray wards at least twice a year to prevent bed bugs
- + To produce and make private ward menu available to patients so that they are aware of what to expect
- + Accommodate private ward menu modification within the hospital capacity and according to patient needs
- + Management to consider providing nurses with uniforms to supplement their already made efforts in proper code of dress
- + To procure extra bed sheets by June, 2018
- + Need for renovation of staff houses especially in H/Cs
- + Recruit more nurses to replace those that have resigned
- + Maintain MNCH clinic

## CONCLUSION

If the above recommendations could be implemented, patients and staff well being could be improved and more patients could come for our services

## 4. Primary Health Care

### 4.0. Introduction

The Primary Health care department continues to offer preventive health services in the areas of maternal and child health, nutrition, antenatal care, family planning, TB services and prevention and treatment of various diseases such as malaria, cholera typhoid fever just to mention a few. This report therefore comes to give an overview of how the Primary health care department has performed from July 2017 to April 2018 and will compare data for July 2016 to May 2017 and that of July 2017 to May 2018. It will also highlight the strengths, challenges and way forward. Attached is the data:

### DATA FOR:FISCAL YEAR:2016- 2017AND JULY 2017 - MAY 2018

NO		FISCAL YEAR		FISCAL YEAR
	Data Elements ( DE )	2016-2017		2017-2018

<b>A</b>	<b>MATERNAL HEALTH</b>			
1	Number of pregnant women starting antenatal care during their first trimester	126		181
2	Total number of new antenatal attendees	2073		2036
3	Total antenatal visits	3936		3848
4	Number of pregnant women receiving VCT and serostatus results	2396		2408
5	Number of pregnant women tested HIV positive	280		136
6	Number of pregnant women treated for PMTCT	498		144
<b>B</b>	<b>FAMILY PLANNING</b>			
1	Number of persons receiving three months supply of condoms	20		29
2	Number of persons receiving three months supply of oral pills	142		122
3	Number of persons receiving Depo- provera	5304		5013
4	Number of persons receiving Norplant	102		102
5	Number of persons receiving IUCD	0		5
6	Number of persons receiving sterilization method	23		50
<b>C</b>	<b>CHILD HEALTH</b>			
1	Number of fully immunised under 1 children	621		573
2	Number of under 1 children given BCG	2145		1614
3	Number of under 1 children given pentavalent-III	727		597
4	Number of under 1 children given polio -III	609		554
5	Number of under 1 children given measles 1st doses at 9months	529		583
6	Total children attending under five	10612		10850
7	Malnutrition new cases under five	16		31
8	Number of vitamin A doses given to 6-59 months population	2334		57
<b>D</b>	<b>TUBERCULOSIS</b>			
1	Number of confirmed TB new cases	37		43
2	Number of smear negative and extra pulmonary cases completed treatment	55		38

3	Number of new sputum positive cases proved smear negative at the end of treatment	33		24
<b>E</b>	<b>SUPPLIES</b>			
1	Was there any stock outs of SP for more than a week at a time?(Y/N)	N		
2	Number of insecticide treated nets distributed	0		
<b>F</b>	<b>Community Health Activities</b>			
1	Number of households with access to safe drinking water	2601		2601
2	Number of households with at least a sanplat latrine	571		571
3	Cholera confirmed new cases	0		0
4	Number of HBC patients followed up and provided treatment	0		0

## ACHIEVEMENTS

- ✚ Emmanuel International built 2 toilets and placenta pit for the hospital.
- ✚ Growth monitoring and vaccinations done daily at under-five clinic.
- ✚ Under five outreach clinics done every month to all the centers.
- ✚ Antenatal services are offered daily at ANC.
- ✚ Regular meetings at the primary health care department.
- ✚ Conducted cholera prevention and awareness campaign early this year.
- ✚ Harvested 5 bags of 50kgs maize from PHC garden.
- ✚ Waterford church promised to support the Kraal (khola) project and Nurseries in our catchment area.
- ✚ Support from management on various activities.
- ✚ Women coming for family planning and depo provera is the optional method for most women.
- ✚ Nutrition support and services available.
- ✚ Improved TB /HIV activities which has been observed according to high coverage on ART and CPT uptake at 100%.

## CHALLENGES

- ✚ Inadequate transport.
- ✚ Inadequate financial resources

- ✚ Under five outreach clinics done under the tree and antenatal outreach clinics not done because there are no shelters at the sites.
- ✚ Poor quality of sputum samples.
- ✚ Increased cases of malnutrition this fiscal year.

## **WAY FORWARD**

- ✚ Follow up Maintenance of PHC Motor Bikes.
- ✚ IGA for PHC department from PHC garden and chicken production.
- ✚ Seek support from other stakeholders to erect structures for outreach clinic.
- ✚ Sensitization and awareness campaigns on prevention of both communicable and non communicable diseases.
- ✚ Orientation to staff and volunteers on improved sputum sample collection.

In conclusion this report has provided data for fiscal year 2016-2017 and July 2017-May 2018. It has also highlighted the strengths, challenges and way forward.

## **5. Hospital Operations**

### **5.0. Introduction**

This report has only highlighted major events in this financial year 2017/2018 for the period of eleven months (July – May 2017/2018). During this period there have been some developments and staffs of Finance and Administration which showed great efforts in strengthening performance of health system.

### **5.1. Audit**







Internal audit was conducted twice in the months of October 2017 and April 2018. Recommendations were made for the department to improve on fuel and vehicle monitoring in the October 2017. In the second audit report, it has been revealed that the department is doing well. External audit is in progress. The external audit is being done in the three financial years, that is, 2014/2015, 2015/2016, 2016/2017.

### **5.2. Drug Procurement Committee**

Management changed the drug procurement and distribution committee which is working well. The drugs are procured and distributed every month to health centers. This has increased drug supply to health centers and has also improved the pharmacy stocks.

### **5.3. Technical Services and Buildings**

Continuance maintenance of the hospital facilities, equipment, motor vehicles and staff houses have been done by maintenance department and through outsourcing. During the period, the following general maintenances were conducted:

-  Completion of Nursery and fully equipping it which has been funded by College of Medicine.
-  Construction of two guardian pit latrines and placenta pit at St Luke's hospital funded by Emmanuel International.
-  Maintenance of staff houses at St Luke's hospital and health centers
-  Repairing of guardian and staff flush toilets
-  Construction of pit latrines in health centers
-  Repairing laundry machine

- ✚ Procured and installed water tank at Mposa health center.
- ✚ Face lifting of maternity wing funded by NAC at Lulanga health center
- ✚ Procured and installed a water tank at Lulanga funded by UNICEF
- ✚ Construction of two staff houses at Nkasala and Nkope health centers funded by MACS
- ✚ Renovation of two staff houses at Nkasala health centre funded by MACS
- ✚ Installation of solar backup system at St Luke's hospital funded by Global Africa and MACS.
- ✚ Installation of ESCOM power at Gawanani health centre by St Luke's hospital.
- ✚ Renovating and furnishing of a drug store building at Mangochi town.

#### 5.4. Medical

- ✚ Continuously servicing the air conditioners, MINDRAY machines and refrigerators in Laboratory and pharmacy.
- ✚ Maintained
  - Auto clave and Suction machines
  - Two x-ray machines
  - Anaesthesia machine
  - Dental equipment

## ACHIEVEMENTS

- ✚ Continuously updating asset registers and inventory lists
- ✚ Operating a drug store in Mangochi as an income generating activity
- ✚ Procurement of PHA's official vehicle.

## CHALLENGES

- ✚ Most of the staff houses and hospital buildings are not in good condition and require extensive maintenance
- ✚ Old vehicles, hospital equipment and buildings which resulted in the hospital spending more money on services and maintenances
- ✚ Unpaid SLA by the government which is over MK65 million.

- ✚ Delayed salaries funding from government makes staff lose morale.

## WAY FORWARD

- ✚ The hospital should continue looking for partners to assist it with funds in order to procure new ambulances, build more staff houses, hospital equipment and new hospital infrastructures
- ✚ Hospital will strive to spend basing on the available funds to avoid going into further credits.

## 6. Human Resource

### 6.0. Introduction

Human Resources at St. Luke's Hospital are main drivers for organizational strategic objectives to be realized.

Organizational strategic goals can be achieved through competent, vibrant and stable workforce.

The report embraces all our nine health facilities that are under St. Luke's Hospital. These health facilities are St. Luke's Hospital, Gawanani Health Centre, Mposa Health Centre, Matope Health Centre, Lulanga Health Centre, Nkope Health Centre, Mpondasi Health Centre, Nkasala Health Centre and Chilipa Health Centre.

Human Resource will focus on the issues that have transpired between the period of July, 2017 to May, 2018.

### 6.1. Staffing Levels at Each Health Centre

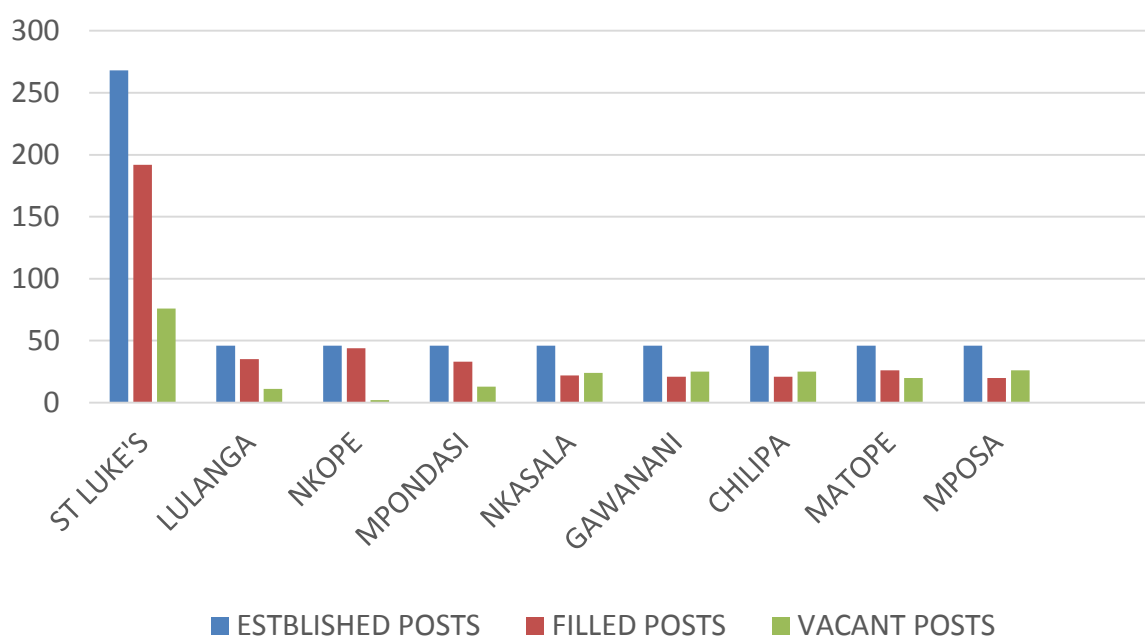
NO	NAME OF FACILITY	NUMBER OF ESTABLISHED POST	NUMBER OF FILLED POSTS	NUMBER OF VACANT POSTS	PERCENTAGE OF POSTS FILLED
1	St. Luke's	225	189	36	84%
2	Lulanga	38	35	3	92.1%



