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# Kenya Medical Training College

## NEWSLETTER

JULY - DECEMBER, 2018. ISSUE #29



- KMTC holds 86<sup>th</sup> Annual Graduation Ceremony, 10,869 graduate
- President fulfills promise to students as he pledges to do more

Theme: Strengthening Research and Training for a Healthy Nation.



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## KENYA MEDICAL TRAINING COLLEGE

### OUR VISION

“A model institution in the training and development of competent health professionals”

### OUR MISSION

“To produce competent health professionals through training and research, and provide consultancy services”

### OUR CORE VALUES

Accountability

Integrity

Responsiveness

Equity

Team work

Professionalism

Creativity and innovation



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## ABBREVIATIONS

AOTA	-	American Occupational Therapy Association
CDF	-	Constituency Development Fund
CEC	-	County Executive Committee
CEO	-	Chief Executive Officer
CHEWs	-	Community Health Extension Workers
CS	-	Cabinet Secretary
DP	-	Deputy President
ERP	-	Enterprise Resource Planning
FY	-	Financial Year
H.E.	-	His Excellency
ICS	-	Institute of Certified Secretaries
IGAD	-	Intergovernmental Authority on Development
IHRM-K	-	Institute of Human Resource Management – Kenya
KEMRI	-	Kenya Medical Research Institute
KICC	-	Kenya International Convention Centre
KIM	-	Kenya Institute of Management
KMTC	-	Kenya Medical Training College
LWF	-	Lutheran World Federation
MDA's	-	Ministries, Departments and Agencies
MSc	-	Master of Science
PC	-	Performance Contract
PS	-	Permanent Secretary
SAGA	-	Semi Autonomous Government Agency
SEKU	-	Southern Eastern Kenya University
SRC	-	Student Representative Council
UHC	-	Universal Health Coverage
US	-	United States





**Prof. Philip Kaloki, MBS  
Chairman, KMTC  
Board of Directors**

It is my pleasure to welcome you to this issue of our Newsletter.

His Excellency the President of Kenya Uhuru Kenyatta has prioritized affordable healthcare for all as one of the big four development agenda. KMTC has continued to play a key role in the growth of human capital for the health sector as part of efforts to achieve UHC, by graduating qualified professionals.

During the launch of the Universal Health Coverage (UHC) pilot project in Kisumu County by H.E. President Uhuru Kenyatta, all the 47 County Governors committed to support the program. It is expected that Kenyans will benefit from the full rollout of the program through increased access to preventive, curative, rehabilitative and palliative health services at minimum financial

burden, thereby eliminating inequalities in access to health care.

To date, KMTC remains the lead-trainer in the medical field, with a wide network of campuses, producing over 85% of middle level health professionals for the health sector. This year, the College graduated 10,869 health professionals in various specialties, a key contribution in addressing the gaps in the health sector work force in the country and beyond. The training of mid-level professionals at KMTC complements doctors and other specialists in delivering essential health services at the local level, ensuring quality and affordable care for all as envisaged under UHC.

In the previous quarter, three KMTC Board Directors – Dr. Emily Koech, Mr. Gerald Mithamo and Mrs Ruth Okowa were appointed. They currently chair the Board's Committees of: Academics, Training, Standards and Ethics; Finance Planning and Development; and Audit respectively.

During the period under review, the Board of Directors competitively recruited a substantive Chief Executive Officer, who is responsible for the day to day operations of the College. The Board also recorded a number of achievements among them: approval and launch of Strategic Plan 2018-2023; review and development of various policies; approval of 2018/2019 FY budget and procurement plan; approval of a new organizational structure; employment of more lecturers; enhancement of collaborations with various partners and stakeholders; additional infrastructure, equipment and vehicles; compliance with key government deadlines; approvals to recruit key managerial positions and absorption of seconded lectures; and a successful graduation ceremony.

The Board will focus efforts on meeting three objectives set out in the Strategic Plan 2018 - 2023 that will sustain KMTC's leadership position in the training of competent health professionals for sustainable development. The three key objectives are: retaining the quality of training; making KMTC the institution of training of choice for all health professionals by 2023; and increasing internally generated revenue by 50 percent by 2023.

Guided by the current Strategic Plan and the leadership of the Board of Directors,

the College has continued to embrace good governance, performance contracting and quality management systems, thus recording tremendous achievements over the years. This year, KMTC was crowned the first runners-up in the Statutory Bodies Category, during the 2018 Champions of Governance Awards gala annual event organized by the Institute of Certified Secretaries (ICS), to recognize institutions and individuals that exhibit the highest standards of practice in good governance. In addition, the College also received recognition and a Runners Up Award in service delivery and innovation, during the African Public Service Day Celebrations held in June, 2018 at the Kenyatta International Convention Centre (KICC).

The Board is proud to say that our expansion strategy has yielded fruits. The institution continues to grow at an impressive rate with the number of campuses, student and staff population increasing. We have campuses in 43 Counties (out of the 47) in the country. The College also enhanced collaborations leading to the growth of the College's asset base. Our admission process has been simplified and we have continued to expand our programmes to meet the market demand and align with current needs.

Through the support of the National Government, collaboration with County Governments, Constituency Development Fund (CDF) and other esteemed partners, the College undertook various infrastructural, institutional and staff developments. We value/appreciate the efforts and support from our esteemed stakeholders/partners.

## Message from the Chief Executive Officer



**Prof. Michael Kiptoo**  
**Chief Executive Officer**  
**KMTC**

Welcome to the 29<sup>th</sup> issue of the KMTC Newsletter. The theme of this issue is *“Strengthening Research and Training for a healthy Nation”*.

Following the launch of our 2018-2023 Strategic Plan, we have put in place mechanisms and structures to achieve the College’s strategic focus of leadership in the training of competent health professionals for sustainable development. We have also put in place measures to steer the eight key areas

identified in this strategic period. The strategic issues under consideration are: quality of training; staff development; research, innovation and consultancy; linkages, collaboration and partnerships, development of infrastructure and other facilities; Information and Communications Technology (ICT); income generation and resource mobilization; and Marketing, Communications & Brand recognition. During this Strategic Planning period we will enhance our efforts of income generation, resource mobilization, optimizing the capacity of the College at campus levels and tightening monitoring and evaluation across all functional areas.

It gives me pleasure to report that KMTC has taken the lead in developing Primary Health Care oriented training programs to address communicable and non-communicable diseases, which have become major challenges in the health sector. In the spirit of reaching the underserved population cohorts, the College has partnered with key institutions in giving training opportunities to needy students from the vulnerable and marginalized communities.

Towards advancing Research, the College held its 5<sup>th</sup> Scientific Conference in May this year, in which a total of 29 papers were presented, providing solutions to some of the challenges facing the health sector. Some abstracts and papers presented were published in the ***International Journal of Health Professions***.

As an institution, we have strengthened our quality assurance systems and as such the College recently transited to ISO 9001:2015 Standard. Regionally, KMTC was incorporated in the National Stakeholder list for the East African Health Research Commission. The research and innovation component has also been strengthened and more funds allocated towards the same.

In accordance with the provisions of the Health Act 2017, KMTC has repositioned itself and integrated its training functions in line with the national training policy for health professionals, thus carving a niche as one of the largest medical training institution in East and Central Africa and even beyond.

I wish to thank the KMTC Board of Directors, Management, and staff for their contribution towards the College’s achievements.

I thank the Board of Directors for giving me an opportunity to serve as KMTC Chief Executive Officer. I commit to work closely with management, staff, students and partners to ensure that the College’s strategic goals are achieved for us to achieve our mission of producing competent health professionals through training, research, and providing consultancy services.

Finally, I wish to sincerely appreciate the Board’s guidance and support during the period under review. I also thank management and staff for their dedication to the performance of the College and seeking to ensure that KMTC continues to offer quality training to serve the Kenyan people and beyond.



# President Uhuru fulfills promise to students as he pledges to do more



*H.E. President Uhuru Kenyatta has a word with KMTCC Board Members, Campus Principals and students at State House Mombasa*

**H**is Excellency President Uhuru Kenyatta on Monday, 19<sup>th</sup> November, 2018 met the Kenya Medical Training College (KMTCC) Board of Directors, where he gave Ksh0.5m to the College's Msambweni Campus students' leadership to fulfill his pledge to the kitty for needy students.

Earlier in the year (August 2018), while on his developmental tour in Kwale County, the President met with students from Msambweni campus and pledged to boost the needy students' kitty with a contribution of Ksh1m. He donated Ksh0.5m the same day and pledged to send the balance at a later date.

Honoring an invitation from the Office of the President, KMTCC Board of Directors, led by the Chairman Prof. Philip Kaloki, paid a courtesy call to State House Mombasa in the company of Student Representative Council leaders, on Monday, 19<sup>th</sup> November, 2018. It is during the visit that the President honored his pledge

**"We will need more health workers to make Universal Health Coverage a reality as the country moves forward," President Uhuru**

by donating another Ksh0.5m to Msambweni Campus Students Representative Council (SRC) leaders, making his total contribution Ksh1m.

