



Angkor Hospital for Children  
**2018 ANNUAL REPORT**



[angkorhospital.org](http://angkorhospital.org)



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Twenty years ago, just inside AHC's gates, three doctors, 10 nurses and dozens of volunteers lined up. They were welcoming the first patients to AHC, and celebrating the hospital's first day of operation. They were devoted to compassionate care, dedicated to learning, and determined to provide treatment to children who could not afford it – on that first day and each day since.

From our founding in 1999 and continuing today, our mission has been to improve healthcare for Cambodia's children. The achievements, firsts, and impact of our work is inextricably linked to this commitment.

As AHC has grown over the last two decades, it has tackled a widening set of healthcare issues, from its original focus on primary care to reducing neonatal mortality at scale. Along the way, every staff member and volunteer that has spent time in our wards has made an indelible impact on the organisation.

As we enter our 20th year and reflect on our legacy, we use this as an opportunity to reframe our strategic goals amongst the context of a changing healthcare landscape in Cambodia. Continuity defines AHC's narrative; yet continuity is only valuable if routinely and openly examined.

In the years ahead, we will deepen our commitment to quality, impact and governance: by sharpening our focus on specialty services, building capacity beyond our walls, and embodying exemplary governance in our approach.

Our mission, central to everything we do, now takes on greater resonance. As we adapt to new challenges and opportunities, we will go beyond simply achieving our goal of improving healthcare for Cambodia's children – we'll transform it.

Our mission will endure as we continue to build on our legacy – all thanks to your support.

**Claudia Turner, MB BS, PhD, FRCPCH**  
Chief Executive Officer  
Member of Executive Committee

**Ngoun Chanpheaktra, MD, DCH, DTMH**  
Hospital Director  
Member of Executive Committee

**Robert Gazzi**  
Board Chairman

# CELEBRATING 20 YEARS

of transforming paediatric healthcare

## 2018 in Numbers

**157,150** total treatments provided

from outpatient care to specialty services

**114,318** attendances recorded at AHC educational sessions

from government healthcare workers participating in workshops to nursing and medical students taking educational courses

**91,170** attendances recorded at AHC prevention activities

within villages, schools, and communes



## Key Performance Indicators

AHC measures impact by monitoring Key Performance Indicators across departments to ensure we are delivering high quality care and improving health outcomes.



### Award-winning hand hygiene levels

AHC departments maintained an average 92% compliance to hand hygiene standards in 2018, earning a finalist award in the 2019 Asia Pacific Hand Hygiene Excellence Awards.



### Continued reduction in waiting times

Timely, efficient and quality care is central to AHC's objectives as a healthcare organisation. By streamlining services, AHC reduced outpatient waiting times for the second year in a row – to under 188 minutes.



### Healthcare-associated infections below average

An average of 5.7 infections per 1,000 bed days placed AHC's healthcare associated infections (HCAI) rate lower than the average developed country.



### 11 publications in premier journals

AHC aims to utilise our insight and experience as a leading child health organisation in a low-resource setting to influence the larger global child health conversation. In 2018, AHC contributed 11 publications to premier journals.



### Readmission rate reduced by over 50%

AHC measures readmission rates to ensure quality management and to aid in performance reporting. From 2017 to 2018, there was a 62% decrease in readmission.



Since our gates opened in 1999, AHC has provided high quality, compassionate care to children from every province in Cambodia. Our prioritisation of quality, the durability of our vision, and our credo of treating every child as our own – which has always begun with our doctors, nurses and staff – has come to define our quality.

For 20 years, we have transformed paediatric healthcare in the country by recognising paediatrics as a specialty in itself. The primary care, specialty services, and holistic support we offer is lifesaving, designed to treat the whole child, and often, found nowhere else in Cambodia.

Now, we are taking the next step in healthcare provision by prioritising paediatric specialty services. Increasing secondary and tertiary services, as well as follow-up care, is both strategic within the context of the country's healthcare system, and a response to the needs presented within our patient population.

By focusing on specialty services with a high clinical need that are not currently adequately provided for, AHC will fill gaps and accelerate progress within Cambodia's healthcare system.

# QUALITY CARE

## Sharpening our focus on specialty care

# QUALITY CARE

## Leading the Change in Follow-Up Care for Chronic Conditions



**2/3** of patients requiring follow-up care returned

In Cambodia, follow-up care is uncommon and patient return rates are low.

Regardless of condition, continuity of care leads to improved health outcomes. AHC is establishing the importance of follow-up care and driving change in the way routine services are provided – as one of the only healthcare organisations providing the service.

**“ We’re leading the change. Follow-up has not been done in Cambodia historically. It will be a gradual process, but we’ll change how services are being provided. ”**