3	Nkope	38	44		115.7%
4	Mpondasi	38	32	6	84.2%
5	Nkasala	38	22	16	57.9%
6	Gawanani	38	21	17	55.2%
7	Chilipa	38	21	17	55.2%
8	Matope	38	25	13	65.7%
9	Mposa	38	20	18	52.6%
	<b>Total</b>	<b>529</b>	<b>409</b>	<b>126</b>	<b>77.3%</b>

### Graphical Presentation of staffing levels

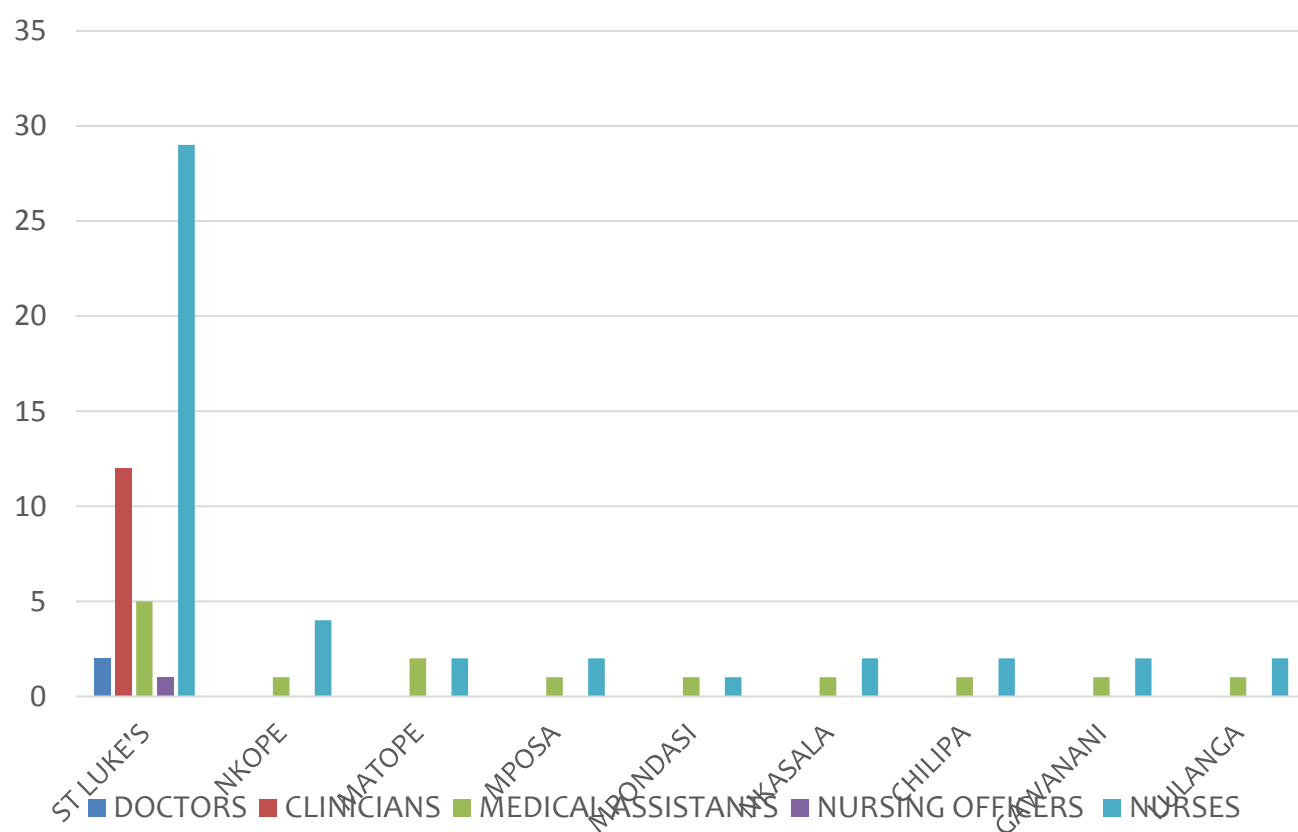
## STAFFING LEVELS



## 6.2. Key Technical Personnel

FACILITY	DOCTORS	CLINICIANS	MEDICAL ASSISTANTS	NURSING OFFICERS	NURSES
ST LUKE'S	2	13	5		26
NKOPE	-	-	1	-	4
MATOPE	-	-	2	-	2
MPOSA	-	-	1	-	2
MPONDASI	-	-	1	-	1
NKASALA	-	-	1	-	2
CHILIPA	-	-	1	-	2
GAWANANI	-	-	1	-	2
LULANGA	-	-	1	-	2

### Graphical Presentation of Technical Staff Levels



### 6.3. PEPFAR Employees

St. Luke's is privileged by 18 additional staff employed by PEPFAR who have been deployed to our various health facilities. The deployment list and their cadres are as follows:

NO.	NAME OF FACILITY	NURSES	MEDICAL ASSISTANTS	TOTAL
1	St. Luke's Hospital	4	1	5
2	Nkasala	2		2
3	Chilipa	3		3
4	Gawanani	1		1
5	Mposa	1		1
6	Lulanga	2	2	4
7	Nkope	1	1	2
	<b>Total</b>	<b>14</b>	<b>4</b>	<b>18</b>

### 6.4. New Employees

St. Luke's Hospital has recruited 26 employees since July last year of following cadres:

- 1 Principal Nursing Officer,
- 1 Environmental Health Officer,
- 1 Human Resource Management Officer,
- 3 Nursing Officers,
- 13 Nurse Midwife Technician,
- 1 Senior Accounts Assistant,
- 2 Patient Attendants and
- 2 Security Guards

## 6.5. Attrition Rate

DEPARTMENT	POSITIONS	NUMBER	ATTRITION
NURSING	Nursing Officers	5	Resigned
	Nurse Midwife Technicians	7	Resigned
	Patient Attendants	2	
	Hospital Attendant	1	Deceased
CLINICAL	Clinical Technician	1	
	Pharmacy Technician	1	Resigned
	Radiographer	1	
	Pharmacy Technician	1	Resigned
	Pharmacy Assistant	1	
ENVIRONMENTAL	Environmental Health Officer	1	
	Ground Labourers	3	Abscondment and 1 passed away
FINANCE AND ADMINISTRATION	Human Resource Management Officer	1	Resignation
	Accounts Assistant	1	Dismissal
	Security Guards	2	Retirement

## 6.6. Training Opportunities

St. Luke's Hospital is sponsoring three officers in various trainings such as:

- i. Leonard Banda at College of Medicine pursuing Surgery.
- ii. Chawanagwa Mtekateka at Malawi College of Health Sciences pursuing ophthalmology.
- iii. Sankhulani Banda at Malawi College of Health Sciences pursuing a Diploma in Nursing and Midwifery.

Two officers will also undergo their trainings this coming financial year:

- i. Gift Kasiyafumbi for Laboratory Technologist
- ii. Benard Mlenga for Bsc. in Nursing and Midwifery.

### **6.7. Staff Accommodation**








Members of staff acknowledge the rental charges that they are paying to all institutional houses.

Our partners have renovated 2 staff houses at Nkasala health centre and constructed a house at Nkasala and another house at Nkope health centres.

The health facilities still experience shortage of houses in all the facilities due to increase in number of staff being recruited yearly.

Some employees are still renting outside the health facilities premises due to shortage of houses.

## **ACHIEVEMENTS**

-  Good staffing levels in some of the facilities due to beefing up by the PEPFAR employees.
-  Well motivated and highly disciplined staff.
-  Construction of an additional staff house at Nkasala Health Centre.
-  Training and development of staff.
-  Team work.
-  Access of MEDF loans.
-  Electrification of Gawanani Health Centre.

## CHALLENGES

- ✚ The number of posts in the new establishment has been reduced from 636 to 529 positions, representing a reduction rate of 16.7%.
- ✚ High staff turnover rate 6.8% .
- ✚ Inadequate of staff houses to accommodate all entitled officers to be accommodated.
- ✚ Scarcity of rental houses especially in some of our health facilities.
- ✚ Poaching of health personnel staff by Government and other CHAM facilities.
- ✚ Frozen of recruitment of staff by Government.
- ✚ Delayed replacement procedures.
- ✚ Demotivated by not being on an approved training list.
- ✚ Performance appraisals not conducted in facilities.

## RECOMMENDATIONS

- ✚ Lobby for construction of more staff houses.
- ✚ Explore strategies of staff retention.
- ✚ To introduce Performance appraisal system
- ✚ To orient Management team and staff members on various acts e.g.
  - (1) Employment act 2000
  - (2) Labour relations act
  - (3) Training policy
- ✚ There is need to revise some sections on our Conditional of Service e.g.
  - (a) Notice of resignation from one month to three months notice
  - (b) Condolences
  - (c) Prices for coffins for deceased employees

## **7. FINANCIAL REPORT**

### **7.1. EXECUTIVE SUMMARY (BUDGET FOR 2018-2017)**

Management of St Luke's Mission Hospital has prepared annual plans and budget for the year 2018-2019 and hereby submits the same to Board of Directors for its review and approval.

The budget includes plans and targets which form a basis on which Directors will assess the performance of Management in the achievement of financial and non-financial outcomes. This will help the hospital achieve adherence to good corporate governance principles that enhance accountability.

The 2018-19 budget aims at improving coverage, operational efficiency and health service delivery which will focus on the patients/customers with value proposition in availability of pharmaceuticals and medical supplies, good infrastructures (habitable) and responsive customer/patient service. These have been considered from four perspectives namely the financial, customer/patient, internal processes and growth assuming that:





- i. The global economy remains trapped in a prolonged period of slow economic growth and dwindling international trade growth, a threat of international trade wars.
- ii. It is assumed that fuel price levels will remain fairly constant, as long as the prices in the international market are not flactuateive, as a result fuel has been estimated at MWK 815Per litre.
- iii. Inflation is projected to remain stable as planned by the government at single digit figure of around 9% due prudent fiscal policies and tobacco market that opened in April, 2018.
- iv. The 2018-2019 draft budget for St Luke's and her 8 health centers has been prepared on the assumption that the hospital must be able to be financially sustainable by meeting its obligations to the financiers of supplies/goods and services. It therefore reflects a prudent financial management stance whereby all operating expenses including depreciation are expected to be fully financed by both internally and externally generated revenues/income with a modest return on the assets.
- v. There is no Medical Fees adjustment planned in the incoming financial year as inflation is projected to be low. However there is a planned improvement in customer care which has been well provided for in the budget, revamping of our

private ward which is planned to increase the number of our clients to cater for some of our increases in the budget. Only insurance fees like MASM will be revised. There is also a budgeted increase of donations in kind which will boost the level of our medical supplies.