While handing over the money, President Kenyatta said the kitty would ensure qualified

students get an opportunity to train at KMTCC regardless of their financial background. The President further assured the students that he would give an additional Ksh1m within six months or a year, if the students' leaders manage the money entrusted to them well.

In addition, the President undertook to have the road leading to the campus tarmacked and the campus fenced off, so as to improve access and enhance security.

President Uhuru reassured the students that there was an opportunity for each of them as the country moves towards fulfilling the Universal Health Coverage goals. "We will need more health workers to make Universal Health Coverage a reality as the



country moves forward," the President said, adding that, "I commend KMTC for training community health workers who will go down to the grassroots and empower communities to take care of their health."

Board Chairman, Prof. Kaloki, thanked the President for acknowledging the key role played by the College in the health sector and assured him that KMTC would continue to fulfill its mandate diligently to support the Government's Universal Health Coverage agenda.

The Msambweni campus needy students' kitty is an initiative of the students leadership aimed at reducing the financial burden of

needy students in funding their education at the College to ensure completion of studies. To qualify one must either be: an orphan, have a single parent, from extremely poor background, have high fee balance and must have applied for consideration six months prior to exams.

Present during the visit to State House were KMTC Principals: Ms. Peninah Ivui (Msambweni), Mr. Anderson Yeri (Mombasa), Mr. Justus Kioko (Voi), Dr. Marsellah Ogendo (Deputy Principal Mombasa), Mr. Deche Mwatsuma (Kilifi), Ms. Kavwa Mwakaribu (Kwale) and Dr. Mary Mwaniki (Port Reitz)), senior staff members and students from Msambweni campus.

## DP pledges Ksh 50 million for proposed KMTC Ikolomani Campus

The Deputy President (DP) William Ruto pledged Ksh50m for the proposed Ikolomani Kenya Medical Training College (KMTC) campus in Kakamega County.

He announced this when he visited the proposed campus to lay a foundation stone, in December 2018, signifying its official construction.

The DP said the National Government would give Ksh30m for construction of the campus and Ksh20m by the Constituency Development Fund (CDF). The CDF contribution was to be set aside by Ikolomani Member of Parliament Hon. Bernard Shinali.

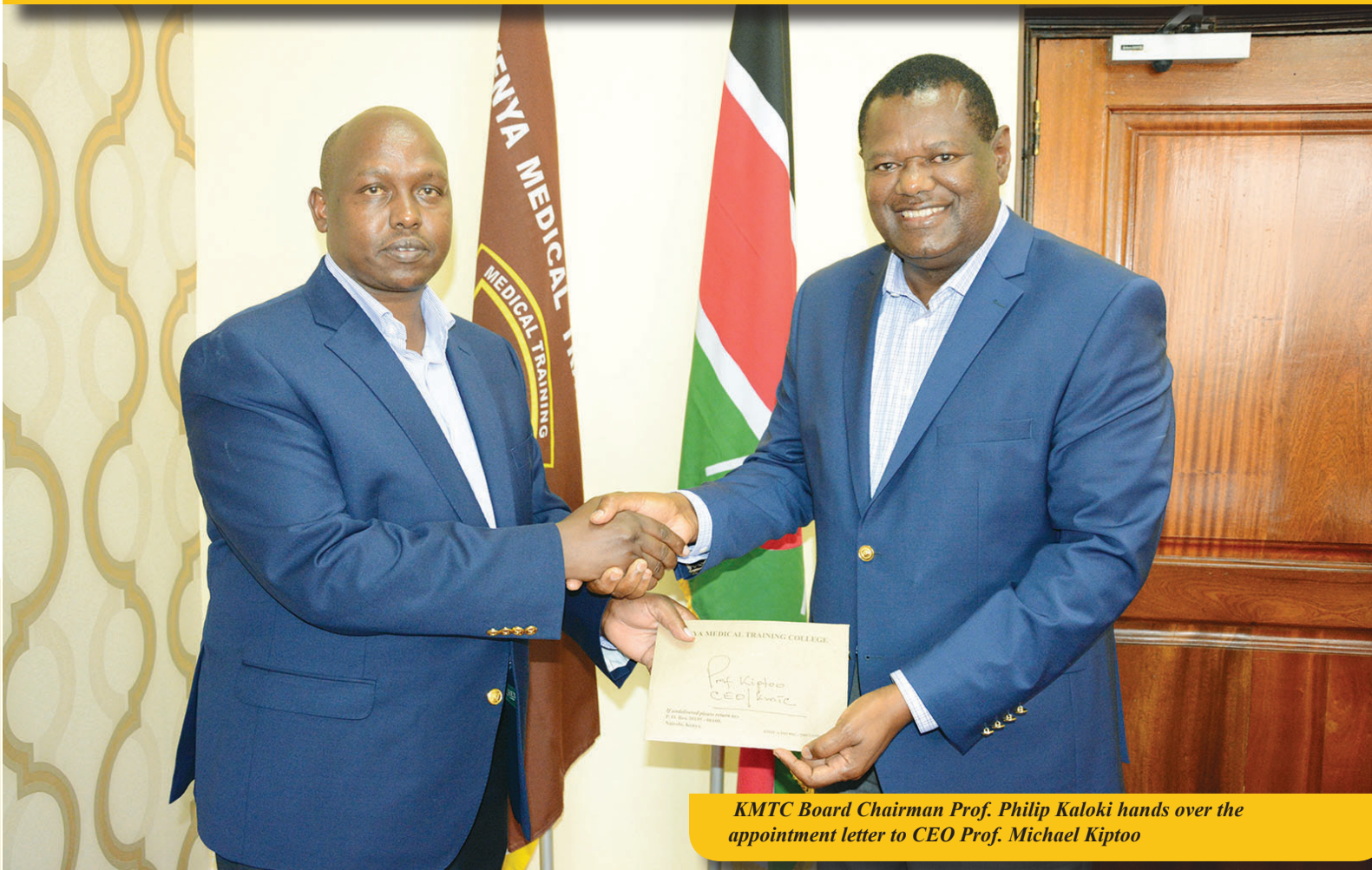
"KMTC plays a very important role in Kenya's healthcare. This expansion will ensure that the College not only continues to train for

the country, but also for the global market", the Deputy President said.

The DP was received at the proposed campus site by the KMTC Board Chairman Prof. Philip Kaloki, CEO Prof. Michael Kiptoo, Board Director Mithamo Muchiri, KMTC Principals: Dr. Jeremiah Ngomo (Kakamega) and Dr. Kelly Oluoch (Kisumu), among others.



*DP lays a foundation stone at the proposed KMTC Ikolomani Campus*



*KMTC Board Chairman Prof. Philip Kaloki hands over the appointment letter to CEO Prof. Michael Kiptoo*

**K**MTC Board of Directors appointed Prof. Michael Kibet Kiptoo as the Chief Executive Officer of the College effective 30<sup>th</sup> November, 2018. The appointment follows a competitive process conducted between October and November 2018.

Prof. Kiptoo took up the mantle at KMTC on 1st March, 2018, in an acting capacity from Mr. Peter Tum, who joined the Ministry of Health as Principal Secretary.

With over 17 years of experience serving in various capacities at the Kenya Medical Research Institute (KEMRI) and the Southern Eastern Kenya University (SEKU), the Professor joined KMTC with a wealth of knowledge and experience.

Prior to his appointment to KMTC, Prof. Kiptoo was an Associate Professor at SEKU School of Health Sciences. He holds a doctorate degree and a Master of Science

(MSc) in Immunology, both from Kenyatta University. He has held several positions of honor professionally and administratively.

He has undertaken several leadership and professional trainings at local and international level, facilitated high profile conferences/workshops as well as provided graduate students supervision support, consultancy, research and training. He is a member of the Kenya Society for Immunology, has contributed to book publication, peer reviewed journals and conference abstracts. He has research interest in HIV infections and control.

KMTC is set to benefit from his vast knowledge in research and exceptional leadership skills. Prof. Kiptoo said his immediate plan was “to lay strategies to train health professionals to realize Universal Health Coverage for all Kenyans by 2022 in line with the Government's agenda”.



# New KMTC Manderla Campus to benefit Kenya and Somalia students



*Mandera County Governor Ali Roba signs visitors book during a visit to KMTC.*

**A** new campus is set to open doors to students in March, 2019. KMTC Manderla campus, which will be the first mid-level training institution in the County, is an initiative of President Uhuru Kenyatta, KMTC and the County Government of Manderla and will serve Kenya and Somalia.

This was announced when KMTC Board of Directors led by Chairman, Prof. Philip Kaloki met with Mandera Governor H. E Ali Roba, at the College's Headquarters Nairobi in October 2018.

"The Manderla campus is part of the President's commitment to ensure that the country has adequate and well-trained health professionals to help achieve the Universal Health Coverage (UHC) goals by 2022", KMTC Chairman Prof. Philip Kaloki said.