**Dr Claudia Turner**  
CEO

Reaching New Heights in Surgical Care

Working Towards ISO Accreditation



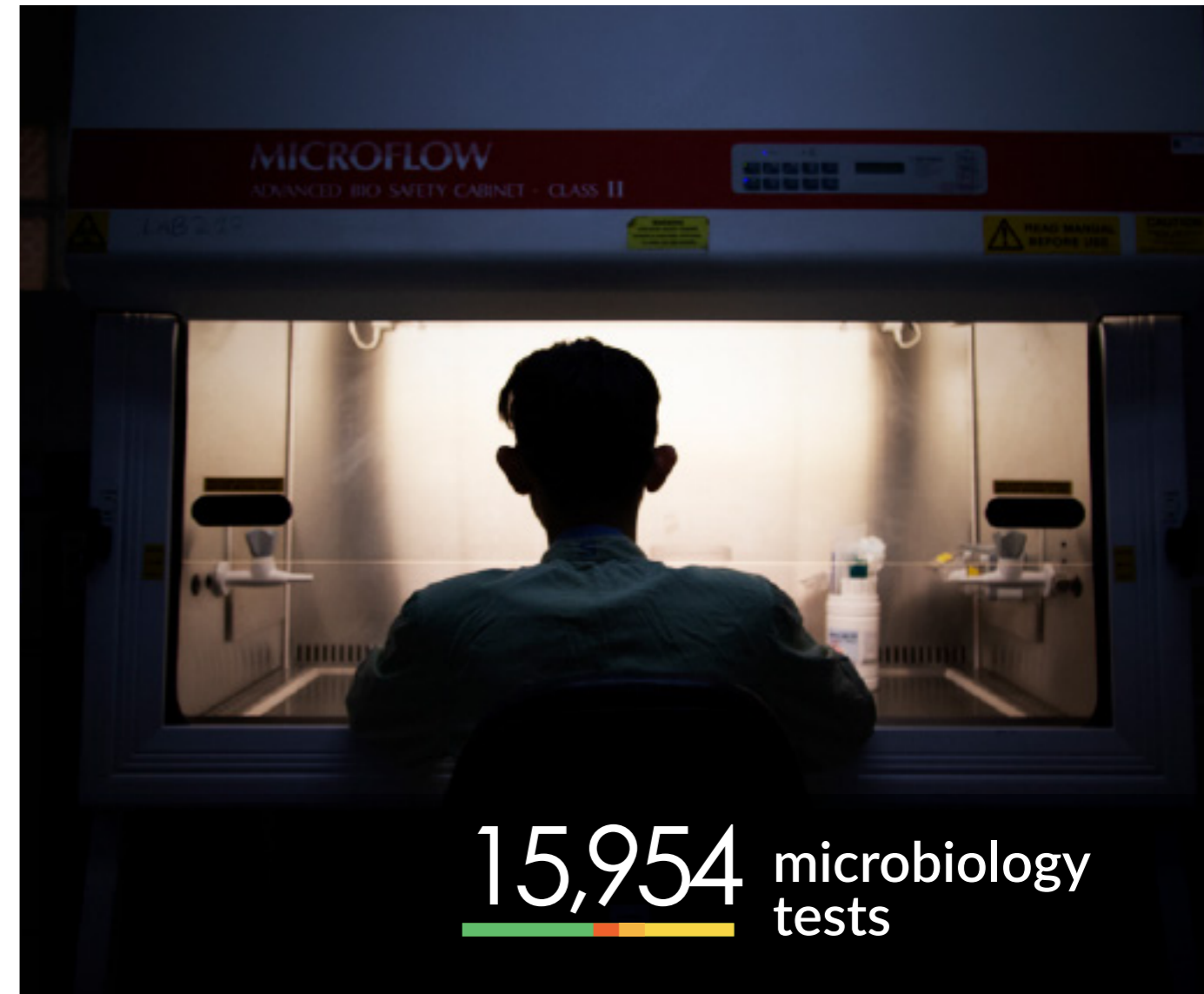
**11%** decrease in average length of stay

**10,165** total (minor + major) operations

AHC's new Surgical Unit demonstrates a commitment to international standards in medical care whilst maintaining efficiency. In 2017, donor funding contributed to extensive renovations in the unit, and in 2018, the unit was able to utilise the new space. The new rooms allow dedicated space for consultations, surgery, isolation and recovery. The improved facilities provide exemplary post-op care, making the paediatric surgical unit the only one of its kind outside of Phnom Penh.

**“ We have more space now. We can control infection better. We can do more surgeries. Activities occur faster. A dedicated recovery area allows for faster rehabilitation. Before, it was very crowded. We had just one room and four spaces. Children could hear across the walls. We didn't have the space to keep spare material or to remove plaster casts. ”**

**Sar Vuthy**  
Chief of Surgical Unit



**15,954** microbiology tests

**Thanks to an in-kind donation of a MALDI-TOF, traditional facets of laboratory testing have been upgraded, helping laboratory technicians achieve results more quickly, with greater accuracy and fewer resources.**

AHC's microbiology laboratory epitomises quality at AHC, from human resources to infrastructure, in capabilities and results. Staff in the unit are often presented with opportunities for international training. New equipment upgrades in the facility allow the laboratory to increase molecular capabilities and move toward international specifications.

Across the hospital, as units request laboratory work, the results they receive are trusted and of high quality: In 2018, AHC's microbiology laboratory received perfect scores on External Quality Assurance (EQA) tests. Conducted by the World Health Organisation (WHO) yearly and the Pacific Paramedical Training Centre three times a year, blind samples were sent to AHC to be tested and identified. The quality of the technicians, processes, and laboratory testing was graded and marked as on par with any developed country.

Furthermore, AHC will complete its submission in 2019 for an International Organization for Standardization (ISO) accreditation for medical laboratories, and will continue to be a leader in microbial diagnosis and research, in laboratory quality and technology.

## Specialty Training + Specialist Volunteers

Our staff of 300 medical and nursing clinicians are all Cambodian, with support and mentorship from international volunteers.

Our volunteer recruitment has evolved to become more focused on programmatic and strategic initiatives, with paediatric specialist volunteers building the capacity of entire teams at AHC - doctors, nurses, anaesthetists and pharmacists - in haematology, oncology, anaesthesia, cardiology, endocrinology, nephrology, and other specialties.

**134** volunteers  
**44%** of which were paediatric specialists



## Volunteer Spotlight: Misha

Next to the dental clinic, where children are routinely seen for difficult procedures like tooth abscesses and extractions, a new playground distracts. The new playground structures are a result of fundraising done by Misha, a Child Life Specialist from the UK. Misha helps children cope in hospital settings through play and other tactics to lessen trauma. Misha worked with nurses, anaesthetists, and the social work team at AHC to teach practices to aid in distraction, comfort positioning and anxiety reduction. Through her own fundraising, Misha introduced new playground structures to AHC.