- vi. Meal, Accommodation, Call and Locum Allowances adjustment are projected at 20 %, 25 %, 16.7 %, and 16.7% respectively, to enable employees of the hospital to cushion for ever rising cost of goods and services, but also to improve their morale so that they help the hospital achieve its objectives.

vii. Internal Controls

To safe guard our current assets, we have planned to introduce extra internal controls.

-  Introduction of cash summary sheet,
-  Introduction of an internal audit department,
-  Conducting of external audit for three previous financial years (July 2014 – June 2015, July 2015 – June 2016 and July 2016 - June 2017),
-  Segregation of duties.



## 7.2. REVIEW OF THE 2017-2018 PERFORMANCE

The 11 months performance is detailed below.

### Income and Expenditure Report Notes

#### INCOME

##### 1. Hospital Fees Income

The hospital generated income amounting to MWK 294.6 million against the eleven months budget of MWK 316.5 million, achieving a budget performance rate of 93% percent. Detailed below is financial performance in terms of revenue per each health centre including St Luke's and Bishop Malasa Private Wing.

REVENUE CENTRE	BUDGETED MK (11 MONTHS)	ACTUAL MK (11 MONTHS)
ST LUKE'S HOSP	156.3 Million	148.7 Million
BISHOP MALASA PVT WING	35.8 Million	48.9 Million
CHILIPA	16.6 Million	11.3 Million
NKASALA	20.2 Million	16.8 Million
GAWANANI	9.9 Million	10.2 Million
MPOSA	21 Million	14.8 Million
LULANGA	16 Million	13.9 Million
NKOPE	18.3 Million	11.6 Million
MPONDASI	10.9 Million	6.9 Million
MATOPE	11 Million	11 Million

##### 2. Salary Grants from CHAM

In the period under review, the hospital received MWK 706.1 million in salary grants from CHAM against an eleven months budget of MWK 630.6 million. The vote was under budgeted as salary increments had not been announced from the government budget.

### **3. Other income**

In this Vote we have seen an increase due an increase in the number of foreign student. From a budget of 23.4 million we have actuary collected 25.3 million. Apart from University of Amsterdam that sends medical students, the hospital also signed a contract with University of Cheque, Netherlands which is also sending medical students.

### **4. Foreign Income**

During the period under review, the hospital received earmarked funds amounting to MWK 59.8 million from various co-operating partners against a budget of MWK 57.6 million. This increase was due to the coming in or other unplanned partners.

### **5. Income Generating Activities**

The hospital generated MWK 0.5 million from its Income Generating Activities (IGA) against a budget of MWK 9.3 million.

The hospital underperformed under this budget line because some planned activities were not carried out. For example Chicken-Kraal project where there focal personnel had left in the implementation stage, drug store operations had also started late within the year.

### **6. Donation in Kind**

The hospital had budgeted for MWK 31.8 million in respect of Donation in Kind. During the period under review the hospital received MWK 66.2 million. We have experienced an increased donor support especially from Macs and St Luke's foundation.

## **EXPENDITURE**

### **7. Employment Costs**

Out of the budget of MWK 579.9 million the hospital paid out Salaries amounting to MWK 746.4 million. This difference is due to an under budget and other employees who are paid by the hospital.

### **8. Other Employment Costs**

Other employment cost went down to MWK 52.4 million from a budget of MWK 38.2 million. This was due to prudent financial and management controls.

### **9. Supplies and Services**

Our local drug purchases stood at MWK 99.2 million against a budget of MWK 111.3 million.

#### **10. Doctors Supervision and Review Meetings**

The hospital spent MWK 3.9 million on this budget line against a budget of MWK 4.7 million.

#### **11. Health Outreach and Home Follow Up**

During the period under review, the hospital spent MWK 2.1 million against a budgeted amount of MWK 4.7 million. This was due to most of the hospital partners conducting the activities themselves.

#### **12. Hospital Operations**

The overall budget for hospital operations was MWK 63.8 million. The hospital has spent MWK 65.7 million. This was mainly due to adherence to conducting planned activities within their expenditure limits.

#### **13. Governance Costs**

Governance costs in the year have been MWK 9.1million from a budget of MWK 9.2 million. A large part of this vote goes to payment of CHAM membership fees which includes the main Hospital and all its eight health centers.

#### **14. Transport Cost**

During the period under review, the hospital budgeted for MWK 19.5 million for transport costs, since the fleet of the hospital vehicles mainly comprises of old vehicles, some of which were adopted from the two health centers in a state requiring extensive repairs namely the Lulanga and Nkope ambulances. As a result the hospital spent MWK 24.4 million.

#### **14. Maintenance and Repair Costs**

Maintenance and Repair Costs went up to MWK 5.7 million from a budgeted amount of MWK 3.5 million. The hospital overspent on this budget line because it had serviced/repaired more of its hospital equipment. Two x-ray machines are now working.

#### **15. Maintenance of Buildings**

During the period under review, the hospital spent MWK 13 million against a budgeted amount of MWK 25.3 million due to the usual cash flow challenges as our funds are usually tied up with our main debtor Malawi government.

## **16. Energy Costs**

The hospital spent on this budget line MWK 10.7 million against a budgeted amount of MWK 14.9 million. This was mainly due to the installation in of solar energy that saw minimal use of the generator and reduced durations of black outs per day.

## **17. Water Costs**

In the period under review, the hospital spent MWK 1.3 million on the vote of water Costs against a budget of MWK 1.1 million.

## **Capital Expenditure**

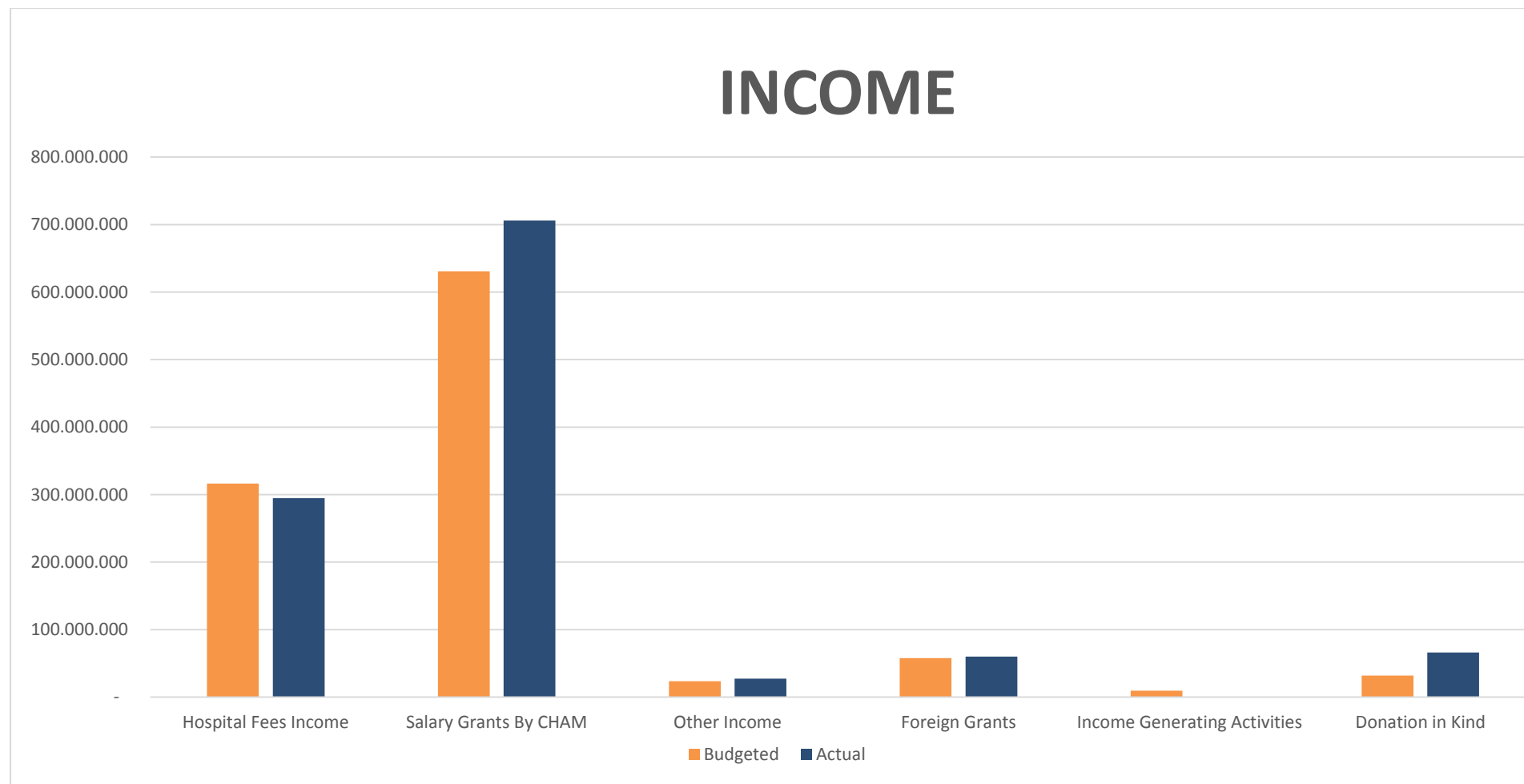
During the period under review, internally and externally financed capital expenditure amounted to MWK 50.4 million against a budget of MWK 91.5 million.