On his part, Governor Roba assured KMTC Board of Directors of the County Government's support to the campus. On behalf of Mandera County Government, the Governor committed to allocate Ksh150m for the development of the campus in the 2018/2019 Financial Year (FY), with a pledge of a similar amount in the 2019/2020 FY. In addition, the County

Government allocated 100 acres of land for construction of a new ultra-modern campus.

The Deputy Governor Hon. Mohamed Arai reiterated the County Governments' full support for the campus. "This Campus is a big milestone for the County in the quest to achieve UHC and training of competent health professionals", he said.

Somalia President Mohamed Abdullahi Farmajo while attending KMTC's Second Annual Open Day in March

2017, was impressed and pledged to send interested Somali nationals to train in nursing and other faculties, once the Mandera campus starts operating.

The new campus would offer need-based courses, such as Certificate in Community Health Extension Workers (CHEWs). The courses will be designed to meet the health needs of the people of Mandera, its neighbors as well as Somalia nationals.

Present during the meeting was KMTC Board Vice Chairman Eng. David Muthoga, CEO Prof. Michael Kiptoo and Mandera County Health County Executive Committee (CEC) member Dr. Mohamed Eda.

**"The Manderla campus is part of the President's commitment towards achievement of UHC" Board Chairman**



# KMTC signs 2018-2019 Performance Contract with Government

The Kenya Medical Training College (KMTC) Board Chairman Prof. Philip Kaloki, on 10<sup>th</sup> September, 2018 signed the 2018-2019 Performance Contract (PC) with the Health Cabinet Secretary (CS) H.E. Mrs. Sicily Kariuki, on behalf of the College.

The PC spells out the targets that the College is expected to meet in the current financial year in support of the Government's 'Big 4 Agenda' and in particular the achievement of Universal Health Coverage (UHC) goals.

Mrs. Kariuki reiterated the need for total implementation of strategies towards attaining UHC, the global agenda and other Government priorities. "The three areas of UHC that we must address are: Affordability, Accessibility and Quality of Health care," she added.

The CS also encouraged Semi-Autonomous Government Agencies (SAGAs), under the Ministry of Health, (including KMTC), to

come up with innovative business models and partnerships as a way of exploring joint projects amongst themselves.

Health PS, Mr. Peter Tum, underscored the importance of signing Performance Contracts, saying it was an important milestone in the Ministry, as it signified a commitment to work diligently and efficiently to deliver services to the public and address the Government's 'Big 4 Agenda'.

The signed PC was handed over to KMTC Board Chairman, Prof Philip Kaloki. Thereafter, the College's CEO Prof. Michael Kiptoo signed the PC with the Board, before cascading it to Principals of campuses and senior managers for implementation.

Accompanying Prof. Kaloki during the signing of the PC was the KMTC CEO Prof. Michael Kiptoo, Board Vice Chairman Eng. David Muthoga and the Chair of the Board's Finance Committee Mr. Mithamo Muchiri.



*Health CS Mrs. Sicily Kariuki and KMTC Board Chairman Prof. Philip Kaloki sign the 2018-2019 Performance Contract*



# KMTC holds 86<sup>th</sup> Annual Graduation Ceremony



Health PS Peter Tum awards a graduand during the 86<sup>th</sup> graduation ceremony

KMTC graduands stand to recite the solemn promise at the 86<sup>th</sup> graduation ceremony

The 86<sup>th</sup> KMTC Annual Graduation Ceremony held on December 6<sup>th</sup>, 2018 saw close to 11,000 students graduate with various disciplines.

The graduation ceremony themed “Training Competent Health Professionals for Universal Health Coverage”, saw many graduands from the Faculties of: Rehabilitative Sciences; Public Health; Diagnostic Sciences; Information, Technology and Medical Education; Pharmaceutical Sciences; Clinical Sciences; and Nursing, awarded Certificates, Diplomas and Higher Diplomas in different fields.

Presided over by the Cabinet Secretary for Health, Mrs. Sicily Kariuki, the graduation ceremony recorded **10,869** new graduates, the highest in KMTC history, out of which **3,117** were Certificates, **7,331** Diplomas and **421** Higher Diplomas in various specialties.

In 2017, the College recorded 8,967 graduates, presenting a 21.2% increase in 2018. The rise in the number of graduands is attributed to the strategic expansion process, under which the number of campuses grew from 28 in 2013 to 65 in 2018. Consequently,

the student population increased from 19,000 to 33,031 as at December 2018. The increase is in line with the Health Sector 2012-2017 plan to reduce health inequalities and reverse the downward trend in health related impact and outcome indicators. The Colleges also developed new academic programmes in Family Health, Family Nursing and Community Health Extension Workers to address Universal Health Coverage.

Further, as a result of the College's expansion strategy, 14 new Campuses presented graduands for the first time. These are Chuka, Gatundu, Isiolo, Kuria, Lamu, Lugari, Makindu, Mosoriot, Nyamache, Othaya, Rachuonyo, Tana River, Ugenya and Voi.

Through the support of the National Government and in collaboration with the County Governments and CDF, the College undertook various infrastructural developments; construction and renovation of more classrooms, lecture halls, laboratories, and ablution blocks in various campuses, to provide more learning and utility space for the students.

Speaking during the graduation ceremony, the Cabinet Secretary Ministry of Health, Mrs. Sicily Kariuki, who was the chief guest, termed the graduation a win for the Government. "I stand proud of KMTC, an institution that has since 1927 contributed immensely to the development of this great country, by producing highly trained health professionals from various disciplines." She urged the graduands to "be the change you want to see in coming years" and encouraged them to keep on pursuing excellence. "Get yourselves role models and mentors and follow their footsteps, but go beyond them," she said.

Health Principal Secretary (PS) Peter Tum said, "The Ministry of Health appreciates the role KMTC plays in the growth of human capital for the health sector as part of efforts to achieve UHC for all Kenyans in the next four years." He added that every graduation is an opportunity for every cohort to inject a refreshing jab into the health sector work force. The PS noted that the dynamic nature of the health sector in this era of technological advancement, climatic change, and emergence and re-emergence of new diseases, requires innovative approaches in health care management. He called upon the College to continually develop and review its academic programmes, to retain relevance and responsiveness to emerging dynamics.

In his congratulatory message, Chairman, KMTC Board of Directors Prof. Philip Kaloki, lauded the commitment of the graduands to service and urged them to serve Kenyans with honor and respect. He affirmed that KMTC remained the lead-trainer in the medical field producing over 85% of middle level health professionals for the health sector.

On his part, CEO Prof. Michael Kiptoo ascertained that KMTC graduates were well prepared and ready to serve all Kenyans. In order to remain committed to its mission of producing competent health professionals, the CEO said that the College transited to

ISO 9001:2015 Standard and was successfully awarded the certification in November, 2018.

It was noted that KMTC had also strengthened its quality assurance strategies, including the sustenance of the Quality Management System and adopted the use of the Enterprise Resource Planning (ERP) system. The ERP will increase transparency and accountability while ensuring operations of the College are carried out in an effective and efficient manner.

The College had also launched its Strategic Plan 2018-2023, emphasizing eight key governance areas: quality training, staff development, research innovation & consultancy, development of infrastructure, information & technology, income generation & resource

**"I stand proud of KMTC, for the contribution to the development of this great country..." Health CS**

mobilization and finally marketing communication & brand recognition. Further, the College continually expands its programmes to meet the market demand, and as such, in collaboration

with the University of Massachusetts Amherst College of Nursing, will soon mount a Bachelors' degree in nursing.

As the practice is, the graduands made a solemn vow to practice professionalism and be ethical while offering services to the public. During the ceremony, eight staff members who had attained degrees from other institutions during 2017/18 academic year were recognized. There were also winners of the various College Awards categories including Most Outstanding Students of the Year and Board of Directors Chairman Award for Most Inspirational Student of the Year, among others.

The graduation ceremony is held once every year. The number of graduands has steadily increased over the years, in order to meet the demand for skilled and competent health professionals and consultants. The graduation ceremony was attended by representatives of various development partners, County Governments, Ministry of Health officials among others.



# KMTC Launches 2018 - 2023 Strategic Plan



*Unveiling of the 2018 - 2023 Strategic Plan*

**K**MTC launched its 2018-2023 Strategic Plan on 15<sup>th</sup> November, 2018 at the College's School of Nursing Assembly Hall, Nairobi. The event was graced by the KMTC Board Chairman Prof. Philip Kaloki and attended by Board Directors, partners, the College's Management, Principals, Heads of Department, staff and students.

The theme of the 2018 - 2023 Strategic Plan is "Transformative Training and Research Towards Achievement of the Universal Health Coverage Goals".

In his remarks during the launch, Prof. Kaloki noted that "the Strategic Plan is a framework through which the College shall apply its resources and strengths to exploit available opportunities and confront threats that might hinder the institution from achieving its objectives". He added that the Plan "provides a solid foundation for the training of Certificates, Diplomas and Higher Diplomas in different programmes. Coinciding with the Government's agenda of Universal Health Coverage (UHC) for all Kenyans by 2022, the Plan sets KMTC on a path to ensure contribution to better health care through training of competent health

professionals".

