



Cambodia has one of the highest death rates for children under five years of age in Southeast Asia. In response, Angkor Hospital for Children has been providing compassionate, quality healthcare in Siem Reap, Cambodia since 1999. During this time Angkor Hospital for Children has developed a wealth of expertise in paediatric, nursing and hospital management. This expertise is being shared with other healthcare institutions across Cambodia, with healthcare workers and nursing students and with the Cambodian Government.

Fifteen years on, Angkor Hospital for Children has taken the opportunity to review and re-focus our vision, mission and values and together we set our strategic priorities for the next five years to ensure transparency and focus in all we do to ensure quality paediatric care in Cambodia.

Our Vision, Mission and Values

Mission:

Improve health care for all Cambodia's children



Vision:

All Cambodian children to have access to quality compassionate medical care wherever they live and whatever their ability to pay



Values:

- Compassion
- Quality care
- Expertise
- Integrity



Definition of our Values

- **Compassion:** We are sensitive to the needs of others, we listen deeply to others' feelings and concerns and treat others as we would like ourselves and our family to be treated
- **Quality care:** We offer the best possible compassionate care available, with a commitment to consistently review and improve to create the best possible patient outcome
- **Expertise:** We ensure that we have the best knowledge and technical skills possible and we share these with others
- **Integrity:** We are honest, open and take responsibility for our actions in all aspects of our work

Strategic priorities

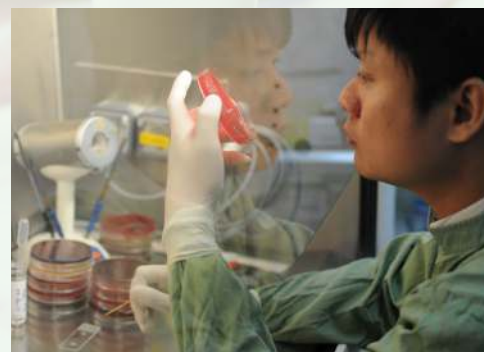
1 Deliver high quality paediatric health care to our community in partnership with the Cambodia Government

- 1.1. Provide high standards of paediatric hospital care, which are comparable to ASEAN and other international paediatric centres
- 1.2. In collaboration with the Cambodian Government provide robust, evidence-based community health programs to surrounding communities
- 1.3. Develop specialist health care programmes and services for AHC
- 1.4. Evaluate Satellite clinic operations and procedures with regard to replication across and/or integration with future Government systems
- 1.5. Develop processes, plans and timelines for regular upgrade and maintenance of all medical equipment, systems and buildings / grounds (fit for purpose)
- 1.6. Participate in external laboratory quality assurance schemes



2 Become a centre of excellence for education and research within Cambodia

- 2.1. Achieve accreditation for AHC's paediatric residency programme
- 2.2. Achieve formal approval for Certificate in Paediatric Nursing (CPN) training
- 2.3. Achieve accreditation as a national level paediatric hospital
- 2.4. Achieve National Ethic Board approval for AHC's Institutional Review Board (IRB)
- 2.5. Develop a portfolio of research focus areas in order to improve patient outcomes and health care practices
- 2.6. Develop robust and reproducible training programmes for all departments, including management training
- 2.7. Develop a sustainable stream of medical specialists through partnerships and processes for volunteer recruitment, utilisation and feedback



3 Develop strong and sustainable teamwork at a hospital, community and national level

- 3.1. Develop processes and procedures which ensure compassionate, high integrity and respectful treatment for patients by AHC staff
- 3.2. Work internally in a collaborative and transparent way, as a sympathetic, fair and friendly employer, taking account of staff feedback and function as a role model for the health care system in Cambodia and led by Cambodians
- 3.3. Develop transparent, robust, enforceable and reproducible human resource management policies for all departments
- 3.4. Build strong communication systems and relationships between board, managers and staff
- 3.5. Work together in multidisciplinary teams to improve systems and processes
- 3.6. Implement management practices and access to improve physical amenities to increase employee job satisfaction and motivation
- 3.7. Collaborate with Cambodian Ministry of Health (MOH) to ensure harmony with the national MOH strategic plan
- 3.8. Develop an organisational communication strategy (internal and external)



4 Become a sustainable and replicable model of healthcare in Cambodia

- 4.1. Develop a brand strategy for AHC to increase our profile across Cambodia and internationally
- 4.2. Stabilise and expand AHC funding through strategic partnerships and the exploration of income generating activities
- 4.3. Deepen and expand communications and relationship-building with donors and potential donors
- 4.4. Shift AHC's funding strategy away from individual projects towards organisational wide financial support as an organisation
- 4.5. Implement a cost effectiveness programme
- 4.6. Ensure that AHC has a current risk register and is compliant with local, national and international law



Critical Success Factors:

Close partnerships and working relationships with the Cambodian Government, medical education institutions, and other health care organisations

2
Development of standardised and documented AHC practices and processes

3
Management practices which emphasise strong communication, collaboration and cross-disciplinary teamwork

4
Ongoing training and professional development for medical and operational staff for leadership succession planning as well as excellence in service delivery



Outcome:

Increase access to and quality of care for Cambodian children by sharing and broadly disseminating AHC procedures, practices and policies for utilisation and adoption by an increased number of health care organisations, governmental and non-governmental.



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