# INCOME AND EXPENDITURE REPORT FOR THE PERIOD OF 1ST JULY 2017 TO 31ST MAY 2018

In Malawi Kwacha

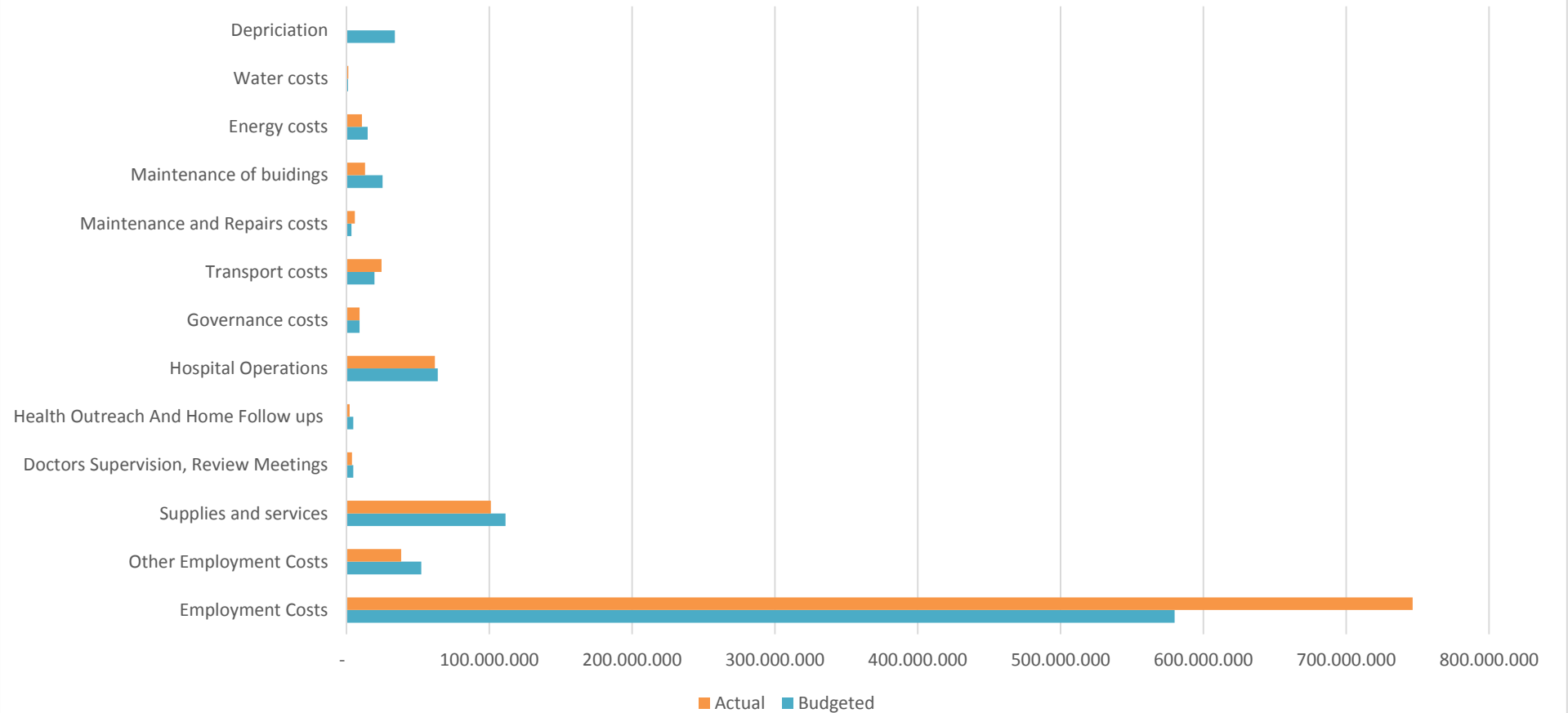
									As at 31st May 2018
	Note	FY 2018-19 Draft Budget 12 M	FY 2017-18 Approved Budget 12 M	FY 2016-17 Approved Budget 12 M	FY 2017-18 Budget 11 M	FY 2017-18 Actual 11 M	FY 2016-17 Budget 11 M	FY 2016-17 Actual 11 M	Variance Percent
<b>INCOME</b>									
Hospital Fees Income	1	422,236,109	345,279,819	165,223,195	316,506,501	294,675,529	151,454,595	176,286,326	21,830,972 93
Salary Grants By CHAM	2	791,183,907	687,986,006	430,444,374	630,653,839	706,101,586	394,574,009	383,521,325	(75,447,747) 112
Other Income	3	32,860,000	25,558,548	24,218,000	23,428,669	27,408,721	22,199,833	18,919,582	(3,980,052) 117
Foreign Grants	4	263,383,889	62,909,268	47,671,696	57,666,829	59,834,217	43,699,055	38,354,116	(2,167,388) 104
Income Generating Activities	5	5,982,200	10,232,200	5,110,200	9,379,517	523,210	4,684,350	1,350,000	8,856,307 6
Donation in Kind	6	68,462,732	34,711,632	34,031,376	31,818,996	66,267,232	31,195,428	53,999,319	(34,448,236) 208
<b>Total Income</b>		<b>1,584,108,837</b>	<b>1,166,677,474</b>	<b>706,698,841</b>	<b>1,069,454,351</b>	<b>1,154,810,495</b>	<b>647,807,270</b>	<b>672,430,668</b>	<b>(85,356,145)</b>
<b>EXPENDITURE</b>									
Employment Costs	7	791,183,907	632,702,616	430,444,374	579,977,398	746,658,151	394,574,009	390,724,290	(166,680,753) 129
Other Employment Costs	8	59,561,463	57,251,876	32,976,969	52,480,886	38,260,663	30,228,888	32,576,421	14,220,223 73

Supplies and services	9	129,078,000	121,465,212		111,343,111		57,360,620		
				85,334,168		101,078,054	78,222,987	10,265,057	91
Doctors Supervision, Review Meetings	10	7,353,256	5,167,788	1,326,000	4,737,139	3,915,909	1,215,500	821,230	83
Health Outreach And Home Follow ups	11	12,620,000	5,234,007	3,150,000	4,797,839	2,158,500	2,887,500	2,639,339	45
Hospital Operations	12	109,833,780	69,644,326	51,706,000	63,840,632	61,906,509	47,397,167	1,934,123	97
Governance costs	13	13,516,080	10,047,586	8,180,000	9,210,287	9,187,398	7,498,333	22,889	100
Transport costs	14	35,760,000	21,318,748	19,436,000	19,542,186	24,464,385	17,816,333	(4,922,199)	125
Maintenance and Repairs costs	15	11,750,000	3,900,000	2,790,000	3,575,000	5,792,611	2,557,500	(2,217,611)	162
Maintenance of buidings	16	35,700,300	27,611,333	11,150,000	25,310,389	13,018,047	10,220,833	12,292,342	51
Energy costs	17	17,940,000	16,260,000	11,310,000	14,905,000	10,776,598	10,367,500	4,128,402	72
Water costs	18	4,180,000	1,200,000	590,000	1,100,000	1,301,926	540,833	(201,926)	118
Depriciation	19		37,000,000	-	33,916,667	-	-	33,916,667	-
		39,000,000							
Total Expenditure		1,267,476,786	1,008,803,491	658,393,511	924,736,534	1,018,518,750	603,527,385	(93,782,216)	110
Surplus/Deficit before Capex		316,632,051	157,873,982	48,305,330	144,717,817	136,291,746	44,279,886	8,426,072	94
Capital Expenditure		305,934,017	99,889,774	23,650,000	91,565,626	50,425,853	21,679,167	41,139,773	55
Surplus/Deficit after Capex		10,698,034	57,984,208	24,655,330	53,152,191	85,865,893	22,600,719	(32,713,702)	162



**Graph 1**

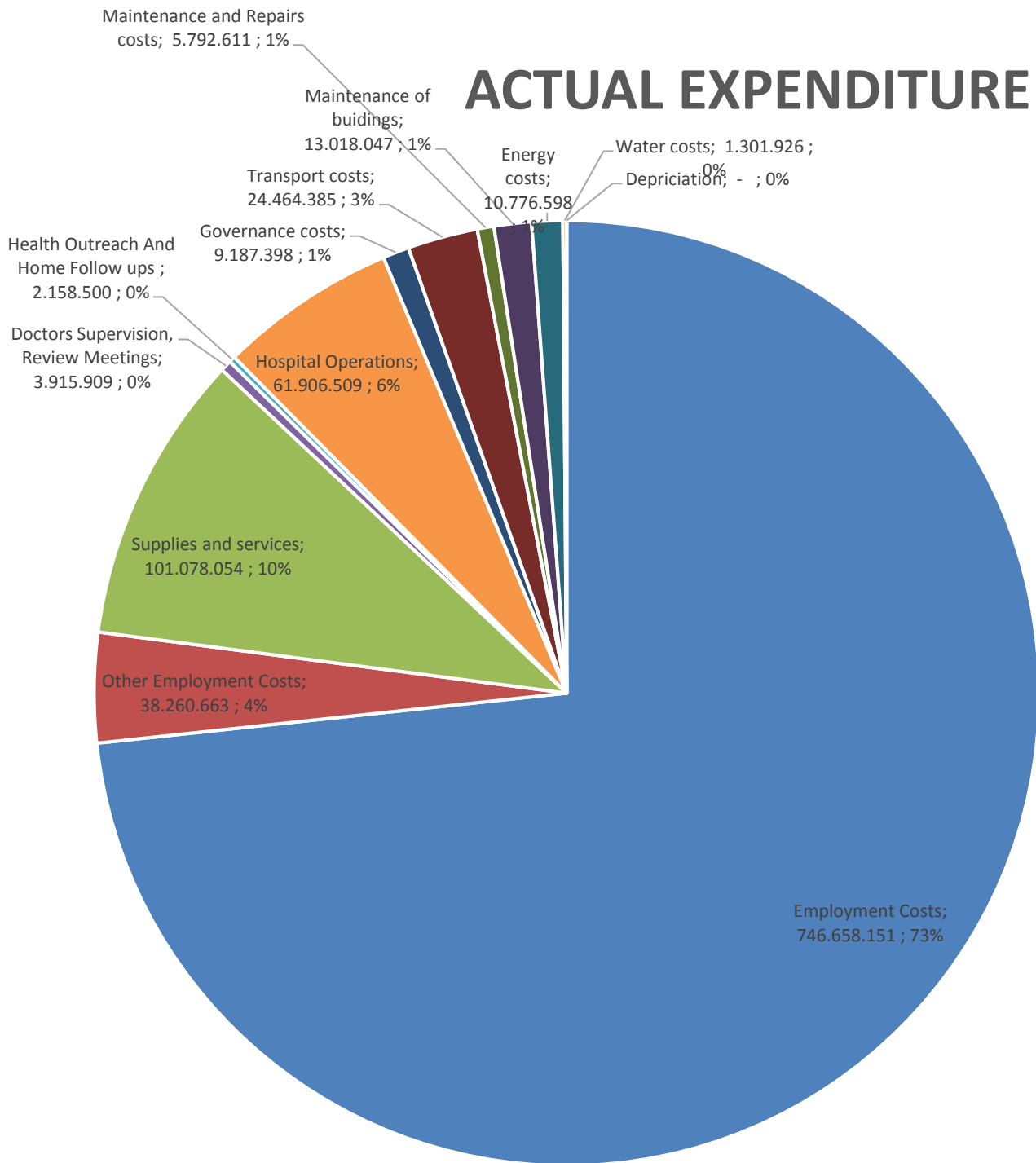
# EXPENDITURE



Graph 2



# ACTUAL EXPENDITURE



- Employment Costs
- Other Employment Costs
- Supplies and services
- Doctors Supervision, Review Meetings
- Health Outreach And Home Follow ups
- Hospital Operations
- Governance costs
- Transport costs
- Maintenance and Repairs costs
- Maintenance of buildings
- Energy costs
- Water costs
- Depreciation