Speaking during the launch, CEO Prof. Michael Kiptoo said that "the College operates in a dynamic environment where many changes occurred during the 2013-2017 plan period at the levels of educational, technological, political and within the socio-economic environment". These changes require an adaptive response so as to enable the College maintain an edge as leader in medical education in Kenya. The CEO added that "in this strategic planning period 2018 - 2023, the College will focus on enhancing efforts of income generation, resource mobilization, optimizing the capacity of the College at campus levels and tightening monitoring and evaluation across all functional areas for the achievement of the Plan goals".

The College's role being that of training various health disciplines for the health sector, its strategies have been aligned to those of the sector, which in turn draws its focus from the National Agenda of UHC. To achieve this, the Ministry of Health has defined priorities with targets to be implemented in the next four years (2018-2022). Among the priorities is

ensuring that the necessary human resource for health are availed for efficient service delivery. As such, KMTC offers more than 70 courses, which are based on curricular tailor-made to ensure emerging and re-emerging diseases are targeted. The 2018 - 2023 strategic period is critical for the College since it falls within the period spelt out by government for achievement of UHC.

In line with the Government's UHC agenda, the College has made effort to actualize this by: providing competent health workforce; improving the quality of training through a continuous review of training programs to align with emerging health needs in the country; continual sustenance of ISO 9001:2015 certification to uphold quality training; and developing training programmes including short courses that meet market demands/needs in the country.

As the College pursues its mandate in training health professionals during this strategic period, it will also aim at contributing to the achievement of three (3) Sustainable Development Goals (SGD's) and in particular: Goal 3 - ensuring healthy lives and promoting well-being for all at all ages; Goal 4 - ensuring inclusive and equitable quality education and promoting lifelong learning opportunities; and Goal 9 - building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.

KMTC will direct its efforts on meeting three objectives that will sustain its leadership position in the training of competent health professionals. The objectives are: retaining the quality of training; making KMTC the institution of choice for training of health professionals by 2023; and increasing KMTC's internally generated revenue by at least 50% by 2023.

Pursuing the aforementioned objectives in the next five years will enable KMTC to address strategic issues that are critical to the achievement of the strategic goals and objectives. The strategic issues are:

quality of training; staff development; research, innovation and consultancy; linkages, collaboration and partnerships; development of infrastructure and other facilities; Information and Communications Technology (ICT); income generation and resource mobilization; and marketing, communications and brand recognition.

In view of KMTC's mandate, the College has chosen the strategic focus of "leadership in the training of competent health professionals for sustainable development for the strategic period. The Plan has outlined the KMTC background information; situational analysis; industry and market analysis; the competitive advantage of the College; strategic outlook; implementation, monitoring and evaluation framework; and financing strategy. During the life of this Strategic Plan, the KMTC Act will be reviewed to align it to the Constitution of Kenya 2010, relevant policies and other Government directives and operations of the College.

In this Strategic Plan, the College has put in place structures to cultivate stronger relationships with existing and new partners at both local and international levels. The College will leverage on the relationship with the partners to ensure improved training of health professionals for the health sector.

Through the Enterprise Resource Planning (ERP), the Strategic Plan has provided clearly spelt out activities of ensuring the College keeps abreast with uptake of Information and Communications Technology (ICT). Through automation, virtue learning and state of the art medical equipment, we will enhance service delivery in a cost-effective manner and ensure seamless operations and connectivity within all the departments and campuses.

The underpinning foundation for KMTC's strategy is contributing towards the goal of Universal Healthcare Coverage (UHC), one of the Government's big four agendas for economic development.



## KMTC grows 100%, hires new lecturers

The Kenya Medical Training College in its commitment to produce competent health professionals through training, research and provision of consultancy services, has put in place strategies to ensure the College plays its key role in the realization of Universal Health Coverage (UHC), one of the Big 4 Government agenda.

The College is keen on playing its role in the realization of Sustainable Development Goals and the country's Vision 2030 in various ways. In that regard, the Board embarked on expanding access to training opportunities in the health sector, so as to bridge the gap of inadequate numbers of skilled health care providers.

The Board spearheaded the process of expansion by setting up new campuses across the country, a move that necessitated recruitment of new lecturers for posting to the new campuses. As a result of the expansion, the number of campuses grew by more than **100%** since 2013, from 28 to 65 campuses. The number in new enrollments also grew with the population of students increasing from 19,000 to 33,031. The College also expanded its academic programmes offered to meet the market demand. To date, KMTC remains the lead-trainer in the medical field producing over 85% of middle level health professionals for the health sector.

The expansion process compelled the College to increase the number of staff in the teaching faculty, thus 115 new lecturers

were hired in August 2018, to serve in the departments of Clinical Medicine and Nursing. The new lecturers were to be posted to various campuses including Mandera, Lamu, Tana River, Mombasa, Bomet, Kitale, Siaya, Port Reitz and Msambweni.

To welcome them to the College and prepare them for their new roles, the new lecturers were taken through a week long induction program, that covered topics such as:

- KMTC's organizational culture
- Corporate governance and legal issues
- Administration
- Teaching methodology
- Quality Management Systems
- Performance contracting
- Protocol, etiquette and dress code
- Savings for investment and growth while in service among others.

The induction program was held at KMTC Mombasa campus from 10 - 14 September, 2018 and was facilitated by senior managers from KMTC Headquarters.

Speaking on behalf of the new employees, Mr. Moses Lagat commended KMTC management for equipping them with information and knowledge required to navigate through the new job environment. The lecturers undertook to do their best and ensure students continue to excel in their training at KMTC, while upholding the high standards of training set by the College.



## Board Directors trained on corporate governance



*A section of the Board Directors during a past function.*

A corporate governance and effective leadership seminar was held for KMTc Board Directors in Mombasa from 1 - 3 October, 2018.

The seminar facilitated by the Kenya School of Government was aimed at equipping the Board Members with concepts and principles of corporate governance, roles and functions of the Board, Board committees and their management, performance management, ethical issues affecting Boards, effective conduct of Board meetings, Board evaluations and best practices, among others.

The seminar was designed to give participants an outlook on how improved risk

management and corporate governance prepares an organisation to cope with past, current and future challenges that may affect key operations.

KMTc Board Chairman Prof. Philip Kaloki said the seminar was an eye opener that "will enable the Board carry out its oversight role more effectively".

After the seminar, the attendees were also taken through team building and culture change activities, designed to facilitate better communication, culture change, promote creativity, and develop problem-solving skills, which are great qualities for strategic leadership and management.



## All KMTC campuses under new security firms



The Kenya Medical Training College (KMTC) has hired new security firms in a bid to enhance safety management measures.

The firms will work under close supervision of KMTC security officials and other security agents such as the national police to provide full protection to staff, students and College property in all campuses across the country. The firms will complement the efforts of the Nyumba Kumi Initiative earlier adopted by the College.

Among other functions, the security firms are expected to enhance surveillance in line with the proposed security measures and improve rapid response in the event of security threat. Further, it is expected that communication during emergencies will be advanced. The firms will operate within the existing regulations and adhere to the College's Security and Safety Policy. Security standards and guidelines will be applied in monitoring the firms' performance.

To centralize security services, the campuses have been grouped under eight regions with selected security firms assigned to campuses as shown below:-

- Coast region - Catch Security
- Western region - Mandate Security
- Rift Valley and Eastern regions - Lavington Security
- North Eastern region - Gyato Security
- Nyanza and Central regions - Chakra Security and 247 Guards Limited

Acting CEO Prof. Michael Kiptoo called upon the firms to ensure strategies and measures that directly impact on security are significantly improved and better coordinated. "Your duty is to ensure students, staff and visitors to the College are safe. Perform this duty with the seriousness it deserves", the CEO said when he welcomed the firms to the College. He assured them of support from the College's management, cautioning them that regular performance monitoring would be carried out to ensure set expectations are met.

To ensure protection and security in all campuses, the College undertakes periodic review of the existing security measures, with vulnerable areas identified and remedial actions taken to address them.

- Nairobi region - Stallion Security



# IGAD to partner with KMTC to create a centre of excellence in nutrition

KMTC is exploring ways to partner with the Intergovernmental Authority on Development (IGAD) to make Karen campus a centre of excellence in nutrition. This was announced when the IGAD Executive Secretary, H.E Amb. (Eng) Mahboub Maalim, visited Karen campus on 10<sup>th</sup> August, 2018.

Accompanied by IGAD's acting Director of Social Development Directorate, Ms. Fathia Alwan and members of the regional Authority, Dr. Maalim said IGAD was ready to work with KMTC to establish collaboration that will see KMTC Karen Campus become a centre of excellence in nutrition. He noted that there were several IGAD staff already training at the campus, thus the move would strengthen existing partnership. In addition, he said IGAD will continue to work together with the College to provide services where needed.

The Head of Institutional Advancement at the College, Dr. Jebichi Maswan, who was representing the CEO, informed the IGAD team that it has always been the College's mission to make the campus a centre of excellence in nutrition. She welcomed the move by IGAD to partner with KMTC in making this a reality, adding that the move would attract more local and international students to the campus.