**“ When children are waiting for a long time, it builds up anxiety. A playground is a good way to have an area separate from sitting idle. It changes a child’s perception of the hospital and lowers their anxiety before exams – including the parents’.**

**Misha**  
Volunteer



## Oncology: Demonstrating the Bigger Picture

**AHC's overarching goal to provide much needed, seldom treated paediatric specialties is exemplified by our oncology programme.**

**Our vision to advance curative treatment and palliative care for paediatric cancer in Cambodia reflects core tenets of AHC's specialist care philosophy. The programme is emblematic of the efforts and initiatives we hope to extend to all specialty services.**

**Our approach begins with the specialist doctors, nurses and staff and every cancer patient they care for; it incorporates holistic, high-quality treatment, and includes a broad matrix of local, national and international collaborative initiatives.**

### Cancer in Cambodia

In developed countries, 70-80% of children diagnosed with cancer will survive.

In Cambodia, that number is less than 10%, due to late diagnosis, lack of access to care and poor quality diagnostics and treatment. Even if caught early, treatment options are limited due to inadequate knowledge, training and infrastructure.



#### QUALITY CARE

As the first paediatric healthcare facility to treat cancer - and the only one to do so holistically and in a way that ensures access to care for all - AHC has set a standard for cancer care.



#### HOLISTIC APPROACH

Our holistic approach, including provision of palliative care, is unprecedented in Cambodia.



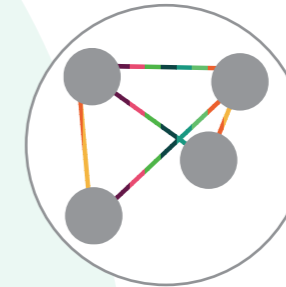
#### DATA MANAGEMENT

AHC collects data to help evaluate and improve the quality of patient care. In turn, data collected aids hospital planning and informs policy at national and international levels.



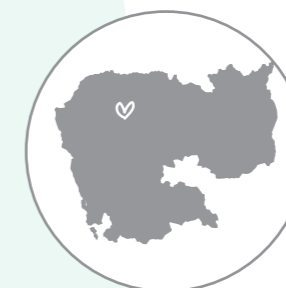
#### CAPACITY-BUILDING

Education and mentorship from international expert volunteers builds AHC's expertise and develops intellectual sustainability in the country.



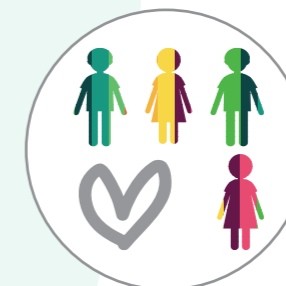
#### CROSS-DEPARTMENTAL COLLABORATION

Collaboration occurs between departments to provide specialty care, including relevant infrastructure improvements that ensure care is of the highest standard.



#### BEYOND OUR WALLS

In 2018, AHC established the Paediatric Oncology Network to coordinate efforts and address challenges in paediatric cancer countrywide.



#### PARTNERS

AHC's new partnership with Boston Children's Hospital, a Harvard Medical School teaching facility, gives patients access to world-class oncology care.