## STATEMENT OF FINANCIAL POSITION

As at 31st May 2018

In Malawi Kwacha

	Note	FY2016-17 12 M	FY2017-18 11 M	FY2016-17 11 M
<b>ASSETS</b>				
NON-CURRENT ASSETS				
Property, Plant and Equipments	20	868,750,816	987,257,565	868,750,816
<b>Total Non-Current Assets</b>		<b>868,750,816</b>	<b>987,257,565</b>	<b>868,750,816</b>
<b>CURRENT ASSETS</b>				
Inventories	21	20,536,381	22,817,172	31,502,963
Accounts Receivables		55,792,192	89,787,492	52,407,369
Amount Due from Related Parties		6,567,762	5,205,005	5,581,057
Cash and Cash Equivalents	24	28,070,878	1,496,575	8,157,874
<b>Total Current Assets</b>		<b>110,967,213</b>	<b>119,306,244</b>	<b>97,649,262</b>
<b>Total Assets</b>		<b>979,718,029</b>	<b>1,106,563,809</b>	<b>966,400,078</b>
<b>FUNDS AND LIABILITIES</b>				
<b>FUNDS</b>				
Capital Funds		927,170,057	899,678,405	(934,306,887)
Revenue Reserves		14,081,420	152,639,021	4,008,097
<b>Total Funds</b>		<b>941,251,477</b>	<b>1,052,317,426</b>	<b>(930,298,790)</b>
<b>LIABILITIES</b>				
Accounts Payables	25	31,833,980	50,674,740	(31,615,742)
Amount Due to Related Parties	26	2,605,238	2,156,832	(3,484,602)
Bank Overdraft		4,027,334	1,414,811	(1,000,944)
<b>Total Liabilities</b>		<b>38,466,552</b>	<b>54,246,383</b>	<b>(36,101,288)</b>
<b>Total Funds and Liabilities</b>		<b>979,718,029</b>	<b>1,106,563,809</b>	<b>(966,400,078)</b>

### 7.3. THE DRAFT 2018-2019 BUDGET

The Draft 2018-2019 Budget has been prepared using certain underlying assumptions such as overall macro-economic stability, exchange rates, interest rates e.tc and is articulated in the following sections.

- 0.0. Malawi Economic Growth The local economy registered an estimated growth of around 4.0% in 2017. The economy is likely to grow to around 5.0% in 2018 as projected by the central bank since the country continues to work towards self-sustainability.
- 1.0. Interest Rates, One of the current government's main macroeconomic goals is to reduce interest rates and induce borrowing and investment. A policy rate cut has recently been made to 23% base lending rate.
- 2.0. Exchange Rates. The central bank has been accumulating reserves as a result the local currency has stabilized. An improved reserve position will enable the central bank to have greater control on the value of the currency by pumping in foreign exchange into the market to cope with demand during the lean period.

With the sound government policies that have for example lowered inflation, it is likely that the Kwacha may stabilize at MWK750 per 1USD in 2018-2019.

- 3.0. Inflation Malawi's CPI is affected by developments in both the monetary sector and the real sector developments. Food inflation is mainly determined by the availability of maize which determines the price according to supply and demand.

Inflation is being projected to stabilize in a single digit of 9% in 2018-2019

It is assumed that fuel price levels may remain low, so long as the on-going wars in the Arab countries/world are not prolonged; as a result fuel has been estimated at MWK815 per litre.

- 4.0. At Micro (Institutional) Level The 2018-2019 draft budget for St Luke's has been prepared on the assumption that St Luke's must be financially sustainable by meeting its obligations to the financiers of suppliers of supplies/goods and services. It therefore reflects a prudent financial management stance whereby all operating expenses including depreciation and staff motivation fund/loans are expected to be fully financed by both internally and externally generated revenues with a modest return on the assets.

- 5.0. Fees Adjustment for 2018-2019

There are no proposed fees adjustments in the year 2018-2019 as the projected inflation is expected to remain at a single digit figure of 9%. Therefore supplies prices are expected to remain relatively stable during this period.

## STATEMENT OF COMPREHENSIVE INCOME

The hospital will continue to efficiently utilize its resources in the financial year 2018-2019 with total revenue/income of almost MWK 1.584 Billion and total expenditure of almost MWK 1.267Billion and a surplus of MWK 10.6million after capital expenditure.

### Income And Expenditure

#### INCOME.

##### 1. Hospital Fees

Income Hospital Fees Income has been budgeted at MWK422 million from expected amount MWK 345 million in 2017-2018, representing 22.3% growth. We plan on revising fees for clients on insurance cover.

##### 2.Salary Grants by CHAM

Salary Grants by CHAM has been budgeted at MWK 791.1 million against the expected amount of MWK 687 million for the year ending June 30, 2018, representing 15% growth. This is in consideration of last year's under budget and expected salary increments.

##### 3. Other Income

Other Income has been budgeted at MWK 32.8 million compared to 2017/18budgeted other income of MWK 25.5 million, representing a 28.5% increase.

##### 4. Foreign Grants

Foreign Grants has been budgeted at MWK 263 million. Below are some of the major expected donors.

St Luke's foundation and St Watford MWK 73M, St Luke's foundation MWK 54M, Scottish charity MWK 20M, and MACS MWK 70 million

Beit trust MWK 23M.

##### 5. Income Generating Activities

This vote has been budgeted at MWK 5 million

##### 6. Donation in Kind

Donation in Kind has been budgeted at MWK 68.4 million against a budget of MWK 34.7million in 2017-2018 as the hospital is anticipating to receive from its usual donors, I.e. St Luke's foundation and Inter-care.

#### EXPENDITURE

##### 7. Employment Costs

Salaries have been budgeted at MWK 791.1million. This comprise salaries for St Luke's and all its eight health facilities

## **8. Other Employment Costs**

The account has been budgeted at MWK 59.5 million. The hospital uses casual labourers in landscaping at the main facility (St Luke's) and also pays Hardship, Call and Top Up allowances to both technical and support staff.

This vote also includes, staff medical costs, staff transfer costs, and staff recruitment costs, training costs, staff motivation fund e.tc

## **9. Supplies and Services**

The cost of supplies and services has been budgeted at MWK 129 million, against the projected figure of MWK 121.4 million in the 2017-2018 budget, representing a 6.2% increase. This is largely in anticipation of a lot of clients when customer care policies have been implemented.

## **10. Doctors Supervision and Review Meetings**

The cost of Doctors Supervision and Review Meetings has been budgeted at MWK 7.3 million, against a 2017/18 budgeted amount of MWK 5.1million. This increase is in reflection of new allowances rates.

## **11. Health Outreach and Home Follow Ups**

This vote has been budgeted at MWK 12.6 million.

## **12. Hospital Operations**

The Hospital has budgeted hospital operations at MWK 109.8 million for 2018 to 2019 compared to the budgeted MWK 69.6 for the current financial year. The increase has taken into account the proposed allowances adjustment which has been provided for in this budget, and also the health centers.

## **13. Governance Costs**

Governance Costs has been budgeted at MWK 13 million with an increase of MWK 3.5 million to cater for increase in cham membership which is based on salary

## **14. Transport Costs**

This account has been budgeted at MWK 35.7 million. This includes; insurance, motor vehicles repairs and fuel. The hospital also expects frequent repairs to its aged vehicles

## **15. Maintenance and Repair Costs**

Maintenance and Repair Costs has been budgeted at MWK 11.7million. This amount is for buying tools and spares for maintenance works.

## **16. Maintenance of Buildings**

This account has been budgeted at MWK 35.7 million. The Hospital intends to continue carrying out routine maintenance during the planning financial year, hence the provision. This amount will enable the Hospital to buy both the building materials and tools for maintenance.

## 17. Energy Costs

This vote has been budgeted at MWK 17.9 million. The amount has been budgeted for the following:-

St Luke's - MWK 4.2 million Electricity (Hospital) , Matope - MWK 4.5 million Electricity, Nkope - MWK 2 million for the hospital and maize mill electricity. These are the major users.

## 18. Water Costs

This account has been budgeted at MWK 4.2 million.

## 19. Capital Expenditure

The Hospital has budgeted MWK 305 million for projects to be financed both internally and externally in the 2018-2019 budget. The budget sum is planned for the implementation of construction of medical staff houses, new theatre, guardian shelter, Nkope fence, Mortuary, X-ray machine, steriliser. Etc. The subsequent sub-sections outline the detailed breakdown of this budget.

- i. **Motor Vehicle** (MWK 68 million) The Hospital has planned to procure an ambulance to ease ambulance problems that are frequent do to old vehicles.
- ii. **Office Equipment** (MWK6.4 million) The Hospital has planned to procure various office equipment for its administration. The equipment includes computer hardware and furniture.
- iii. **Hospital Equipment** (MWK48 million) The Hospital has planned to procure hospital equipment for both the main facility (St Luke's) and its health centers for a total of MWK 48 Million.
- iv. **Structures and Buildings** (MWK 161 million) The Hospital has planned to construct various structure including a mortuary for St Luke's MWK23 million, Theatre MWK70 million, Hospital corridors MWK 10 million and staff houses MWK 54 million. Nkope, the hospital has planned to construct a hospital fence at MWK3.5.