In addition to being the largest campus for training nutritionists, Dr. Maswan noted that there were ongoing discussions with various development partners, aimed at setting up an Institute of Health Systems Management conference facility in the Karen campus.

The event was also attended by KMTC Karen campus Principal Dr. Peris Kibet and Deputy Principal (Finance and Administration) Nairobi campus, Mr. Amos Kipsumbai.



*KMTC Team and IGAD representatives during the partnership and collaboration meeting.*



# KMTC seeks collaboration to strengthen training in Occupational Therapy

Plans are underway to roll out a partnership that will see the College strengthen training in Occupational Therapy.

This follows a meeting held between the Lutheran World Federation (LWF) and the KMTC Nairobi campus management, in which avenues for collaboration, networking and partnership were discussed.

During the meeting, the teams discussed exchange of training and learning materials, possibilities of exploring new areas of training to enrich the Occupational Therapy profession, clinical research support and capacity building initiatives.

Under the proposed partnership, LWF will work with the United States Fellow, the University of Kansas and the American Occupational Therapist Association (AOTA) to ensure that KMTC Occupational Therapy students get specialized training.

LWF's Rehabilitation Officer in charge of Kenya – Djibouti – Somalia Program and

Occupational Therapist Mr. Stephen Areba was accompanied by Evans Dean, an Associate Professor from the University of Kansas, School of Health Sciences in the US.

KMTC Nairobi Campus Deputy Principal (Academics) Mrs. Felistus Muinde lauded efforts by the Head of Department to initiate the collaboration and "further training especially in research for evidence-based practice". The College had developed a collaboration policy to optimize such initiatives, she added.

Head of Occupational Therapy Department Mr. Andrew Bii, observed that such partnerships would enhance sharing of relevant skills in trainings and practices to enable graduates compete globally.

The visit by the LWF team was sponsored by the Outbound Program, a Follow-On Project on Inclusive employment of People with Disabilities, developed jointly by the US. and Kenyan Fellow in 2018.

## KMTC scoops top governance award

The Kenya Medical Training College (KMTC) was crowned the first runners-up in the Statutory Bodies Category, during the 2018 Champions of Governance Awards gala held at the Radisson Blu Hotel in Nairobi, on 2<sup>nd</sup> November, 2018.

The governance awards gala, is an annual event organized by the Institute of Certified Secretaries (ICS), to recognize institutions and individuals that exhibit the highest standards of practice in good governance.

The governance audit exercise focused on eight parameters outlined in the code of governance for state corporations

(Mwongozo). These are:

- Board of Directors
- Transparency and Disclosure
- Accountability, Risk Management and Internal Control
- Ethical Leadership and Corporate Citizenship
- Shareholder Rights and Obligations
- Stakeholder Relationships
- Sustainability and Performance Management
- Compliance with Laws and Regulations



**KMTC Board Member Mithamo Muchiri (3<sup>rd</sup> right), Senior Managers and a staff receive the Governance Award**

It is as a result of good governance that the College recorded tremendous achievements over the years. The achievements included the expansion of the College from 28 campuses in 2013 to the current 65 campuses across the country. The population of students increased by 74%, and their ratio from 19,000 to 33,031 (as at Dec. 2018) undertaking 76 medical courses in the College. The College also enhanced collaborations with County Governments, leading to the growth of the College's asset base.

KMTC Board of Directors Mithamo Muchiri, Corporation Secretary Dr. Miriam Muthoka, Deputy Director (Finance and Administration) Mr. John Anyira and Board Secretariat staff member Ms. Emmy Rop received the award on behalf of the College.

"Congratulations to the Board of Directors, Ag. CEO Prof. Michael Kiptoo and the management team for this great win", Board Chairman Prof. Philip Kaloki said when he received the good news. He added, "This

is recognition of the College as a champion of governance in service delivery, to not only our students but also members of staff, faculty and stakeholders in Kenya and beyond". He thanked the Board of Directors and management for their dedication in transforming the College to a world class training and development institution for competent health professionals.

Ag. CEO Prof. Michael Kiptoo congratulated the KMTC fraternity for the big win which he said was as a result of teamwork. "Service delivery at the College is predicated on good governance and the win affirms that", he added.

The Corporation Secretary Dr. Miriam Muthoka, termed the win "an assurance that KMTC Board of Directors and management continue to ensure proper procedures, processes and systems are at the center of service delivery even as the College fulfills its mandate of training, consultancy and research for health".



# KMTC shines at 2018 Nairobi International Trade Fair



KMTC shines at the 2018 Nairobi International Trade Fair

The Kenya Medical Training College (KMTC) scooped a top award in the category of "Best Tertiary Level Education Institution other than University" during the 2018 Nairobi International Trade Fair held between 1 - 7 October 2018. The College also took the third position in the "Education and/or Research Stand, that Best Interprets Current Show Theme".

The College pitched an outstanding exhibition during the trade fair that was themed *"Promoting Innovation and Technology in Agriculture and Trade"*. With departments showcasing what they offer, visitors who thronged KMTC's stand were taken through the core mandate of the College and its critical role in equipping health care facilities in Kenya and internationally with competent health care providers in different cadres. The public were also sensitized on the courses offered at the College and admission requirements.

Admission officers assisted those interested in joining the College through the application process.

During a tour to the College's exhibition stand, KMTC CEO Prof. Michael Kiptoo, commended the staff for being the College's ambassadors by showcasing what KMTC offers at the trade fair. He encouraged them to work harder to take the College to greater heights.

The Nairobi International Trade Fair is an annual event, which offers opportunities for regional, continental and global exhibitors to display and demonstrate their services and products. It also gives attendees an opportunity to meet people from different countries and backgrounds, hence creating a platform for interaction, exchange of ideas and experiences.



# Staff rationalization in KMTC campuses



*Participants at the staff rationalization workshop in Kisumu*

The Kenya Medical Training College held a staff rationalization and regionalization workshop in Kisumu from 7 - 11 January, 2019.

The five-day workshop was aimed at ensuring all campuses have a balanced number of staff in each cadre as determined by the College's service need. During the exercise, skills were redistributed to maximize efficiency in employee performance.

A suitable criterion was developed to guide the rationalization exercise in an effort to minimize disruption in the day-to-day running of the College. The rationalization was to be undertaken in line with Human resource guidelines, competencies, service delivery and national cohesion, so that the College represents the face of Kenya in all its campuses.

Ensuring that available skills are matched with needs, the exercise was to ensure that some campuses are not disadvantaged by having staff shortages while others have

excess. The exercise was also to ensure regional balance, national cohesion and fair distribution. The rationalization exercise was to consider: age, disability, medical conditions and retirement year.

"This exercise is vital in ensuring each campus has the skills it requires, and also to enhance national cohesion", the CEO said, calling on those involved to carry out the exercise with objectivity, fairness and integrity.

The exercise was in conformity with provisions of the Constitution of Kenya and other Human Resource laws and policies. Members of staff were called upon to cooperate and utilize the opportunity given to serve the College anywhere in the country to ensure Universal Health Coverage is achieved by 2022 as envisaged by the President in the governments "Big four Agenda".

The rationalization exercise will be carried out in all 65 KMTC campuses and at the Headquarters.





## KMTC holds training on National Cohesion and Values

**K**MTC National Cohesion and Values Committee members are now better equipped with knowledge on monitoring, evaluating and reporting on national values and principles of governance.

This follows training on national cohesion and principles of national values, facilitated by the Executive Office of the President, Directorate of National Cohesion and Values, conducted from 10– 14 December, 2018.

The training workshop was aimed at enhancing the committee members' understanding and application of national values and principles as enshrined in the Constitution of Kenya, National Cohesion and integration Act and the Truth Justice and Reconciliation Act, 2008 in the day to day running of the College.

The Committee comprising of departmental heads was appointed to enhance the College's capacity to adhere to the provisions of the Constitution on national

values and principles of governance. It will spearhead the implementation of commitments in the Annual President's Report on National Values and Principles of Governance.

Opening the five-day training workshop, the KMTC Deputy Director (Academics), Mrs. Nancy Michire, encouraged participants to embrace national cohesion values and principles of good governance. She reiterated the importance of the training to Committee members and encouraged them to be active participants "because you will be expected to cascade what you learn to staff members under you." On her part, Corporation Secretary, Dr. Miriam Muthoka said "National values are the foundation to moral behavior. They guide us to differentiate right from wrong".

Some of the topics covered were:

- Introduction to National Cohesion
- Introduction to National Values
- Strategies of promoting national cohesion and integration in Kenya

- Annual President's Reporting tool on National Values and Principles of Governance
- Performance contracting guidelines for Ministries, Departments and Agencies (MDAs), among others.

While closing the workshop, KMTC's Deputy Director (Finance and Administration) Mr. John Anyira, said all staff had a duty to promote national cohesion in their stations and should endeavor to do the right thing at all times.

