STRATEGIC PLAN
2018 – 2027

GHANA COLLEGE OF PHYSICIANS AND SURGEONS

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Abbreviations

Acronym	Description
GCPS	Ghana College of Physicians and Surgeons
GHS	Ghana Health Service
M&E	Monitoring and Evaluation
MOH	Ministry of Health
ICT	Information and Communication Technologies
QTR	Quarter
SMART	Specific, Measurable, Attainable, Realistic and Time bound
SWOT	Strengths, Weaknesses. Opportunities and Threats

Table 1 - Abbreviations

Definition Of Terms

Term	Meaning
Consultant	A highly qualified and selected specialist doctor who practices without supervision in his area of specialization.
Fellow	A Fellow of the College is either a doctor who has been admitted into Fellowship having completed Senior Residency training and having passed all the requisite examinations or Senior specialist having been judged by his peers to have the requisite knowledge and experience to be elected into Fellowship of the College.
Member	A Member of the College is a Medical Doctor, who having completed Residency training in an area of specialization, and who having passed all the requisite examinations has been admitted into Membership of the College in their area of study.
Physician	A medical doctor, who is qualified to practise medicine, especially one who specialises in the diagnosis and medical treatment as distinct from surgery.
Resident	A medical doctor in Residency training in the College in a general specialty area of study towards attainment of the Membership of the College.
Senior Resident	A Member of the College in Senior Residency training in the College in a general specialty or sub-specialty area or area towards attainment of the Fellowship of the College.
Specialist	A medical doctor who has completed and passed advanced training in medicine or surgery in their area of specialty.
Surgeon	A medical doctor who is specially trained to perform surgical operations.

Table 2 – Definition of terms

Executive Summary

The Ghana College of Physicians and Surgeons is a public institution that was established in 2003 to provide post-graduate medical training in medicine, surgery and related disciplines. As of January 2017, the College had trained Eight hundred and five (805) Specialists and fifty five (55) Consultant-eligible Senior Specialists from Ghana and surrounding West African countries. The College has decided to pursue a vision that will see it become one of the premier post-graduate medical colleges in Africa and beyond.

To accomplish the vision of being the premier post-graduate training college in Africa and beyond, the College has created a strategic intent in the form of a vision statement, a mission statement and a statement of values and has elected to follow the strategies derived and outlined in this strategic plan document.

The bulk of the content for this strategic plan was collated during a planning session held at Ada in the Greater Accra Region of Ghana, between the dates of 14 to 16 December 2016. The workshop participants represented a good cross section of stakeholders ranging from GCPS governing council members, government representatives, senior management of the College, middle level staff of the College and some residents of the College.

The structure of this strategic plan is based on a three-level hierarchical pyramid. At the top of the pyramid sits the strategic priorities. These five key strategic priorities must be accomplished in order to realize the vision of being the premier post-graduate training institute in Ghana and beyond. Multiple Strategic Objectives which occupy the middle of the pyramid were derived for each of the strategic priorities which indicates the objectives to be met to accomplish the priorities. For each of the Strategic Objectives, specific activities which when completed will lead to outcomes that will indicate accomplishment of the objectives are provided. These specific activities occupy the bottom of the pyramid.

These activities are intended to be tracked under a Monitoring and Evaluation (M&E) planning and tracking system which is to be derived from the strategic plan. The activities are subject to change as the environment within which the College operates also changes. Given the ten-year period of the strategic plan, it is expected that there will be major changes to the environment within which the College operates.

The five strategic priorities in this Strategic

STRATEGIC PRIORITY 1	WORLD CLASS TEACHING AND LEARNING EXPERIENCE
STRATEGIC PRIORITY 2	IMPROVED RELATIONS WITH TRAINING PARTNERS AND KEY STAKEHOLDERS
STRATEGIC PRIORITY 3	ADVOCACY ON HEALTHCARE ISSUES OF NATIONAL INTEREST
STRATEGIC PRIORITY 4	IMPROVED FINANCIAL POSITION OF THE COLLEGE
STRATEGIC PRIORITY 5	EXEMPLARY EMPLOYEE EXPERIENCE

STRATEGIC PLAN FOR GHANA COLLEGE OF PHYSICIANS AND SURGEONS.

CHAPTER 1
INTRODUCTION

The Strategic Plan has been developed to provide direction and focus for the Ghana College of Physicians and Surgeons (GCPS), for the next ten (10) years beginning in the year 2018 and ending in the year 2027. The strategic plan is intended to provide direction and enhance efficiency in the pursuit of the College's priorities and objectives and in line with their mandate which was spelt out when the College was founded in 2003.