## ITEMISED BUDGET

### ITEMISED BUDGET INCOME

		12 M	12 M	11 M	11 M
		<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Actual</b>
INCOME		<b>2018-19</b>	<b>2017-18</b>	<b>2017-18</b>	<b>2017-18</b>
	<b>Hospital Fees Income</b>				
	St Lukes Hospital	123,635,500	137,088,000	125,664,000	108,902,282
	Bishop Malasa Pvt Wing	53,843,398	39,074,718	35,818,492	48,991,680
	Chilipa	12,120,400	11,499,264	10,540,992	5,446,685
	Nkasala	15,806,400	14,753,088	13,523,664	8,058,095
	Gawanani	8,170,800	7,626,528	6,990,984	5,264,400
	Mposa	17,642,400	16,466,016	15,093,848	6,273,105
	Lulanga	47,866,800	14,044,800	12,874,400	9,469,480
	Nkope	35,974,800	16,800,000	15,400,000	9,347,725
	Mpondasi	22,080,000	9,493,888	8,702,731	6,933,275
	<b>Sub Total</b>	<b>337,140,498</b>	<b>266,846,303</b>	<b>244,609,111</b>	<b>208,686,727</b>
	<b>Service Level Agreement Income</b>				
	St Lukes	36,676,377	33,451,639	30,664,002	39,806,901
	Chilipa	7,302,024	6,660,000	6,105,000	5,912,097
	Nkasala	8,069,504	7,360,000	6,746,667	8,830,302
	Gawanani	3,488,967	3,183,203	2,917,936	5,010,830
	Matope	15,000,000	12,000,000	11,000,000	11,000,000
	Mposa	7,158,039	6,528,675	5,984,619	8,620,263
	Lulanga	3,837,400	3,500,000	3,208,333	4,489,718
	Nkope	3,563,300	3,250,000	2,979,167	2,318,691

Mpondasi	-	2,500,000	2,291,667	-
<b>Sub Total</b>	<b>85,095,611</b>	<b>78,433,517</b>	<b>71,897,391</b>	<b>85,988,802</b>
<b>Salary Grants By CHAM</b>				
Basic Salaries	521,839,163	453,773,185	415,958,753	489,287,728
PAYE paid by CHAM/Government	141,544,174	123,081,891	112,825,066	92,822,847
Pension Premium paid by CHAM/Govt	24,891,127	21,644,458	19,840,753	44,910,896
SWAP	86,006,168	74,787,972	68,555,641	73,963,327
Professional Allowance	2,564,500	2,230,000	2,044,167	1,983,933
Medical Allowance	2,492,625	2,167,500	1,986,875	1,927,933
ACM/INDE TRUST	-	-	-	-
Leave Grants-CHAM	11,846,150	10,301,000	9,442,583	-
Arrears	-	-	-	1,204,921
<b>Sub Total</b>	<b>791,183,907</b>	<b>687,986,006</b>	<b>630,653,839</b>	<b>706,101,586</b>
<b>Other Income</b>				
Foreign students fees	15,000,000	8,413,344	7,712,232	15,500,606
Electricity deduction from staff	280,000	235,200	215,600	-
Water	360,000	360,000	330,000	266,500
Exchange rate gain	300,000	500,000	458,333	1,492,324
Bank interest and commissions	120,000	100,000	91,667	91,561
Sale of fixed assets	2,000,000	1,500,000	1,375,000	105,300
Sale of other materials	1,200,000	1,000,000	916,667	-
Catering Bishop Malasa Pvt ward	5,000,000	3,000,000	2,750,000	2,558,250
Reimbursement of costs	400,000	500,004	458,337	190,150
House rent	2,500,000	3,150,000	2,887,500	3,332,913
Maize Mill	2,500,000	3,600,000	3,300,000	620,686



Other Sundry Income	3,200,000	3,000,000	2,750,000	1,702,770
Easy Loan-Administrative Costs	-	200,000	183,333	164,411
CHAM-NRU Free Service Campaign Fund	-	-	-	200,000
COM Nursery Project	-	-	-	1,183,250
<b>Sub Total</b>	<b>32,860,000</b>	<b>25,558,548</b>	<b>23,428,669</b>	<b>27,408,721</b>
<b>Foreign Grants</b>				
Us Grant	6,244,832	5,808,468	5,324,429	5,904,140
Capricon Africa	3,600,000	6,587,700	6,038,725	2,953,230
MACS	70,000,000	47,000,004	43,083,337	39,911,840
Beit Trust	23,875,897	-	-	-
Sonnyvank	5,000,000	-	-	-
Anglican Aid abroad	1,000,000	1,882,200	1,725,350	642,620
Chilema Foundation	1,000,000	1,630,896	1,494,988	-
St Lawlence and St Watford UK	73,000,000	-	-	-
Hands on Health	-	-	-	-
St Luke's Foundation	54,000,000	-	-	-
Externally funded projects	-	-	-	-
Zebra Trust	-	-	-	-
United Society	-	-	-	-
Scottish Charity	20,144,618	-	-	-
Global Partners in Care	-	-	-	3,241,198
Academish Medish	5,518,542	-	-	5,518,542
Risk Joanaline	-	-	-	1,662,647
<b>Sub Total</b>	<b>263,383,889</b>	<b>62,909,268</b>	<b>57,666,829</b>	<b>59,834,217</b>
<b>Income Generating Activities</b>				
Tuck shop rentals	144,000	144,000	132,000	12,000

	Hall hire	200,000	1,500,000	1,375,000	-
	PHC ( Chicken rearing and others)	2,538,200	2,538,200	2,326,683	5,000
	Maintenance (furnitures)	-	2,000,000	1,833,333	-
	Private Drug Store	3,000,000	3,000,000	2,750,000	256,210
	Staff Motivation Fund	-	1,050,000	962,500	210,000
	Podium Hire	100,000	-	-	40,000
	<b>Sub Total</b>	<b>5,982,200</b>	<b>10,232,200</b>	<b>9,379,517</b>	<b>523,210</b>
	<b>Donation in Kind</b>				
	St Lukes Foundation	68,000,000	34,248,900	31,394,825	51,197,232
	Friends of St Lukes (Dental Supplies)	-	-	-	-
	Intercare	462,732	462,732	424,171	520,000
	Other local donations	-	-	-	14,550,000
	<b>Sub Total</b>	<b>68,462,732</b>	<b>34,711,632</b>	<b>31,818,996</b>	<b>66,267,232</b>
	<b>grand totals</b>	<b>1,584,108,837</b>	<b>1,166,677,474</b>	<b>1,069,454,351</b>	<b>1,154,810,495</b>

#### ITEMISED EXPENDITURE BUDGET

		12 M	12 M	11 M	11 M
		<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Actual</b>
A/C CODE		<b>2018-19</b>	<b>2017-18</b>	<b>2017-18</b>	<b>2017-18</b>

	<b>Employment Costs</b>				
	Basic Salaries	521,839,163	453,773,185	415,958,753	529,824,294
	PAYE	141,544,174	123,081,891	112,825,066	92,822,847
	Pensions	24,891,127	21,644,458	19,840,753	44,910,895
	SWAP	86,006,168	74,787,972	68,555,641	73,963,327
	Professional Allowances	2,564,500	2,230,000	2,044,167	1,983,933
	Medical Allowances	2,492,625	2,167,500	1,986,875	1,947,933
	ACM/INDE TRUST	-	-	-	-
	Leave Grants-CHAM	11,846,150	10,301,000	9,442,583	-
	Arrears	-	-	-	1,204,921
	<b>Sub Total</b>	<b>791,183,907</b>	<b>687,986,006</b>	<b>630,653,839</b>	<b>746,658,151</b>
	<b>Other employment costs</b>				
	Staff medical cost	3,000,000	2,500,000	2,291,667	3,475,133
	Hardship allowance	7,200,000	4,800,000	4,400,000	4,908,638
	Staff welfare cost	2,500,000	2,000,000	1,833,333	236,400
	Casual labours	1,000,000	736,000	674,667	652,816
	Staff recruitment cost	3,500,000	3,000,000	2,750,000	2,306,436
	Staff transfer cost	3,000,000	4,500,000	4,125,000	2,474,873
	Staff house rent	1,000,000	720,000	660,000	764,836
	Top up allowances	18,799,463	16,090,340	14,749,478	15,321,485
	Gratuity/Pensions paid by Hopsital	1,000,000	3,843,536	3,523,241	2,488,230
	Severance pay	1,000,000	500,000	458,333	-
	Workmans compensation	400,000	500,000	458,333	-
	Leave grant paid by hospital	240,000	192,000	176,000	-

	CPD activities	1,000,000	500,000	458,333	-
	MASM	1,500,000	1,000,000	916,667	-
	Wages-Maize Millers	1,000,000	600,000	550,000	432,715
	Training Costs	5,422,000	6,502,000	5,960,167	2,287,250
	Seminars, Workshops and Training	3,000,000	5,768,000	5,287,333	1,861,850
	Staff Motivation Fund	-	3,500,000	3,208,333	1,050,000
	Customer Care Activities	5,000,000	-	-	
	<b>Sub Total</b>	<b>59,561,463</b>	<b>57,251,876</b>	<b>52,480,886</b>	<b>38,260,663</b>
	<b>Supplies and services</b>				
	Foreign drugs (donations in kind)	-	-	-	17,534,355
	Drug purchases(St Lukes)	41,000,000	36,632,070	33,579,398	24,325,961
	Medical supplies clearing-St Lukes	2,500,000	1,000,000	916,667	1,495,619
	Radiology-St Lukes	9,000,000	7,447,440	6,826,820	6,839,519
	Dental-St Lukes	5,078,000	5,078,000	4,654,833	5,284,558
	Laboratory-St Lukes	15,000,000	19,348,400	17,736,033	13,841,312
	Theatre-St Lukes	-	-	-	-
	Physiopherapy-St Lukes	1,000,000	1,000,000	916,667	-
	Mposa	8,500,000	8,784,648	8,052,594	4,405,849
	Gawanani	6,000,000	6,874,086	6,301,246	4,617,391
	Nkasala	8,500,000	6,870,516	6,297,973	4,388,615
	Chilipa	8,000,000	7,818,504	7,166,962	2,571,885
	Matope	-	-	-	-
	Nkope	8,000,000	6,870,516	6,297,973	6,226,114
	Mpondasi	7,500,000	6,870,516	6,297,973	4,169,036

	Lulunga	9,000,000	6,870,516	6,297,973	5,377,840
	<b>Sub Total</b>	<b>129,078,000</b>	<b>121,465,212</b>	<b>111,343,111</b>	<b>101,078,054</b>
	<b>Doctors Supervision, Review Meetings</b>				
	Clinical Visits	1,361,156	835,788	766,139	1,237,400
	Health Supportive supervision	3,367,200	2,928,000	2,684,000	1,502,609
	Drug Distribution Services	1,524,900	1,326,000	1,215,500	1,124,400
	PHC	-	-	-	-
	Hands on Health (HOH)	-	-	-	-
	Technical Review Meetings	1,000,000	-	-	4,500
	Technical Supervision (Projects)	-	-	-	-
	HMIS	-	78,000	71,500	47,000
	Water	100,000	-	-	-
	<b>Sub Total</b>	<b>7,353,256</b>	<b>5,167,788</b>	<b>4,737,139</b>	<b>3,915,909</b>
	<b>Health Outreach And Home Follow ups</b>				
	Community gardens	200,000	-	-	90,000
	MCH outreach (including new sites)	500,000	120,000	110,000	-
	Home Based Care	100,000	-	-	270,000
	Environmental Health/PHC Activities	2,600,000	-	-	-
	YFHS Activities	600,000	620,004	568,337	-
	TB follow up	500,000	403,333	369,722	-
	HIV Aids activities	500,000	403,333	369,722	-