Kenya adopted various measures to promote national cohesion including management of national resources, development of national policies and formulation of legislations. This is aimed at creating a cohesive environment where there are strong and positive relationships between people from different backgrounds in workplace, schools and neighborhoods as well as non-discrimination by gender, sex, disability, faith, age and culture among other values.

## KMTC gets a second Deputy Human Resource Manager



**Ms Lilian Kemboi.**

**Deputy Human Resource Manager**

The Kenya Medical Training College (KMTC) has a new Deputy Human Resources Manager, Ms Lilian Kemboi. She joined the College in April 2018.

Mrs. Kemboi holds a Master of Science (MSc) in Human Resource, and a Master of Business Administration (MBA) in Strategic Management. She holds a Bachelor of Science in Information Communications Technology (ICT) and a Postgraduate Diploma in HR. Before joining KMTC, she worked at the Kenya Institute of Management as a training manager.

She has vast knowledge in Human Resource matters, which is critical in maximizing employee performance, improving employee labor relations, payroll management, recruitment, inductions, training and staff development. Ms. Kemboi is a full member of the Institute of Human Resource Management (IHRM-K) and Kenya Institute of Management (KIM).



# Uasin Gishu County hosts 2018 edition of the Annual National Sports Competition

**K**MTC held its 11<sup>th</sup> Annual National Sports Competitions in Uasin Gishu County from 30 July to 3 August, 2018.

The event themed *'Forging Unity in Diversity through sports'* was held at Chebisaas Boys High School and University of Eldoret grounds. It brought together participants from various KMTC campuses across the country in outdoor and indoor games which included: football, athletics, volleyball, netball, rugby, hockey, basketball, table tennis, darts, scrabble and draught.

The sporting event kicked off with athletics competitions in which KMTC Nairobi campus emerged winners with 59 points. KMTC Kapkatet Campus followed with 39 points while KMTC Nyamira Campus was third with 35 points.

In rugby sevens and fifteens field event held on day two, KMTC Meru campus showed their prowess by trouncing Port Reitz, Nairobi and Kakamega campuses to be crowned the winners. Defending champions Nairobi campus came in second.

Meru campus continued their winning streak after securing the first position in the men's handball match while Kitale campus won in the women's category. Nairobi campus emerged victorious in the men's football and volleyball matches and the women's hockey.

Lake Victoria campus emerged top in the ladies volleyball category while the ladies netball match went to KMTC Embu campus. KMTC Msambweni campus remained the unbeaten champions in the ladies basketball category, while Embu campus won in the men's category.

In the indoor games category, KMTC Meru campus emerged winners with 43 points; Port Reitz campus was second while KMTC Vihiga campus took third position.

Moiben Constituency Member of Parliament, Hon. Silas Tiren, officially opened the games, while Uasin Gishu County Senator Prof. Margaret Kamar presided over the closing ceremony. Speaking during the closing ceremony Prof. Kamar commended the KMTC Board of Directors and management for organizing the event that brought students from different campuses to learn from each other. "Such sporting events that bring people together for a common goal creates unity and promotes cohesion," she added.

The event was also attended by Uasin Gishu Youth, Gender and Sports CEC member Mr. Joseph Kurgat, KMTC Board Director Dr. Evans Amukoye who represented the KMTC Board Chairman, KMTC Deputy Director (Academics) Mrs. Nancy Michire, KMTC Deputy Director (Finance and Administration) Mr. John Anyira, who represented the CEO, senior managers from the KMTC Headquarters, Principals and staff from various campuses.

KMTC Nairobi campus emerged overall winners in the five-day event after garnering a total of 121 points followed by Port Reitz campus with 83 points. Meru campus emerged third with 82 points.

The annual event brings together all KMTC campuses countrywide for sporting activities. The 2018 event saw more than 2,350 students participate in various games.

**"Sports bring people together for a common goal creating unity and cohesion" Hon. Kamar**



*Two KMTC students from competing campuses battle it out for the ball during a basketball game*

# Academic Departments

## More KMTc Campuses now offer Nursing Programme

The number of KMTc Campuses offering Kenya Registered Community Health Nursing (KRCHN) has increased following clearance by the Nursing Council to mount the programme at Voi, Nyahururu, Isiolo and Kangundo. This brings to 50 the number of Campuses offering the programme out of the 67 located across the country.

The Department of Nursing also increased the number of Campuses offering Higher Diploma in Critical Care Nursing after Thika and Machakos Campuses mounted the programme in March and September 2018.

In addition, Homa Bay and Nairobi Campuses mounted the Kenya Registered Nursing/Midwifery and Family Health Nursing, a new course, respectively.

In collaboration with the Liverpool School of Tropical Medicine, the department also trained all its final year students on Emergency Maternal and Obstetric Care (EMONC).

## Department of Orthopedic and Trauma Medicine expands

The department graduated its first class of 153 in December 2018 (115 Certificates and 38 Diplomas).

Established in March 2016, the department offers; a two-year Certificate programme in Orthopedic Plaster Technology, a three-year pre-service and two year upgrading Orthopedic and Trauma Medicine Diploma programme.

The programme has been cascaded and is currently being offered in other KMTc Campuses. The Certificate programme is offered in Nairobi, Machakos, Chuka, Makindu, Thika and Sigowet Campuses,

while the pre-service Diploma programme is offered in Nairobi, Machakos and Kisii. The upgrading programme is currently being offered in Nairobi Campus only.

## Department of Health Promotion and Community Health launches new curriculum

Two new curricula were developed at the Department of Health Promotion and Community Health.

A six months In- service Community Health Extension Workers (CHEWS) curriculum and a robust two-year preservice certificate curriculum for Community Health Assistants (CHAs) have been successfully developed and implemented to guide the training of this cadre.

Kenya is geared towards achievement of Universal Health Coverage (UHC) and the aforementioned curricula have been tailored to enable realization of the same towards attainment of Sustainable Development Goals (SDGs). The two curricula are structured to equip community workers with theoretical and practical skills necessary for health service delivery at the community level. They will be expected to do this through linkages with other tiers in response to the changing dynamics in Kenya's health sector. They will also support the Ministry of Health to coordinate standardized training of competent community health workers in the country with an aim to achieve the sector's strategic objectives.

Kenya launched the Community Health Strategy (CHS) in 2006 both as a commitment to global health goals and to support the achievement of the Second National Health Sector Strategic Plan (2005-2010), whose goal was to reverse the declining trends in health indicators.



## New programme started at the Department of Clinical Medicine

A new programme - Higher Diploma in Clinical Medicine and Surgery (Family Health), was started at the Department of Clinical Medicine with 70 students admitted in September 2018 (50 in Nairobi and 20 in Nakuru Campuses respectively).

The new programme will provide comprehensive health care, conduct research and health education related to family health. It will take one and a half years to complete and the students are expected to graduate in 2020. The programme was started in line with the Universal Health Coverage, one of the Government's Big Four Agenda, and is the latest innovation for primary health care. The programme is patient centered, community based and main unit in family health.

Students will be trained to not only consider physical health, but also spiritual, social and psychological aspects of disease management. It is expected that the programme will soon be rolled out to Mombasa, Kisumu, Kakamega, Embu, Nyeri and Garissa Campuses.

## Department of Medical Laboratory Sciences reviews curricula

The department reviewed all Diploma and Higher Diploma curricula between July and December 2018. The Higher Diploma curricula reviewed were Blood Transfusion, Clinical Chemistry, Haematology, Histopathology and Cytology, Microbiology, Parasitology and Entomology as well as Virology.

Implementation of the new curricula is expected to start in September 2019, after the admission of new students, with the next review expected in three to five years. The last review was carried out in 2016 with the support of College partners.

## Department of Medical Engineering Technology mounts a new programme

The department started a new programme - Higher Diploma in Medical Engineering Technology (Dialysis), in September, 2018. It was officially mounted in KMTC Nairobi Campus with the first group of 35 students, who are expected to graduate in December 2019.

The one-year programme will be offered in two semesters, where theory is covered during the first semester and practical (attachment) done during the second semester. The placement of students in practical areas will be done in conjunction with Quality Dialysis Kenya (QDK).

This was made possible through a Memorandum of Understanding (MoU) signed on 15<sup>th</sup> August, 2017 between QDK and KMTC to partner in training Dialysis Technicians.

Currently there is no specific dialysis technician/technologist training being offered in Kenya. According to Industry experts, there exists a huge shortage of dialysis machines to meet growing patient base. Correspondingly, there exists a shortage of trained Dialysis Technicians to service and maintain the dialysis machines. On successful completion of this programme, the graduates will be able to provide technical expertise, equipment monitoring and machine maintenance to standards set globally.

## Department of Medical Education inducts new lecturers

The department inducted 175 newly employed lecturers in Instructional Methodology between July - December 2018.

The skills and competencies acquired during the induction workshops include: teaching and learning, lesson design, curriculum

design, assessment of student learning, instructional materials development and student support. The induction empowered the newly recruited lecturers in their work and ultimately supports the entire KMTC to produce competent and highly skilled graduates to provide quality health care.