The strategic plan was developed by Dr Victor Osei of A4 Leadership Consult and a team of consultants beginning with a strategy development workshop held in Ada, Greater Accra Region in December 2016. The workshop was attended by members of the governing council, senior officers of GCPS, teaching faculty from GCPS, residents from GCPS and government officials.

A participatory approach was adopted during the workshop to enhance the quality of the output and ownership of the process. Plenary presentations were followed by participants working in groups to contribute to various chapters of the Strategic Plan. Every effort was made to ensure that each attendee had the opportunity to contribute when necessary.

The lead consultant interviewed several employees and residents of the College prior to the workshop session in Ada. These interviews provided key insights into the organization from the different perspectives of the interviewees. The main and common issue of concern gleaned from these pre-workshop interviews of employees and residents was the issue of inadequate funding for the College.

A detailed account of the workshop methodology and other pertinent information including list of attendees and schedule of activities was submitted as a workshop report to GCPS in January 2017.

Organisational Background and Profile

The Ghana College of Physicians and Surgeons (The College) was established by Act 635 of 2003 and revised by Act 833 of 2011. The comprehensive content of the Act 833 clearly spells out the mandates of the College which are to:

- Promote specialist education in Medicine, Surgery and related disciplines

- Promote continuous professional development in medicine, surgery and related disciplines
- Promote postgraduate medical education and research in medicine, surgery and related disciplines and
- Contribute to the formulation of policies on sound health and public health generally.

In addition to the mandates spelt out above, the Act mentions functions that the organization must perform to achieve its mandate, and these are:

- Organizes and supervises specialist training, promote Continuous Professional Development and support postgraduate research in medicine, surgery and related disciplines
- Conducts specialist examinations in medicine, surgery and related disciplines
- Publishes journals and pamphlets
- Awards diplomas and certificates on completion of specialist training and confers professional distinctions
- Fosters cooperation with other institutions with similar objectives
- Initiates and participates in actions and discussions aimed at sound health and formulation of public policies on health and
- Performs any other functions that are ancillary to the objects of the College

Organisational Structure

Act 833 also spells out the composition of a governing council which is identified as the apex decision making body of the College and provides a list of their responsibilities. The Council was assigned the following responsibilities in Act 833:

- Mobilization, control and supervision of the finances and estates of the College;
- Admission of Fellows and Members of the College; and
- Recommendation of a member in good standing to be admitted as a Fellow.

The composition of the Council comprises:

- The Chairperson;
- The President of the College;
- The Rector of the College;
- Two Vice Presidents of the College;

And one representative each of:

- The Ministry of Health not below the rank of Director;
- The Deans of Medical and Dental Schools;
- The Medical and Dental Professions;
- Chief Executives of Teaching Hospitals;
- The Medical and Dental Council;
- A representative of the Attorney-General not below the level of Principal State Attorney;

- A Resident elected by Residents; and
- One eminent person nominated by the President of the Republic.

Act 833 stipulates the need to form an Academic Board with a specified membership and responsibilities. At the time the College was established, two divisions were formed with authorization granted to the council to form more divisions on the advice of the Academic Board. The two existing divisions of the College are the Division of Physicians and the Division of Surgeons each of which has a Vice Rector and their respective faculties or medical specialist groupings.

The full organization structure is depicted in the organogram attached as Appendix 1.

Workshop Output

A key output from the strategic plan workshop was the list of The Strategic Priorities for the GCPS Strategic Plan. The items on the list were defined at the workshop held in December 2016 using several methodologies including brainstorming and multi-voting processes.

Figure 1- GCPS Strategic Priorities

These priorities identify the top-level issues that must be addressed so that the organizational leadership can move the organization from where it is today to where the leadership wants the organization to be in the future. The Strategic Priorities represent a change in state from the present to a more desirable state which will enable the organization to realize its vision.

The present and the desired future states of GCPS are depicted in Figure 2 below.