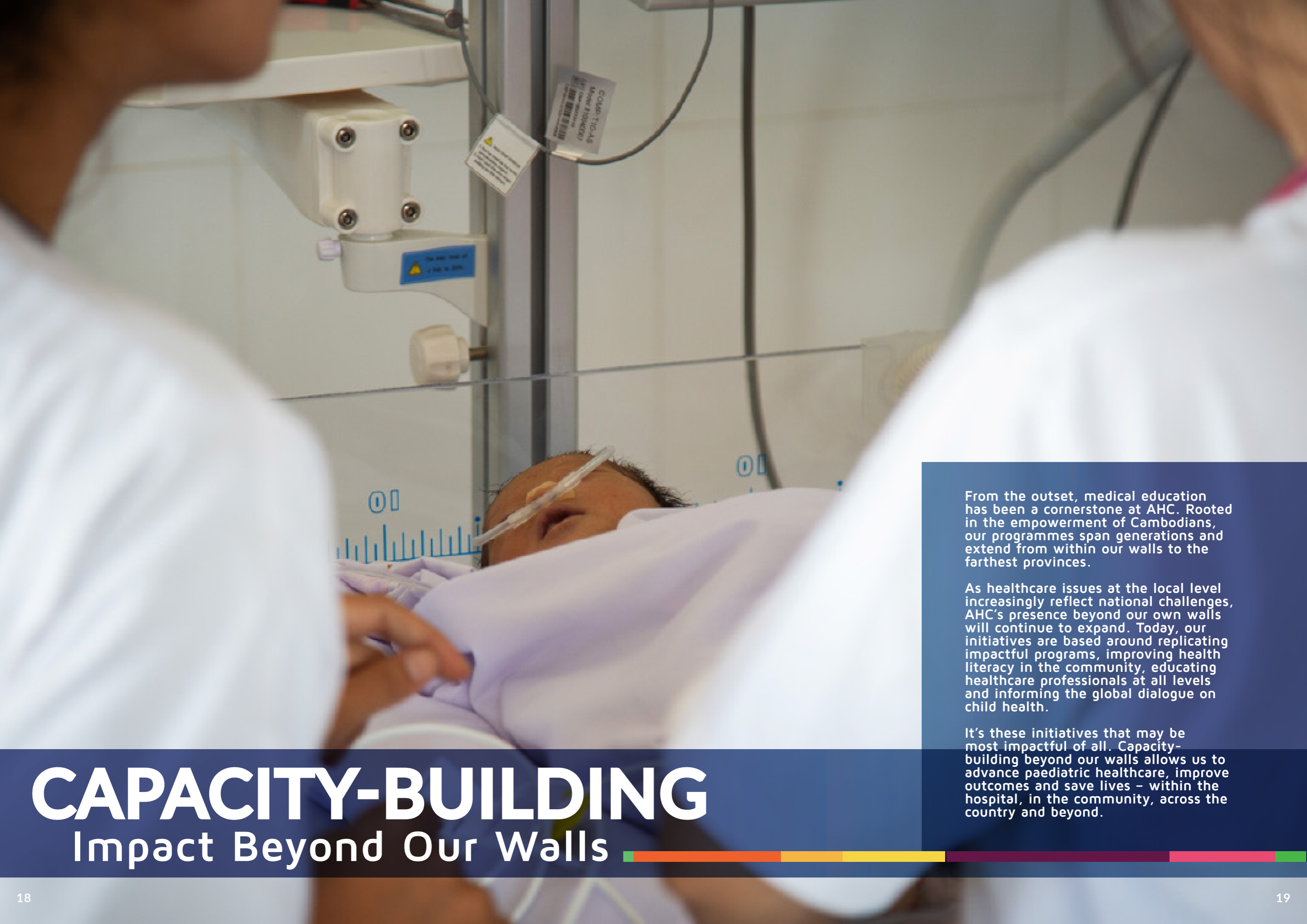
#### INNOVATION

AHC is piloting a new model of efficient and comfortable care through a homestay for patients and families receiving treatment - the first of its kind in Cambodia.



#### COMMUNITY EDUCATION

Increasing awareness of cancer and how to recognise it begins bedside with the parent, continues through home-based follow-ups, and extends to the community level.



# CAPACITY-BUILDING

## Impact Beyond Our Walls

From the outset, medical education has been a cornerstone at AHC. Rooted in the empowerment of Cambodians, our programmes span generations and extend from within our walls to the farthest provinces.

As healthcare issues at the local level increasingly reflect national challenges, AHC's presence beyond our own walls will continue to expand. Today, our initiatives are based around replicating impactful programs, improving health literacy in the community, educating healthcare professionals at all levels and informing the global dialogue on child health.

It's these initiatives that may be most impactful of all. Capacity-building beyond our walls allows us to advance paediatric healthcare, improve outcomes and save lives – within the hospital, in the community, across the country and beyond.

## Impact in the Profession

AHC's departments collaboratively develop, deliver and oversee a comprehensive range of high impact training for nurses, doctors, allied health professionals and students, developing Cambodian intellectual sustainability in paediatric healthcare.

“ We want to ensure kids have the best place to go if they're ill. That includes the government facilities they have access to. ”

Dr Claudia Turner  
CEO

114,318 total educational attendances

1,721 total parent education sessions

### The Certificate of Paediatric Nursing



Outstanding nursing leadership is essential in any paediatric hospital and AHC has a tradition of developing nurses to become effective leaders.

AHC's nursing programme introduced a two-year Certificate of Paediatric Nursing (CPN) in 2015, the only certification of its kind in Cambodia, and is now set to graduate its first batch of nurses in 2019.

### Introducing the UHS Fellowship



Over the past 15 years, AHC has graduated over 100 medical residents, and sought to attain recognition for its three-year medical residency programme. In 2018 the University of Health Sciences (UHS) in Phnom Penh integrated AHC into its premier two-year national paediatric residency programme through a strategic partnership. Residents will spend six months at AHC, learning an advanced curriculum through practical, hands-on training.

Through the AHC and UHS partnership, more resident doctors will have the opportunity to see that high quality medical care is possible in Cambodia, gain exposure to specialties, and receive invaluable point of care training.



## A Model Neonatal Unit



**323** Neonatal Unit admissions

While remarkable progress has been made worldwide in the past decade to reduce child mortality, babies less than 28 days old (neonatal period) continue to be the most at risk of death. The proportion of neonatal deaths is in fact increasing, and it's estimated that over two million neonates die each year, most notably in developing countries like Cambodia.

AHC's Neonatal Unit is making an impact on the lives of thousands of children by providing vital services and standardised care for neonates, whilst educating doctors and nurses on interventions they may not receive otherwise.

“ **Our NICU is recognised as the training centre for all neonatal intensive care in Cambodia. Provincial hospitals want to send their staff to come and train in our neonatal unit. It's recognised as a model for all of Cambodia, and it's known as the best for treatment and care because of our doctors and nurses.** ”

**Chea Phal**  
NICU Nursing Manager

## Satellite Clinic Transitions



Since 2009, AHC has operated the Satellite Clinic through an innovative healthcare partnership with the government-run Sotnikum Referral Hospital, located 35 kilometres outside of Siem Reap. The paediatric clinic has grown into a busy paediatric centre consisting of an Outpatient and Inpatient Department, Neonatal Unit and Emergency Room, ensuring that rural Cambodians have access to quality healthcare.

After 10 years of strengthening the hospital's healthcare system, AHC and the provincial health department have agreed to begin transitioning services back to the referral hospital, starting early 2019. The referral hospital has developed the confidence and resources to assume control and maintain services, and are committed to following the guidelines and practices AHC put in place, already hiring new staff in an effort to maintain quality. AHC will continue to provide technical support, coaching and advice, and continued training in the form of refresher courses and workshops at AHC's campus.



# Impact in the Community

Just after AHC was founded, the organisation developed community outreach and education programmes that would improve healthcare beyond the hospital.

Today, AHC's commitment to working hand-in-hand with communities remains stronger than ever. Our community programmes work with community leaders, village health support groups, schools, health centres and other organisations to improve health services, increase health literacy, and provide disease prevention and education - all the while fostering trust.