The department is mandated to train health professionals who train students in all health-related subjects. This is significant as KMTC is a key stakeholder in supporting the government accelerate the progress towards achieving Universal Health Coverage in Kenya.



## REPORTS FROM SUPPORT DEPARTMENTS

### Key reforms introduced in examination management and certificate issuance

The College has put in place measures to improve the integrity of examinations at KMTC.

For the first time in the management of examinations, the College conducted the 2018 June/July common promotional examinations in all programmes across the Campuses. The exams were moderated centrally per programme and administered using a common examination schedule.

The Examinations Office has also put strategies in place to produce all examinations centrally. Starting January/February 2019, formative exams for all Academic Programmes across the 67 Campuses will be produced from

the Headquarters (HQ), effectively reducing the number of people and time for handling exams thus enhancing security. Previously the College only produced Final Qualifying Examinations (FQEs) from a central point – the HQ.

All test items will henceforth be banked at the examinations depository to enhance examination security. Following approval by the KMTC Board of Directors, three sets of test items will be captured in the College Exam Bank for every programme.

Thanks to the measures taken to enhance customer care, academic certificates for students who graduated in December 2018 were printed, signed and sorted/packaged ready for issuance on the Graduation Day. A total of 3,360 certificates were issued on the graduation day and the day after.



## KMTC receives eight buses from the World Bank

The College received eight (8) buses from the World Bank in August 2018 as a result of collaboration in offering the Enrolled Community Health Nursing (ECHN) programme. The buses will ease transport of students and faculty to clinical areas and other extra curricula activities.

KMTC and the Ministry of Health in collaboration with World Bank has been offering ECHN training programme whose beneficiaries are drawn from marginalized groups. The purpose of the programme is to mitigate the shortage of health service providers and respond to challenges of maternal and child health in selected Counties. The ECHN programme is offered in eight KMTC Campuses namely: Lodwar, Kapenguria, Kabarnet, Bomet, Loitoktok, Kitui, Kilifi and Msambweni.

The buses were handed over to the respective Campuses by the KMTC Board of Directors led by Chairman Prof. Philip Kaloki.

## College works with partners to enhance training and promote community welfare

The College partnered with various stakeholders to promote training of health professionals and create a good working relationship with the community.

KMTC participated in development of Kenya's First Lady 2<sup>nd</sup> Strategic Framework (2018 -2022) aimed at promoting healthy lives and well-being of women, children and adolescents. The College was represented at the Technical Working Group meetings by the Intergovernmental Relations Manager, Dr. Leah Bii.

Represented by KMTC Kisumu and Lake Victoria Campuses, the College also participated in the 2<sup>nd</sup> Beyond Zero Medical Safari held in Kisumu County at the Jomo Kenyatta Sports Ground in November, 2018. During the same month, the College oversaw distribution of 10,000 litre water tanks donated by Isuzu Kenya to Kapenguria, Bomet, Kilifi and Msambweni Campuses.

In addition, on 4<sup>th</sup> December, 2018, the Intergovernmental Relations Manager represented the College at a function hosted by the First Lady H.E. Margaret Kenyatta, at State House Nairobi to rebrand the 4<sup>th</sup> First Lady's Half Marathon.

The Intergovernmental Relations Section also represented the College in various occasions to discuss KMTC's role in the upcoming East African Kidney Institute as well as attending high level meetings organized by the Ministry of Foreign Affairs to discuss how KMTC will train nurses from Somalia.

## KMTC successfully transitions to new ISO Standard

KMTC successfully transitioned from ISO 9001: 2008 to the new standard of 9001: 2015.

The College was certified through the International Standards Organization certificate dated 6<sup>th</sup> November, 2018. The certification includes all the 65 Campuses and expires on 16<sup>th</sup> June 2021.

The new certification was a global requirement by the ISO standards to transition to the new standards following review of the standard, and all organizations, including KMTC, were required to migrate to the new standards. The transition of the standard coincided with the expiry of the KMTC ISO 9001: 2008 certification in September 2018.

As part of efforts to transition to the new standards, KMTC had embarked on a journey of compliance, which included sensitizing top management including the Board of Directors, Management, Principals, Heads of Departments, Campus management representatives, staff and students. The College also set up a technical implementation committee to steer ISO operations and retrained Internal Auditors on the new standards.

A review of KMTC Quality Management System documentation, conducting internal audit, addressing internal audit and conducting recertification audit by KEBS were also carried out as part of preparations to transition to the new standards.

The College has embarked on a continuous monitoring of teaching and learning to conform to the ISO standards.

## Department of Finance and Accounting

The Department of Finance and Accounting improved internally generated revenue collection by Kshs 48,667,238 from Kshs 2,927,650,737 to Kshs 2,976,317,975 between December 2017 and December 2018.

The department also reduced trade payables as at end of quarter two by Kshs 363,646,085 from Kshs 523,027,380 as at December 2017 to Kshs 159,381,295 as at December 2018.

In addition, the department was able to remit statutory deductions such as Pay As You Earn, NHIF, NSSF and HELB on time as required by law.

In compliance with the Public Finance and Management Act, the department also did the following:

- Submission of the Financial Programme Performance report to Controller of Budget every quarter within the deadline
- Submission of Annual Procurement Plan by 30<sup>th</sup> July, 2018.
- Submission of Annual Work Plan and Cash Flow projections by 30<sup>th</sup> July, 2018.
- Submission of quarterly financial statements of quarter one and quarter two to the National Treasury within the stipulated deadlines.
- Compliance with other circulars from National Treasury issued in financial year 2018/2019.

The College's financial performance has been on an upward trajectory with ample opportunity for further growth. There have not been any material arrears in statutory or any other financial obligations that are likely to affect the going concern status of the college.

## Department of Procurement

The College's internal business processes are set to be enhanced following the successful acquisition and continued implementation of the Enterprise Resource Planning (ERP) system.

Campuses that previously lacked skills lab equipment received them after they were procured and installed. KMTC Campuses now have better stocked libraries, after purchase of more books.

Additionally, the department supported the procurement of new security firms to ensure the safety of staff, students, visitors and property in campuses.

Furthermore, acquisition of a comprehensive medical cover provider for staff and their dependents, has lessened the burden of out of pocket payments for health services. The new cover is an improvement from the previous one where only inpatient service were provided.

## Records Management Officers and Secretaries Trained

Thirty (30) Records Management Officers and 45 Secretaries from various Campuses were trained by the Kenya School of Government. The training was coordinated by the department of Administration.

The aim of the training was to improve office management in records keeping, efficiency in service delivery and security of office information. The officers were introduced to best practices in records management, customer care, public relations, etiquette, how to conduct meetings among other relevant topics. The team was also taken through an awareness session of Information Security Management Systems (ISMS) by KEBS for preserving confidentiality, integrity and availability of information within an institution as well as with the public.



## KMTC purchases new vehicles

In collaboration with the department Procurement, the department of Administration coordinated the purchase of 25 new vehicles for various Campuses. The vehicles comprised 51-seater buses, a mini bus, a land cruiser and double cabins.

Older vehicles have been redistributed to ensure equity of resources in all Campuses.

## New drivers recruited others trained

The department of Administration spearheaded recruitment of drivers to fill in gaps brought about by the purchase of new vehicles as well as exiting of drivers who had attained retirement age.

Interviews were conducted by the Kenya Institute of Highways and Building Technology (KIHBT) to ensure the most skilled drivers were selected.

Serving drivers were trained on how to handle new vehicles with advanced technology, changes in highway code, traffic road signs among other driving rules that have been introduced by the National Transport and Safety Authority (NTSA) in the recent past.

The first cohort of 35 drivers were taken through a refresher and defensive driving course by KIHBT.

## CAMPUSES CORNER

### Lake Victoria Campus

Eighteen (18) students graduated at KMTC Lake Victoria Campus in HIV Testing Services (HTS) short course on 24<sup>th</sup> August, 2018.

### Kisii Campus

Kisii County Governor James Ongwae visited KMTC Kisii for commissioning of a bore hole on 28<sup>th</sup> September, 2018.

### Mwingi Campus

Students participated in the Global Hand Washing day campaign held at Musila Gardens in Mwingi Central on 16<sup>th</sup> October, 2018. The aim of the campaign was to mobilize the public to improve hand washing habits as a way of reducing diseases.

### Nyahururu Campus

The Nursing Council inspected KMTC Nyahururu on 20<sup>th</sup> October, 2018 to ensure compliance and preparedness of the Campus to start a nursing programme.

### Bomet Campus

The Campus participated in the Lake Region Economic Conference held at the Bomet stadium on October 22, 2018.

### Nyamache Campus

The Campus leadership led by the Principal Ms. Elizabeth Ndura held a meeting with Deputy County Commissioner, Sub County Administrator, Sub

County Administration Police Commander among others on October 25, 2018 to discuss security of students, staff and the general public.

### Lamu Campus

During an event themed "Panda Miti Boresha Maisha" held on 31<sup>st</sup> October, 2018, trees were planted within the campus as a way of conserving the environment and enhancing the country effort of achieving 10% tree cover.