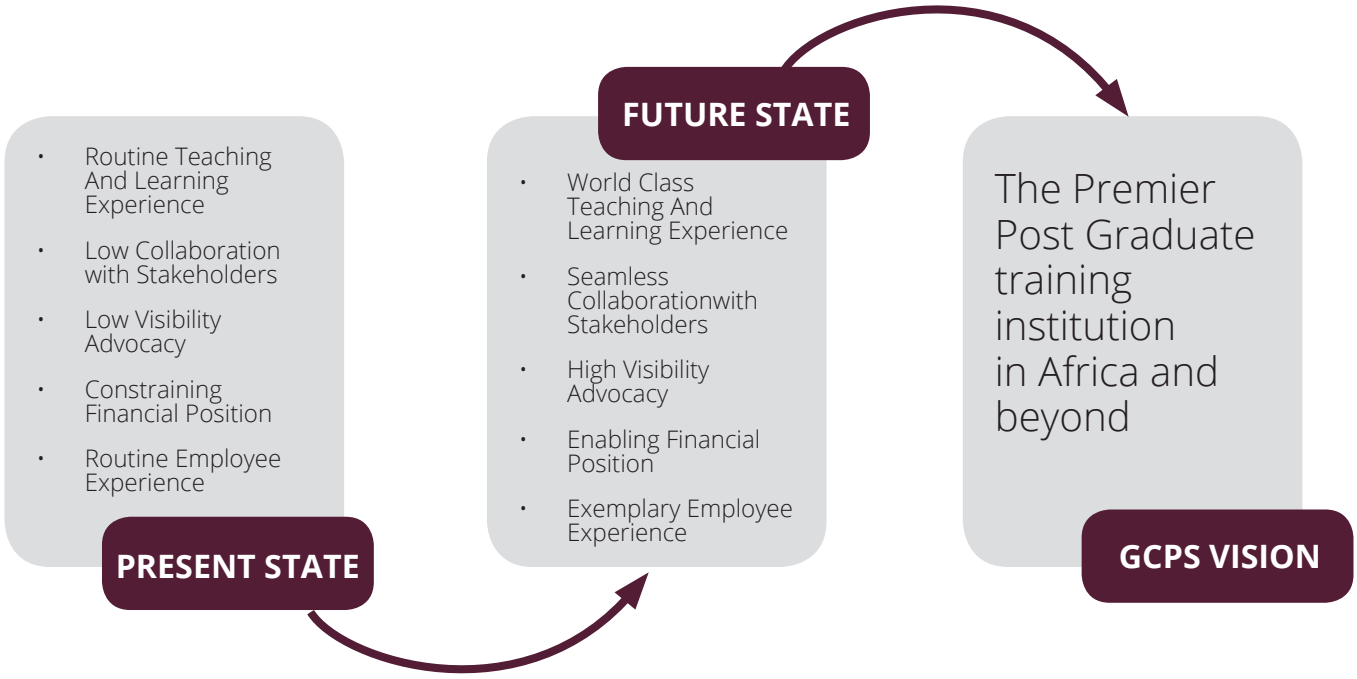


Figure 2 - Present and Desired Future States of GCPS.

The Strategic Objectives represent broad goals that need to be accomplished to realize the linked strategic priority. It is generally the case that more than one Strategic Objective will be linked to each Strategic Priority. Figure 3 shows the hierarchical linkage between the strategic priorities and the strategic objectives and the resulting activities.

Figure 3- Strategic Priorities, Objectives and Activities

Activities are the trackable actions the implementation team and other GCPS staff will take to produce outputs, some of which may be tangible and measurable and others that may not be directly measurable. The activities will have to be translated into SMART goals through the process of creating the Monitoring and Evaluation plan so that they can be measured and tracked. Some baseline measurements will have to be taken so that it can be discerned when change has occurred and in what direction it has occurred as well as the magnitude of the change. Targets will also have to be set for the measurable activities for each measuring period within the implementation period of the next ten years.

The Monitoring and Evaluation plan will be attached to this plan as Appendix 2.

The acronym SMART stands for: Specific, Measurable, Attainable, Relevant and Time Bound.

CHAPTER 2
THE STRATEGIC INTENT

This chapter states and provides brief discussions of the Vision, Mission and Values of Ghana College of Physicians and Surgeons which underlie the development of the Strategic Plan. The strategic plan must be in alignment with the vision, mission and values which together form the strategic intent of the organization. To develop beyond the present state of the organization, the Strategic Intent, especially the vision must stretch the organization to reach higher than its present capabilities. It should cause the organization's leadership to be creative in the acquisition and use of organizational resources.

Direction and Results

The strategic direction and results outlined in this document follow from the Ghana College of Physicians and Surgeons' understanding of their mandate as contained in Act 635 of 2003 and Amended with Act 833 of 2011. The direction and results were drafted while being cognisant of the challenges and opportunities that will be faced by the College as it attempts to realize its vision developed during the strategic planning session and stated below.

The ten-year period of this strategic plan will require close monitoring of the College and its environment, the College's performance and how well it fits in its changing environment and the College's performance towards the attainment of the set priorities and objectives contained in this plan. The ten-year period will also provide an opportunity for the College, its residents, fellows and employees to internalize the organization's strategic intent and to live its values in the workplace and in their interactions with stakeholders.