AHC has earned this trust by operating with the belief that when you empower hearts and minds, behaviour change follows, allowing us to create lasting connections along the continuum of care between people and their health systems.

**44,392** total attendances  
at community  
education sessions

## CAPACITY-BUILDING

### Impact through One-of-a-Kind Training



**81%** increase in First Aid Training attendances

**970** participants educated

In 2018, AHC's community team led a record amount of first aid training to school staff, police and commune councils - a training that is not offered by any other government body or organisation. AHC teaches resuscitation, CPR, Heimlich manoeuvre, stabilisation and other techniques and protocols for a variety of emergencies. AHC ensures knowledge and skill retention through theory (lecture and presentation), hands-on practice, testing via evaluation, and question-and-answer sessions.

“ **While some organisations may provide first aid kits, they do not provide the needed training to go with them.** ”

**Kong Naro**  
CHAED Manager

### Impact in Hard-to-Reach Places

“ In 2018 we went to the mountains. We went to the more rural areas, the farthest villages in Siem Reap Province. Few NGOs go there. ”

**Phoerk Amra**  
CBHEP Manager

**71** total villages receiving community education sessions

**1,308**

### Impact in Schools

Early 2018 saw the launch of the Treatment, Education and Prevention (TEP) Truck, designed to change the healthcare landscape for children in vulnerable communities. Services focus on three main areas: dental care, eye care, and basic health education and promotion. The TEP Truck has been an invaluable tool allowing AHC's community team to target schools in 2018.

**46,778** school attendances

**82%** increase in attendances since 2017





## Impact Beyond

At the heart of AHC's approach to solving national and international challenges in child health is an unwavering commitment to evidence-based knowledge and data-based analysis. AHC generates, reviews and shares a vast amount of this information in order to strengthen Cambodia's healthcare system, improve health outcomes across the country, and influence global child health policy.

AHC applies learnings and advances this agenda through innovative, replicable programs, policy recommendations and internationally published research.



## The Future of Neonatal Healthcare

“ Saving Babies’ Lives is designed to win hearts and minds. The programme works by empowering Cambodians with the strength and motivation to take an active part in improving neonatal care – from the village to the referral hospital. SBL has been in the making since 2012, but its success comes from the foundations laid and relationships built long before then. ”

Dr Claudia Turner  
CEO

AHC reached a historical milestone in 2018 with the launch of the Saving Babies’ Lives programme. Designed to push the boundaries of available neonatal care in Cambodia’s poorest province, the programme aims to reduce the number of newborns dying in Preah Vihear province by one-third over the course of five years.

At the programme’s official ceremonial launch in October, AHC staff were joined by key members of Cambodia’s Ministry of Health and the provincial health department. Weeks later, the program was officially recognised by the Cambodian Medical, Midwifery and Nursing Councils. By the end of the year, activities were underway across Preah Vihear province – in communities, health centres and within the provincial referral hospital – and AHC began delivering on its promise of creating change along the continuum of neonatal care.

## Neonatal Care in Cambodia

In the past 30 years, the number of children dying before the age of five has gone down dramatically around the world. But for infants four weeks of age or younger (neonates), this is not the case. The rate of neonatal mortality still makes up almost half of all deaths in children younger than five years.

Newborns from the poorest and most hard to reach populations are most vulnerable and at greatest risk of death, from causes that are largely preventable. This includes infections, birth complications and limited or improper postpartum care.

In one of Cambodia’s most rural provinces, Preah Vihear, this is especially true.

# CAPACITY-BUILDING



## Saving Babies' Lives: By the Numbers

### COMMUNITIES

**578** Village Health Workers

Within each of the province's villages, Baby Health Groups have been established to encourage volunteer health workers to identify issues in neonatal care and ways to overcome them.

### HEALTH CENTRES & HEALTH POSTS

**17** Health Posts

Along with providing basic equipment and a three-day residential to health centre and health post staff, AHC's SBL team works side-by-side with staff to provide ongoing mentorship and coaching.