	Palliative care services	1,200,000	978,332	896,804	700,300
	PHC activities	3,000,000	500,000	458,333	578,850
	PMTCT Follow-up/ART/HTC	300,000	530,000	485,833	-
	Nutrition trainings/cooking demonstration	500,000	-	-	200,000
	Demonstrations	-	-	-	-
	Occupational Health	220,000	200,004	183,337	-
	ANC Awareness Campaign	500,000	500,000	458,333	-
	HAC Trainings	1,000,000	500,000	458,333	-
	HAC Meetings	400,000	279,000	255,750	119,350
	NRU Free Service Sensitization Meeting	500,000	200,000	183,333	200,000
	<b>Sub Total</b>	<b>12,620,000</b>	<b>5,234,007</b>	<b>4,797,839</b>	<b>2,158,500</b>
	<b>Hospital Operations</b>				
	Audit fees	2,000,000	2,000,000	1,833,333	4,060,607
	Legal/court fees	3,000,000	500,000	458,333	2,679,500
	Stock taking costs	2,500,000	-	-	1,434,700
	Bank charges	6,000,000	3,500,000	3,208,333	4,796,412
	Exchange rate loss	-	500,000	458,333	201,343
	Meal allowances	4,500,000	2,359,200	2,162,600	2,923,046
	Corporate social responsibility	2,500,000	500,000	458,333	2,725,000
	Exempted patients	200,000	200,000	183,333	-
	St Lukes Day and other commemorations	2,000,000	2,000,000	1,833,333	1,515,697
	Accommodation allowances	3,000,000	1,000,000	916,667	2,301,422

	Other general office expenses	5,000,000	-	-	3,046,923
	Refunds-Patient deposit refunds	200,000	300,000	275,000	93,343
	Post box rent	25,000	21,250	19,479	21,250
	Postage and courier	20,000	20,000	18,333	6,307
	Printing and Stationery	10,360,400	7,597,188	6,964,089	8,550,029
	Tele-Communication	1,250,000	1,300,000	1,191,667	981,956
	Cleaning Materials	4,100,000	4,040,400	3,703,700	975,380
	Linen	3,200,000	2,100,000	1,925,000	42,250
	Hot Meal	4,000,000	3,840,000	3,520,000	3,685,895
	Leave Comutation	1,200,000	980,000	898,333	497,763
	Relief Duty	2,000,000	3,450,000	3,162,500	2,131,849
	Locums	4,000,000	3,570,000	3,272,500	2,655,750
	Call Allowances	16,000,000	12,591,288	11,542,014	11,576,809
	Staff Uniforms	2,500,000	3,595,000	3,295,417	45,000
	Preventive Wear/Equipments	1,500,000	200,000	183,333	851,950
	Night Teas	200,000	-	-	-
	Chaplaincy office	1,528,380	1,180,000	1,081,667	1,548,095
	Income Generating Activities	1,500,000	7,500,000	6,875,000	508,812
	Tax (i.e. WHT e.tc)	2,500,000	2,500,000	2,291,667	126,660
	Private Patient Meals	2,200,000	1,800,000	1,650,000	1,209,550
	TB Meals	600,000	500,000	458,333	-
	Kitchen Utensils	250,000	-	-	75,000
	St Luke's Drug Store	10,000,000	-	-	522,313
	Property Insurances	10,000,000	-	-	-
	Theatre Refreshments	-	-	-	115,900

	<b>Sub Total</b>	<b>109,833,780</b>	<b>69,644,326</b>	<b>63,840,632</b>	<b>61,906,509</b>
	<b>Governance costs</b>				
	Board meetings	1,500,000	2,400,000	2,200,000	804,940
	Chaplain	-	-	-	-
	Management meetings	1,000,000	600,000	550,000	356,736
	Subscription to Medical council & PMPB	1,000,000	680,000	623,333	645,000
	CHAM membership fees	7,276,080	4,167,586	3,820,287	1,304,725
	Foreign travel	2,500,000	2,000,000	1,833,333	1,217,400
	Ombudsman Office	240,000	200,000	183,333	120,000
	Strategic Plan	-	-	-	4,738,597
	<b>Sub Total</b>	<b>13,516,080</b>	<b>10,047,586</b>	<b>9,210,287</b>	<b>9,187,398</b>
	<b>Transport costs</b>				
	Motor Vehicle Repairs	15,000,000	9,000,000	8,250,000	10,897,153
	Insurances	3,000,000	878,748	805,519	2,766,250
	Fuel	15,360,000	10,740,000	9,845,000	9,436,632
	Transport and travel	2,400,000	700,000	641,667	1,364,350
	<b>Sub Total</b>	<b>35,760,000</b>	<b>21,318,748</b>	<b>19,542,186</b>	<b>24,464,385</b>
	<b>Maintenance and Repairs costs</b>				



	Maintenance of solar equipment	250,000	600,000	550,000	-
	Maintenance of roads and grounds	1,000,000	200,000	183,333	-
	Maintenance of office equipment	2,000,000	500,000	458,333	179,500
	Maintenance of hospital equipment	6,100,000	1,300,000	1,191,667	3,733,071
	Maintenance of hospital furniture	200,000	100,000	91,667	3,800
	Computer repairs and costs	1,200,000	500,000	458,333	1,321,000
	Maintenance of Maize Mill	500,000	500,000	458,333	199,000
	Genset	500,000	200,000	183,333	356,240
	<b>Sub Total</b>	<b>11,750,000</b>	<b>3,900,000</b>	<b>3,575,000</b>	<b>5,792,611</b>
	<b>Maintenance of buidings</b>				
	Hospital buildings-St Lukes	5,550,300	4,000,000	3,666,667	5,291,435
	Hospital fence-St Lukes	500,000	-	-	84,000
	Hostel-St Lukes	-	-	-	-
	Staff houses-St Lukes	6,000,000	3,150,000	2,887,500	3,050,040
	Hospital buildings-Matope	1,800,000	1,520,000	1,393,333	133,000
	Staff houses-Matope	1,550,000	1,350,000	1,237,500	-
	Hospital buildings-Nkasala	500,000	1,650,000	1,512,500	4,800
	Staff houses-Nkasala	-	-	-	71,900
	Hospital buildings-Chilipa	3,100,000	5,925,000	5,431,250	3,100
	Staff houses-Chilipa	1,500,000	-	-	-
	Hospital buildings-Gawanani	1,600,000	500,000	458,333	1,261,558
	Staff houses-Gawanani	1,200,000	700,000	641,667	354,633
	Hospital buildings-Mposa	1,000,000	1,166,667	1,069,444	346,250
	Staff houses-Mposa	1,000,000	516,667	473,611	-

	Hospital buildings-Lulanga	500,000	810,000	742,500	363,700
	Staff houses-Lulanga	-	-	-	-
	Hospital buildings-Nkope	1,800,000	1,500,000	1,375,000	826,024
	Staff houses-Nkope	100,000	823,000	754,417	44,700
	Hospital buildings-Mpondasi	5,000,000	1,500,000	1,375,000	234,350
	Staff houses-Mpondasi	3,000,000	2,500,000	2,291,667	3,000
	St Luke's Drug Store	-	-	-	945,556
	<b>Sub Total</b>	<b>35,700,300</b>	<b>27,611,333</b>	<b>25,310,389</b>	<b>13,018,047</b>
	<b>Energy Cost</b>				
	Electricity-St Lukes	4,200,000	8,400,000	7,700,000	7,895,353
	Other Heating and Lighting Expenses	700,000	1,500,000	1,375,000	536,245
	Electricity-Nkope Maize Mill	1,000,000	3,000,000	2,750,000	205,000
	Genset Fuel-St Lukes	1,000,000	3,360,000	3,080,000	2,140,000
	Matope	4,500,000	-	-	-
	Mposa	960,000	-	-	-
	Mpondasi	1,200,000	-	-	-
	Nkope	1,000,000	-	-	-
	Gawanani	960,000	-	-	-
	Nkasala	960,000	-	-	-
	Chilipa	960,000	-	-	-
	Lulanga	500,000	-	-	-
	<b>Sub Total</b>	<b>17,940,000</b>	<b>16,260,000</b>	<b>14,905,000</b>	<b>10,776,598</b>

	<b>Water</b>				
	Employees-St Lukes	400,000	360,000	330,000	341,250
	Hospital-St Lukes	600,000	120,000	110,000	60,000
	Matope	1,500,000	-	-	-
	WUA	-	720,000	660,000	125,760
	Mposa	240,000	-	-	-
	Mpondasi	240,000	-	-	606,916
	Nkope	240,000	-	-	-
	Gawanani	240,000	-	-	128,000
	Nkasala	240,000	-	-	40,000
	Chilipa	240,000	-	-	-
	Lulanga	240,000	-	-	-
	<b>Sub Total</b>	<b>4,180,000</b>	<b>1,200,000</b>	<b>1,100,000</b>	<b>1,301,926</b>
	Depriciation	39,000,000	37,000,000	-	
	<b>Sub Total</b>	<b>39,000,000</b>	<b>37,000,000</b>	<b>-</b>	
	<b>Grand totals</b>	<b>1,228,476,786</b>	<b>1,027,086,881</b>	<b>941,496,308</b>	<b>1,018,518,750</b>

## CAPITAL EXPENDITURE

	12 M	12 M	11 M	11 M
	Budget	Budget	Budget	Actual
A/C CODE	2018-19	2017-18	2017-18	2017-18
<b>Capital Expenditure</b>				
Hospital Equipment	-	-	-	-
<b>Office Equipment and Furniture</b>				
Computer Sets- 2 Desktop (Accounts General Office)	1,200,000	1,400,000	1,283,333	-
Heavy Duty Photocopier	-	-	-	-
Printers	1,200,000	-	-	359,474
Office Chairs/Furnitures	-	2,000,000	1,833,333	2,378,850
4 Laptops	2,000,000	1,000,000	916,667	1,120,000
Wi-Fi	-	-	-	-
Plasma and DSTV Decoder	-	350,000	320,833	275,000
Office Safe-Cashier's Office-Mpondasi	-	500,000	458,333	-
General Office Furniture	2,000,000	500,000	458,333	-
<b>Sub Total</b>	<b>6,400,000</b>	<b>5,750,000</b>	<b>5,270,833</b>	<b>4,133,324</b>
<b>Hospital Buildings</b>				
Hospital Fence Construction-Nkope	3,500,000	-	-	-
Hospital Fence Retantion Fee	-	-	-	-
Construction of Maintenance Building	-	-	-	-
Mortuary-St Lukes	23,875,897	-	-	-
Car Ports	-	1,500,000	1,375,000	2,000,000
Podium	-	-	-	-
Sign Post	-	-	-	-
Construction of New Incinerator-Lulanga	-	580,000	531,667	-