Vision:

This vision statement identifies where the College would like to be in ten years or sooner. It forms one part of the strategic intent alongside the mission statement and values of the organization which were all derived during the strategy planning workshop.

"The premier Postgraduate Medical College in Africa and beyond"

Figure 4 - GCPS Vision Statement

The vision statement can be used by the College leadership to rally the employees of the College, the residents and other stakeholders as the desired future direction and destination for the College.

Mission:

The mission statement explains what the College exists to accomplish and is in a way, a brief summary of the mandate granted under Act 833 of 2011. The mission statement is congruent with the College's motto of "Pro Vita Scientia – Knowledge to save lives"

"To continuously enhance health care delivery through ethical and technology leveraged training to produce highly skilled specialist doctors who are committed to life-long learning; promotion of research and, health policy development and advocacy to meet the healthcare needs of Ghana and the sub-region."

Figure 5 - GCPS Mission Statement

Values

The College's core values were derived during the strategy planning session and expressed as value statements. The values reflect the deeply held beliefs of the organization's members and Board members that will enable the organization to accomplish its vision and mission.

Integrity – We deliver on our promises to our stakeholders.

Collaboration – We work closely and seamlessly with our partner training institutions and other affiliated institutions.

Professionalism – we are professional in all our dealings with stakeholders.

Excellence – we are committed to working to the highest standards possible.

Evidence based decision making – our decisions are informed by the best available evidence.

Innovative – We continuously strive to improve our methods and processes.

Figure 6- GCPS Value Statements

Broad Objective:

The broad objective of the Ghana College of Physicians and Surgeons is synonymous with the organization's vision statement which is to be the premier post-graduate medical training institute in Africa and beyond.

Founding Objectives:

While working towards accomplishing its broad objective stated above, GCPS must always ensure that it is also meeting its founding objectives which are:

a. Promote specialist education in medicine, surgery and related disciplines.

b. Promote continuous professional development in medicine, surgery and related disciplines.

c. Promote postgraduate medical education and research in medicine, surgery and related disciplines; and

d. Contribute to the formulation of policies on sound health and public health generally.

Organizational Structure and Capability

The organizational structure was reviewed and determined to be capable of supporting the College as it strives to accomplish its vison and mission. However, it was recommended that although the Quality Assurance role exists as part of the functions of the Academic Affairs Manager of the College, it could be a more effective position as a senior level position with responsibility for monitoring the methods and processes used by the training facilities around the country, such as the teaching hospitals.

The recommended Quality Assurance role will be a proactive role that ensures that methods and processes agreed to between the College and training facilities are adhered to at all sites where training occurs. The role will ensure a consistency of training quality once the roles and responsibilities of GCPS and the training sites are clearly defined and agreed to by all stakeholders.

CHAPTER 3
SUMMARY AND DISCUSSION OF SWOT ANALYSIS

Strengths	Weaknesses
• Comprehensive GCPS legal framework • High reputation in the sub-region • Relevance of GCPS to national development • GCPS has committed trainers • GCPS has good corporate image	• Inadequate communication with stakeholders • Inability to influence policy • Inadequate funding • Low alumni interest in GCPS activities • Lack of formalized opportunities for mentoring for residents • Lack of expertise in certain disciplines • Lack of trainers in certain potential training sites
Opportunities	**Threats**
• Large available market in the sub-region • Increasing opportunities for success due to expansion in the health sector • New government commitment to the activities of the college • Available global partnerships • Highly reputable institution producing highly critical human resource • Development of ICT globally supports increase of college functions. • Expansion of training sites to the districts	• Inadequate governmental budgetary support • Lack of stakeholders' meetings • Lack of defined training needs • Changes in government and policies pose risk for college management • Emerging competition from other colleges of physicians & surgeons. • Uncoordinated deployment of college products

Table 2- Summary of SWOT Analysis

DISCUSSION OF SWOT

Strengths - GCPS has many areas of strength which should allow the organization to accomplish its mission and mandate. The enabling comprehensive legal framework that was used to create GCPS is one area of strength that should help the College tremendously in pursuing its objectives. The legal framework was promulgated through Act 635 of 2003 and later amended by Act 833 of 2011.

The legal framework gives responsibility solely to the College for post-graduate specialist training of physicians and dentists in Ghana. The legal framework clearly provides directions on the functions and structure of the organization as well as the College's relationship with other institutions.