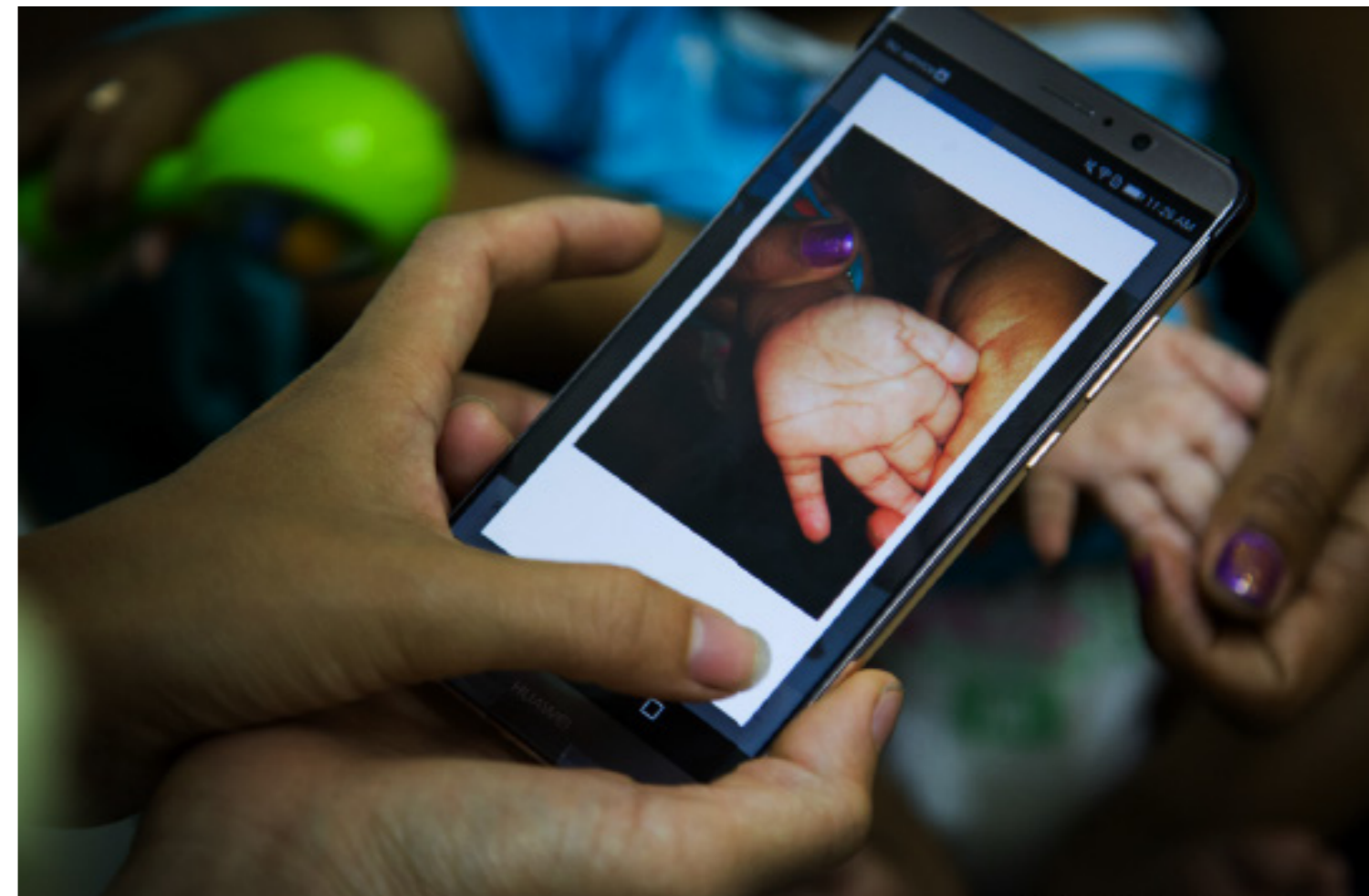
**27** Health Centres

### PROVINCIAL REFERRAL HOSPITAL

**65** nurses and doctors in newborn care

After conducting analysis on the Preah Vihear Referral Hospital's capacity to deliver newborn care, the SBL team established a Neonatal Unit in the hospital and provided practical, hands-on training to hospital staff.

## World's Largest Infant Biometric Study



From July 2017 through the end of 2018, AHC collaborated with Global Good and Element Inc. on the BioNIC Study, a study to Determine Suitability and Stability of Biometrics for Neonates, Infants and Children, contributing to the world's largest infant biometric study to date. The study sought to identify which biometric modality would be stable from birth, and that could be used to uniquely and reliably identify a child over the course of their life. Researchers specifically focused on the palm, ear and foot modalities – collecting data on smartphones that are widely and cheaply available and which do not require physical contact with the child.

The data collected in this study will contribute to the development of a mobile-based solution for biometric identification of children, which will enable a healthcare professional to capture a child's unique biometric ID using an inexpensive smartphone and link this to an electronic medical record, to recall the patient's history

for continuity of care. This in part addresses the challenge of physical documentation of medical records – a vulnerable, sometimes cumbersome, process that can impede ready and reliable access to the medical care a child may need.

AHC is proud to contribute to the development of these innovations, which can have impact in low-resource settings like Cambodia. Over the course of the study, the organisation also benefited from the opportunity to train four AHC nurses in the principles and understanding of biometric identification and good research practices including subject recruitment, consent and data collection. The team was rapidly able to record data that was accurate, reliable, and error-free to the standards of international research organisations. In addition, the team learned lessons such as managing patient follow-up, which can be carried over into future research projects.

# COMRU's Evolution



“ In the next five years, I want staff within COMRU to be able to do basic analysis of bacterial DNA – starting with sequencing bacterial genomes and identifying antibiotic resistance genes. It may be the first time in Cambodia whole genome sequencing along with analysis is done here – certainly the first for a healthcare organisation. This is important as we will be able to explore the patient-level benefits of onsite sequencing capacity. ”

Professor Paul Turner  
COMRU Director

Recognising the tremendous growth and importance of AHC's Cambodia-Oxford Medical Research Unit (COMRU), COMRU's role within the organisation evolved in 2018 to attain greater clarity and visibility around the unit's work. Inaugurated as a department, COMRU will continue to be a platform for interdepartmental research on large-scale issues, such as developing recommendations to achieve real impact in antibiotic resistance and pneumococcal disease, nationally and internationally. A collaborative partner since 2006, COMRU's focus initially began with defining the causes of infection – specific bacterial and viral pathogens – to determine the causes of illness and death. This evolved into a broader goal of studying antibiotic resistance and how resistance affects mortality, with the ultimate goal of impacting outcomes.

In the process, the unit has worked to build expertise and create the foundation for DNA sequencing at AHC. Previously, AHC had to send DNA to international external partners for such analysis.

COMRU is also conducting a pilot study on the impact of antibiotics on normal bacterial flora, with the long term plan of understanding whether there is a possible intervention to minimise damage. Other highlights in 2018 include contributing to the multi-sectoral action plan on antimicrobial resistance with the Ministry of Health, Cambodia's national plan on antibiotic resistance, and developing an influential published report on melioidosis, an emerging and severe tropical infectious disease.

# Research + Publications

Publications of robust research findings ensures AHC's experience and insight is shared on a global scale. In 2018, AHC published 11 articles in premier, peer-reviewed journals.