### Eldoret Campus

The Campus held a party on November 23, 2018 to welcome first year students, inaugurate the Students Representative Council (SRC) members and appreciate students who excelled in various fields at the Campus. The SRC members were also inducted to equip them with leadership skills required for student leaders.

### Machakos Campus

Students participated in environmental conservation activities including tree planting and cleaning the Campus surrounding in November 30, 2018.

### Nyeri Campus

The Campus emerged top in netball and football friendly matches held on 4<sup>th</sup> December, 2018, during the Nyeri County Judiciary Sports Day.

### Mwingi Campus

During Jamhuri Day celebrations held on 12<sup>th</sup> December, 2018, students took part in a blood donation exercise organized by Kitui Referral Hospital.

# The Golden Rule: Treat others as you wish to be treated



Dr. Jebichi Maswan

**Hinduism:** *"This is the sum of duty: do not do to others what would cause pain if done to you".*

The Golden Rule is even found in many secular philosophies, indigenous traditions, ethical systems and even mathematical sciences such as the golden mean. It is the basic belief that if everyone thought about others the way they thought about themselves, the world would be nicer, less stressful and more productive.

Sometimes the Golden Rule has been misinterpreted to justify revenge or self-defense. *"Do unto others as they have done unto you". "Do unto others before they do unto you"*. But the core of the Golden Rule is a moral obligation to treat others ethically for their sake, not yours. Therefore, be honest to liars, fair to the unjust, kind to cruel people. The Golden Rule is a moral ideal for relationships among nations, cultures, races, sexes, economies and religions.

The Golden Rule is applicable in the workplace. According to Henry Ford, *"If there is any one secret of success, it lies in the ability to get the other person's point of view"*.

## The golden rule at the workplace:

1. **Listen** - everyone wants to be heard. Good listeners have an easier time having their voices heard because the Golden Rule works two ways.
2. **Talking** - speak to someone the way you would want to be spoken to. Adjust your tone and style to match theirs.
3. **Fairness** - treat your team, customers, vendors, and competitors fairly. The secret to a satisfied customer base is your ability to put yourself in your client's shoes. Using the Golden Rule will pave the way for sustainable, long-term growth.
4. **Be helpful** - don't step on others to climb the corporate ladder. Moving up the ladder requires helping your

It may have been from your parent, grandparent, church or teacher but most probably the words, **treat others as you would wish to be treated** have been uttered to you. This **Golden Rule** is so universal that it can be found in many cultures and religions.

**Christianity:** *"In everything, do to others what you would have them do to you", "Thou shalt love thy neighbor as thyself"*

**Islam:** *"None of you [truly] believes until he wishes for his brother what he wishes for himself."*

**Buddhism:** *"Hurt not others in ways that you yourself would find hurtful."*

**Confucianism:** *"Do not do to others what you do not want them do to you".*



boss look good and be successful, and making others feel good about themselves and therefore about you.

5. **Foster relationships** - the best organizations know that relationships rather than transactions are what matter. Treat employees like people, not numbers and put yourself in their place, once in a while.
6. **Manage emotions** - understand your emotions. People are emotional creatures - even the most stoic of us can be overcome with emotion. Understanding what is happening in your mind and how it affects your mood will help you to be a better boss and co-worker.
7. **Know your employees** - take time to understand a little more about who they are as people, not just as workers. Knowing some of the pressures in their life will help you better manage and lead them.
8. **Acknowledge others** - say "thank you" and acknowledge hard work. You appreciate it when someone writes a thank you note or acknowledges all your hard work - do the same for others. Understand that sometimes mistakes happen.
9. **Motivate employees** - treat your workers fairly, and they'll be motivated to provide excellent service. If you treat employees the way you like to be treated, you are rewarded with a dedicated, talented and loyal workforce.
10. **Retain dignity during evaluation** - managers performing employee evaluations should consider what it feels like to be evaluated and how

the individual will react. Deliver a critique that leaves employees with dignity and opportunity. Letting someone know in a polite, respectful way why they were not considered for an opportunity, gives them the consideration people crave.

11. **Inter-cultural interactions** - the Golden Rule means considering that there are other ways of interacting and seeing things. Trying to understand someone with different cultural norms, expectations and habits shows the person respect, builds trust and strengthens relationships. Being professional with the Golden Rule means understanding that things do not revolve around you and your ways.
12. **Respect** - The common denominator of all ways to apply the Golden Rule is affording respect. Whether dealing with the highest or lowest person in your organization, a customer, a vendor or anyone you deal with in business, affording respect contributes to your own integrity

***Each time you live up to the Golden Rule, your reputation is enhanced; each time you fail, it is diminished.***

About the Author:

*Dr. Jebichi Maswan is a Senior Chief Principal Lecturer and Head of Department Institutional Advancement at KMTC.*

## » PICTORIALS



1

KMTc Kisumu Pharmacy block whose construction was funded by the College



2

A Newly constructed classroom block at KMTc Makindu Campus completed in December 2018



3

A new tuition complex housing classrooms, a library and administration offices at KMTc Taveta Campus



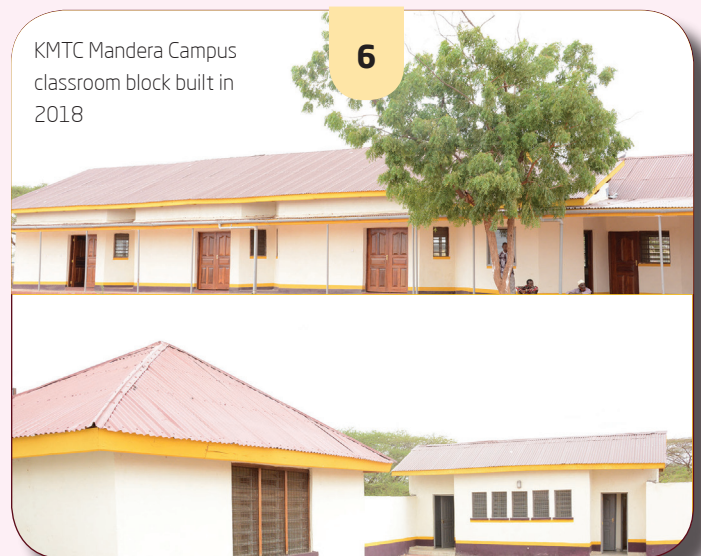
4

A new office block coming up at the KMTc Headquarters



5

A classroom block at KMTc Nyeri Campus whose construction was funded by the College



6

KMTc Mandera Campus classroom block built in 2018



A hostel block at KMTc Mandera funded by the Mandera County Government





# Kenya Medical Training College

## Training for Better Health

### About Us

The Kenya Medical Training College (KMTC) is a State Corporation established under the KMTC Act, Cap 261, of the laws of Kenya. Founded in 1927, KMTC is the oldest and largest mid-level Medical Training and Research Institution in Kenya, and within East Africa region.

The College has 65 campuses strategically located in various parts of the country.

### Vision

"A model institution in the training and development of competent health professionals"

### Mission

"To produce competent health professionals through training and research, and provide consultancy services"

### Motto

Training for better health

### Programmes

KMTC currently offers 18 programmes in Certificate, Diploma and Higher Diploma Levels.

#### Academic Programmes

1. Clinical Medicine (Diploma and Higher Diploma)
2. Community Nutrition and Dietetics (Certificate and Diploma)
3. Community Oral Health (Diploma)
4. Dental Technology (Diploma)
5. Environmental Health Sciences (Certificate, Diploma and Higher Diploma)
6. Health Promotion and Community Health (Diploma and Higher Diploma)
7. Health Records and Information (Certificate and Diploma)
8. Medical Education (Higher Diploma)
9. Medical Engineering (Certificate, Diploma and Higher Diploma)
10. Medical Imaging Sciences (Diploma and Higher Diploma)
11. Medical Laboratory Sciences (Diploma and Higher Diploma)
12. Nursing (Certificate, Diploma and Higher Diploma)
13. Occupational Therapy (Diploma)
14. Optometry (Diploma)
15. Orthopedic Technology (Diploma)
16. Orthopedic Trauma and Medicine (Certificate)
17. Pharmacy (Diploma)
18. Physiotherapy (Diploma)

#### Short courses

- HIV Training and Counseling Services (HTS)
- Echocardiography
- Monitoring & Evaluation
- Healthcare Entrepreneurship
- Safe Phlebotomy
- Infection Prevention
- First Aid and Basic Life Support
- Sign Language for Health workers
- Community Health Extension Work
- Community Health and Development
- Medical Engineering (Basic Electronics)
- Medical Engineering (Basic Electrical Wiring)
- Medical Engineering (Refrigeration, Air Conditioning and Cold Room)
- Medical Engineering (Welding and Fabrication)
- Food Hygiene and Inspection
- Counseling Skills for Healthcare Professionals

All applications are done  
online through  
([www.kmtc.ac.ke](http://www.kmtc.ac.ke))

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Quality training of health  
professionals towards realization of

**Ikenya**  **VISION 2030**