Construction of 2 Houses and Maternity (NCA Project)-Lulanga	1,000,000	-	-	-
Construction of 2 Pit Latrines-Lulanga	-	500,000	458,333	
Procurement of New Water Tank-Lulanga	-	500,000	458,333	-
Construction of 2 Pit Latrines-Nkope	-	500,000	458,333	
2 Sign Posts-Mposa	-	400,000	366,667	-
NRU Building-St Lukes	-	-	-	-
Maternity Pit Latrine-Nkasala	250,000	400,000	366,667	-
Medical Assistant Houses-Nkasala	-	17,000,000	15,583,333	17,341,930
VCT Building Electrification-Nkasala	350,000	350,000	320,833	-
Water Tank-Nkasala	-	-	-	-
2 Pre-paid Escom Meters-Nkasala	-	150,000	137,500	-
2 Pit Latrines-Gawanani	-	250,000	229,167	
Water Tank and Upgrading of water System-Mposa	-	-	-	290,560
Hospital corridor lights-St Lukes	-	200,000	183,333	-
Theatre	70,000,000	30,000,000	27,500,000	466,000
Staff Toilet-Female ward-St Lukes	300,000	250,000	229,167	
Water Tank and Upgrading of water System-Mposa	-	500,000	458,333	
2 Staff Pit Latrines-Mposa	-	350,000	320,833	
Construction of 2 Pit latrines-Mpondasi	-	500,000	458,333	
Construction of Placenta Pit-Mpondasi	-	3,500,000	3,208,333	
Sign Post-Mpondasi	-	200,000	183,333	
Ultrasound Room Extension	-	-	-	
Hospital corridor-St Lukes	10,000,000	-	-	
Construction of New Incinerators	4,000,000	-	-	
Building for Rent-Zomba	100,000	-	-	
Martenity	500,000	-	-	
Post Natal Ward	3,000,000	-	-	
Construction of Guardian Shelter-Nkasala	500,000	-	-	
Construction of Guardian Shelter-St Lukes	10,000,000	-	-	
Solar Panels	-	-	-	6,500,000
St Lukes staff houses	54,000,000	-	-	-

<b>Sub Total</b>	<b>181,375,897</b>	<b>57,630,000</b>	<b>52,827,500</b>	<b>26,598,490</b>
<b>Staff Houses</b>				
Staff Toilet-Female ward-St Lukes	-	-	-	-
2 Staff Pit Latrines-Mposa	-	350,000	320,833	-
<b>Sub Total</b>	<b>-</b>	<b>350,000</b>	<b>320,833</b>	<b>-</b>
<b>Vehicles and Bikes</b>				
Ambulances	68,000,000	-	-	-
Lorry	-	-	-	-
Administrative Vehicle	-	20,000,000	18,333,333	16,800,000
Bicycles	-	-	-	-
<b>Sub Total</b>	<b>68,000,000</b>	<b>20,000,000</b>	<b>18,333,333</b>	<b>16,800,000</b>
<b>Hospital Equipments</b>				
Olympus Microscope CX23	-	-	-	-
Examination Couch	288,920	1,995,000	1,828,750	-
BioBase Medical Refrigerator 250 Litres BXC-V250M	995,000	1,395,000	1,278,750	-
Dental Unit	-	2,395,000	2,195,417	-
Mobile Type Dental X-ray Machine	-	-	-	-
Trolley LCD Display Ultrasound Scanner	-	4,495,000	4,120,417	-
Lawn Mower	-	-	-	-
Desktop Sterlizer	-	-	-	-
Scanning Machine	-	-	-	-
Air Condition-Pharmacy-St Lukes	-	-	-	-
Fridges	-	-	-	-
PEA System	3,500,000	3,279,774	3,006,460	-
Automatic Stainless Steel Portable Sterilisers	-	2,100,000	1,925,000	-
ETHWICH-24MEDJ- 24 Litres				

Ultrasound Equipments	-	-	-	-
Gas Cyclinder	250,000	-	-	-
Hemacue	545,000	-	-	-
Nebuliser	30,000	-	-	96,000
Oxygen Concentrator		-	-	-
MVA Set		-	-	-
Angle Pole Light	300,000	-	-	-
Trolley	559,200	-	-	-
Wheel Chair	240,000	-	-	-
Delivery Beds		-	-	595,000
Delivery Set	450,000	-	-	-
X-ray Machine	23,000,000	-	-	-
Maintenance Equipment	2,000,000	-	-	-
Centrifuge	-	-	-	900,000
Suction Machine	-	-	-	391,900
Fiber Optic Otoscope	-	-	-	56,000
Portable Stelizer	-	-	-	435,000
Sterilizer	10,000,000.00			
Fbc machine	6,000,000			
<b>Sub Total</b>	<b>48,158,120</b>	<b>15,659,774</b>	<b>14,354,793</b>	<b>2,473,900</b>
Accounting Software	-	500,000	458,333	420,139
Accounting and HR Software (Payroll Management Software)	2,000,000	-	-	-
<b>Sub Total</b>	<b>2,000,000</b>	<b>500,000</b>	<b>458,333</b>	<b>420,139</b>
<b>Grand total</b>	<b>305,934,017</b>	<b>99,889,774</b>	<b>91,565,626</b>	<b>50,425,853</b>

## DEBTOR'S AGE ANALYSIS

As at 31st May, 2018						
Debtor	Total Amount	Current	30 Days	60 Days	90 Days	Over 90 Days
Allianz Worldwide Care	2,782,618	566,850	-	-	316,521	1,899,247
ADUS	1,733,708	211,570	-	186,213	113,410	1,222,515
Chilema ETTC	798,845	12,950	-	54,900	42,035	688,960
Dignitas International	199,250	4,800	-	118,419	-	76,031
Egenco	183,891	-	-	5,822	29,613	148,456
Escom	331,198	12,300	-	96,180	172,044	50,674
Horizon Health	395,087	89,100	-	-	92,650	213,337
Liberty Health	13,344	-	-	6,500	6,844	-
MRA	140,823	93,650	-	-	29,250	17,923
MASM	4,513,886	1,399,811	-	189,535	1,068,466	1,856,074
MoH-Machinga DHO	39,288,128	-	2,147,344	2,077,722	4,296,149	30,766,914
MoH-Mangochi DHO	15,614,279	-	2,816,423	2,691,457	3,089,849	7,016,550
MoH-Neno DHO	467,157	-	-	-	-	467,157
MoH-Zomba DHO	22,794,558	-	6,573,172	2,097,629	3,218,138	10,905,620
RBM	332,847	27,370	-	7,550	141,512	156,415
SRWB	67,619	-	-	31,250	-	36,369
St Lukes Nursing College	2,260,912	-	-	-	-	2,260,912
St Martin Hospital	2,500,000	-	-	-	-	2,500,000
SunBird Ku Chawe	103,350	33,050	-	-	70,300	-
UNIMED	470,997	123,650	-	-	128,775	218,572
	<b>94,992,497</b>	<b>2,575,101</b>	<b>11,536,938</b>	<b>7,563,177</b>	<b>12,815,554</b>	<b>60,501,727</b>



## CREDITOR'S AGE ANALYSIS

As at 31st May, 2018						
Creditors	Total Amount	Current	30 Days	60 Days	90 Days	Over 90 Days
Adus HQ	105,000		-	-	-	105,000
Afrox Limited	295,502	295,502.25	-	-	-	-
Artemis Pharmaceuticals	36,275		-	-	10,374	25,901
Austin Hardware	37,000		-	-	-	37,000
BM Maonga	250,000	250,000.00	-	-	-	-
BR Computers	21,000		-	-	-	21,000
Bradley & Teely	2,155,250	2,155,250	-	-	-	-
Britam	70,900	-	-	-	-	70,900
Central Medical Stores	17,889,262	-	-	-	-	17,889,262
CHAM Secretariat	4,694,097	-	-	-	-	4,694,097
Chilema ETTC	1,677,775	-	461,748	-	190,478	1,025,550
Chisa Enterprises	17,615	-	-	-	-	17,615
Consumables Centre	1,593,720	-	-	-	531,240	1,062,480
D.M. Refridgeration	49,500	49,500	-	-	-	-
Dema Mdtronics	37,100	-	-	-	-	37,100
DR Hardstationers	1,699,758	258,251	314,958	342,446	389,343	394,760
Escom	1,225,915	-	-	-	-	1,225,915
Ethan General Suppliers	166,000	166,000	-	-	-	-
Faceformat Trading	466,000	-	466,000	-	-	-
G Songolo	10,650	-	-	-	-	10,650
General Alliance Insurance Ltd	1,836,875	-	-	-	-	1,836,875
Infosys Consult	1,252,706	-	-	-	-	1,252,706
Intermed	7,500	-	-	-	7,500	-

Kalibu Pharmaceuticals	111,600	-	-	-	111,600	-
Leave Commutation	68,562	68,562	-	-	-	-
Malosa WUA	7,560	7,560	-	-	-	-
Martin Chimera	21,000	-	-	-	-	21,000
Med Life	17,775	-	-	-	17,775	-
Medisurge	736,499	44,000	-	-	692,499	-
Morden Investment	912,850	545,150	-	-	-	367,700
Mtowa Institute of Technologies	190,550	-	-	-	-	190,550
NPL	170,753	-	-	-	-	170,753
Rash Lab Investment	518,400	376,000	140,000	-	-	2,400
Rasher Wiskes Contractor	110,000	110,000	-	-	-	-
Relief Duties	305,495	61,466	-	-	-	244,029
Ritechem Pharmaceuticals	112,500	-	-	-	112,500	-
Robert Makuta	65,000	-	-	-	-	65,000
Sieman Bio-Medical Solutions	1,734,000	1,049,000	-	685,000	-	-
Stoneck Friday	613,000	-	280,000	-	285,000	48,000
Supreme Auto Parts	1,335,095	-	-	466,000	570,850	298,245
Tendai Hardware	70,931	-	-	-	-	70,931
TO'S Investment	196,664	-	-	137,351	-	59,313
Tsamilani Coffin Workshop	60,000	60,000	-	-	-	-
Tsohwa Chen	220,000	-	-	-	-	220,000
Unichem	5,931,950	2,432,500	-	518,500	2,980,950	-
Worldwide Pharmaceuticals	3,725,989	1,357,543	-	-	-	2,368,447
	<b>52,831,572</b>	<b>9,286,284</b>	<b>1,662,706</b>	<b>2,149,297</b>	<b>5,900,109</b>	<b>33,833,177</b>