Get the Basics Right: A Description of the Key Priorities for Establishing a Neonatal Service in a Resource-Limited Setting in Cambodia.  
[Journal of Tropical Pediatrics](#)

If you come from a well-known organisation, I will trust you: Exploring and understanding the community's attitudes towards healthcare research in Cambodia.  
[PloS One](#)

Seroprevalence of Dengue Virus and Rickettsial Infections in Cambodian Children.  
[The American Journal of Tropical Medicine and Hygiene](#)

Transmission Dynamics of Hyper-Endemic Multi-Drug Resistant *Klebsiella pneumoniae* in a Southeast Asian Neonatal Unit: A Longitudinal Study With Whole Genome Sequencing.  
[Frontiers in Microbiology](#)

Predicting the severity of dengue fever in children on admission based on clinical features and laboratory indicators: application of classification tree analysis.  
[BMC Pediatrics](#)

Mortality and its determinants in antiretroviral treatment-naive HIV-infected children with suspected tuberculosis: an observational cohort study.  
[The Lancet HIV](#)

Healthcare workers' perceptions of an organizational quality assurance program implemented in a resource-limited setting: a qualitative study.  
[Health Promote Perspect](#)

Utilization of a clinical microbiology service at a Cambodian paediatric hospital and its impact on appropriate antimicrobial prescribing.  
[The Journal of Antimicrobial Chemotherapy](#)

Antimicrobial Resistance in Invasive Bacterial Infections in Hospitalized Children, Cambodia, 2007-2016.  
[Emerging Infectious Diseases](#)

Climatic drivers of melioidosis in Laos and Cambodia: a 16-year case series analysis.  
[Lancet Planet Health](#)



# APPROACH

## Embodying exemplary governance

“ It means never being complacent. Organisational quality assurance means moving forward whilst reviewing what we’re doing the whole time. It’s a strategic focus to ensure that quality is something we’re always striving for. It’s comfort for our stakeholders, from our patients to our donors. ”

Dr Claudia Turner  
CEO

When AHC was founded, good governance was to be a guiding principle.

For us, governance means rigorously evaluating our progress against our mission as set out in our strategic plan.

Our governance framework starts with the culture of AHC, which has prized a commitment to transparency and effectiveness since its inception. These values are reflected in AHC’s executive-led Organisational Quality Assurance (OQA) program, our risk-management systems, through to our leading procurement policies and green hospital initiatives.

Our unrelenting commitment to improvement ensures accountability for our stakeholders, and underpins AHC’s sustainability, relevance and impact in the years ahead.



## Accountability Across Departments

Over the past several years, AHC has demonstrated excellence in successfully reducing healthcare-associated infections (HAI) by implementing a Hand Hygiene Program. In 2018, that excellence earned AHC a finalist award in the 2019 Asia Pacific Hand Hygiene Excellence Awards, becoming the first hospital in Cambodia to be nominated for the regional award.



## Accountability Through Data

Organisational data collection and visualisation underlies everything AHC does. Historically, data that was collected at AHC was not visualised nor managed. In 2017, thanks to a rigorous overhaul in data management, data collection became formalised - along with how data is processed - and is now visualised on the web.

Today, AHC is able to show qualitatively and quantitatively what each department is doing, ultimately aimed at improving quality and validating AHC's core activities and specialties. In 2018, we developed a new, more powerful and more cost-effective platform for open-sourced data management. The new platform will also create greater awareness throughout the hospital on the importance of data, making it more accessible for internal and external use.



## Accountability in the Global Dialogue

As antibiotic resistance becomes a pressing threat in Cambodia and beyond, AHC understands that a coordinated action is required to minimise its emergence and spread. In response, AHC has rolled out a number of initiatives aimed at addressing the challenge whilst informing national and global antibiotic stewardship.

Working in partnership with COMRU, a major part of the work includes providing information on resistance incidence, prevalence and trends to improve the understanding and response to antibiotic resistance patterns and key drivers. AHC's expertise in antibiotic resistance enables us to lead the way in antibiotic stewardship, as representatives in the national antimicrobial resistance working group.

## APPROACH

### Key Initiatives Undertaken in 2018 Led by Non-Clinical Departments

#### Sustaining the Organisation

- Created an operational policy framework to strengthen accountability for policies and procedures
- Implemented risk management framework at Board, Executive Committee and Departmental levels to anticipate and respond to threats toward the achievement of objectives
- Formalised reserve policy to govern the use of reserve funds and provide accountability to all of our stakeholders

#### Investing in Our People

- Defined pay scales across all clinical and non-clinical staff roles to ensure performance and achievement are recognised
- Developed succession plans for all key positions to create growth opportunities and anticipate skill gaps

#### Improving Effectiveness & Efficiency

- Improved travel and expenses policy to ensure fairness to our staff and accountability for our supporters
- Revised procurement policy including the formalisation of supplier evaluations to ensure value for money
- Optimized maintenance schedules for key equipment to support safe and secure clinical operations
- Awarded tax exemption by the Royal Government of Cambodia from VAT on medical supplies, saving \$40,000 USD annually

“ AHC’s non-clinical functions, including Human Resources, Finance and Administration Departments, provide supporting services to AHC programme managers, which gives them the time to focus on programme objectives.

In the last year, non-clinical functions have driven forward projects to improve the services provided – this has included overhauling procurement policies to ensure the right supplies can be secured whilst achieving value for money, formalising the employee pay structure to ensure that AHC recognises and rewards our staff, and delivering crucial financial information to our programme managers to ensure funds are being responsibly spent.

Gregor McKellar  
Chief Commercial Officer





Going Green Project

75% decrease in plastic bag usage since 2016

AHC's Going Green Project brings environmental awareness around single-use plastics to the grounds of the organisation by initiating incremental changes in hospital and staff practices and behaviour.

In 2018, AHC's kitchen used 75% less plastic bags than in 2016 for the provision of fresh food for patients and caretakers.

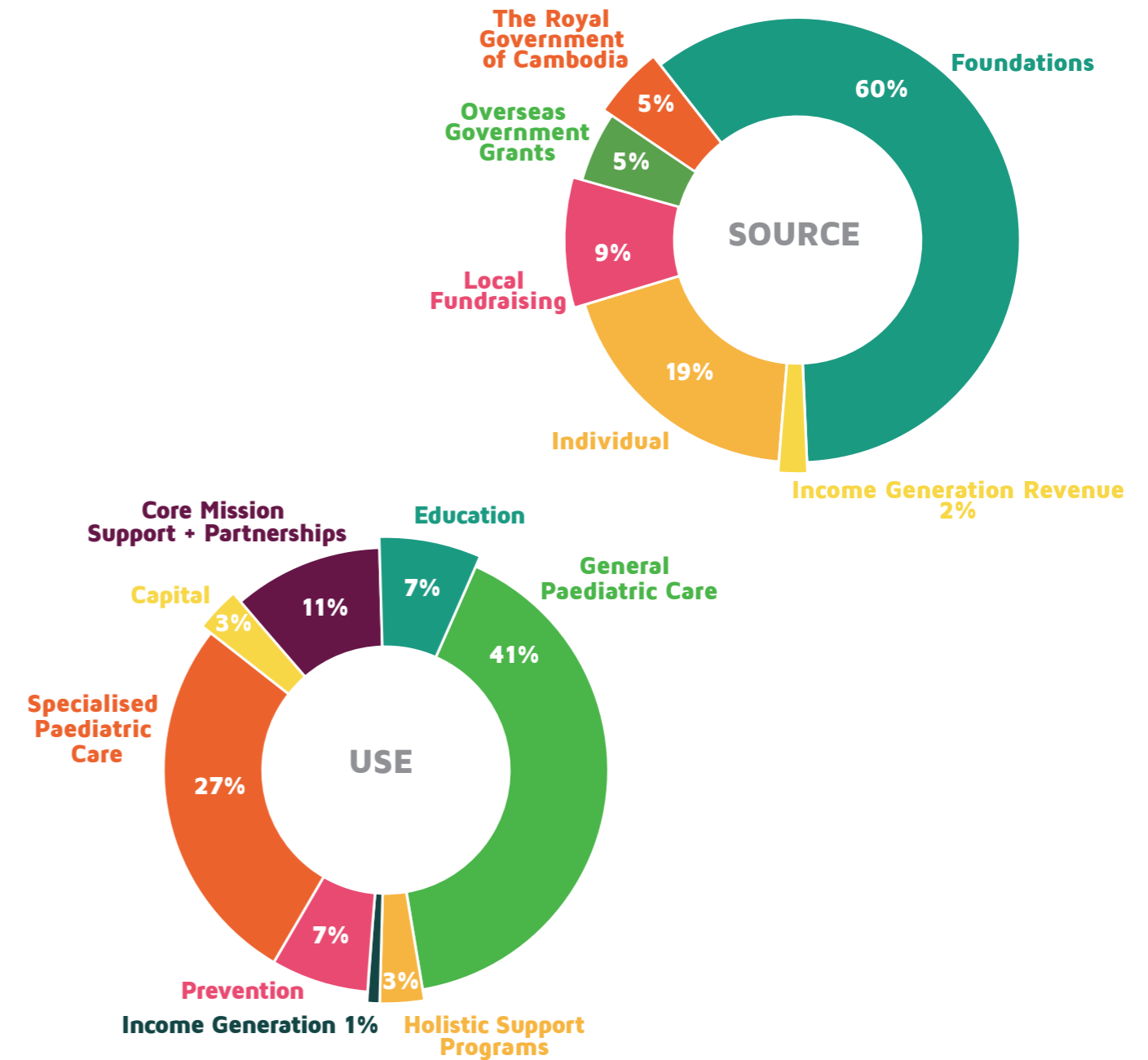
Water Conservation

98.8% increase in water conservation in ER/ICU

Each year, AHC undertakes an infrastructure improvement project. In 2018, efforts were focused around improving and renovating maintenance and water systems.

AHC aims to increase water efficiency by 80% hospital-wide. The initiative began within the ER/ICU, where a 98.8% increase in water conservation was achieved, and will continue across departments through 2019.

Source and Use of Funds



AUDITED FINANCIAL STATEMENTS

AHC produces annual financial statements in accordance with Hong Kong Financial Reporting Standards and these are audited by Baker Tilly Hong Kong. Financial statements for the year ended 31st December 2018 are available online.





Thank you for your incredible generosity, which has enabled AHC to keep its doors open, ensured thousands of children have access to care, and provided countless others with expert training in paediatric healthcare.

This remarkable achievement has been made possible through two decades of commitment from highly skilled volunteers, donors, partners and the unwavering dedication of our staff. We are sincerely grateful for your support.

Every contribution helps us save lives and for that we are sincerely thankful.

We wish to say a special thank you to all of the blood donors who took time from their work or holiday to help us maintain our blood bank.

# THANK YOU

A very special thank you to the Royal Government of Cambodia – not only do we value the opportunity to work closely with the Royal Government of Cambodia, but we also acknowledge all of the generous financial and in-kind contributions it continues to make to AHC.

**Ministry of Health (MoH) Central Medical Stores (Cambodia)  
National Center for HIV/AIDS, Dermatology and STDs (NCHADS  
Cambodia)**

**National Paediatric Hospital Cambodia (NPH)**

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Cyclical World Event  
Cycling for Environment and Health  
Green Heart Team Charity Friendship Dinner  
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