The College enjoys a very good reputation in the West African sub-region. This good reputation should enable the College to attract physician trainees from other countries in the sub-region even though there are four other colleges operating in the sub-region, three in Nigeria and one in Liberia.

Another area of key strength for GCPS is its relevance to national development. A healthy nation has been said to be more conducive to the implementation of development agendas. The development of a healthy population requires the availability and services of specialist physicians trained to handle more complex health issues or cases. Prior to the creation of GCPS, Ghana had a brain-drain problem where physicians sent abroad for specialist training stayed abroad to work after completion of their training. Training specialists in Ghana has enabled the nation to retain higher numbers of its trained physicians who undergo training in Ghana and West Africa.

Weaknesses – Several weaknesses were identified which need to be addressed or avoided if the College is to accomplish its mandate. GCPS has not been very good at stating its case to policymakers in order to obtain some of the necessary resources due the College.

Part of the College's mandate as stipulated in the enabling Act is to advice the government on healthcare policy. This is an area where the College needs to become more active and influential. This will earn the College some recognition and goodwill among decision makers and the general population.

Funding for the organization is an area of weakness and further discussed in detail as a threat to the long-term well-being of GCPS. The College has three main sources of funding which are: government budget allocations, fees paid by residents and fellows and internally generated funds. The College very often has difficulty collecting moneys owed to it, usually from organizations that sponsor residents for training, including some of the teaching hospitals. Funding sources need to be clarified and assured with stakeholders and payment schedules must be established and agreed upon for the College to move forward.

Opportunities: There are many opportunities available for GCPS to take advantage of to realize its vision to become the premiere post-graduate training institute for specialist physicians in the sub-region. Firstly, healthcare is recognized universally as a necessary condition for national development; and secondly national development is a highly desirable objective for many individuals, organizations and governments. This linkage between healthcare which can be enhanced through the development of specialists and the attainment of national development makes fulfilment of the needs of GCPS an easier sell than the demands of other institutions that may not have the same direct linkage to national development.

Another opportunity for GCPS is that, the College has a large pool of candidate physicians for training available in the West African sub-region. GCPS is one of only four colleges recognized in the region for delivering postgraduate specialist physician and surgeon training; one is the National Post-Graduate Medical College of Nigeria located in Lagos, Nigeria. The others are the West African College of Surgeons and the West Africa College of Physicians, both located in Nigeria, and the Liberia College of Physicians and Surgeons located in Monrovia.

GCPS currently lacks expertise to train in certain specialty areas, however it has been suggested that an opportunity lay in the possibility of establishing partnerships with other organizations outside Ghana who could deliver the needed training at the requisite levels in specialty areas where GCPS is currently lacking the expertise.

The College enjoys a good reputation which can be exploited when dealing with the public, other institutions and the government. GCPS should look to exploit this opportunity to gain more recognition and resources going forward.

Threats – The lack of adequate support from government and other agencies poses a major threat to GCPS in trying to execute its mandate and to develop into the premier post-graduate training institute for physicians in Africa and beyond. Some residents who began training had to abandon the training due to a lack of sponsorship from the MOH or their originating organizations.

Another threat facing the organization is the lack of clearly defined roles and responsibilities, and limited collaboration with stakeholders. A good example of this is the College's relationship with the training institutions, specifically the teaching hospitals. The teaching hospitals pay to enrol residents in the post-graduate training program even though the residents go back to the teaching hospitals for the actual training. Some of the teaching hospitals are not happy with this arrangement and therefore some clarification of roles and responsibilities is required in the relationship.

Another major threat facing GCPS is the emergence of other colleges offering post-graduate training for physicians in Ghana and the West African region. The Royal College of Physicians and Surgeons of the United Kingdom; and the Australia College of Physicians and Surgeons are two examples of foreign colleges that are competing for post-graduate medical training in Ghana. These colleges are major threats since they offer credentials that may be seen to be more widely recognizable and acceptable worldwide.

CHAPTER 4
STRATEGIC PRIORITIES AND OBJECTIVES

Five strategic priorities were established for GCPS. These strategic priorities must be accomplished to move the organization from where it is today to where the leadership wants to position it in the future. Each of the strategic priorities is supported by several strategic objectives. Table 3 below shows the distribution of the strategic objectives under the five strategic priorities.

DISTRIBUTION OF STRATEGIC OBJECTIVES

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES
1. WORLD CLASS TEACHING AND LEARNING EXPERIENCE	1.1. PROMOTE HEALTHCARE RELATED RESEARCH
	1.2. PROVIDE MENTORING OPPORTUNITIES FOR RESIDENTS
	1.3. COLLABORATE WITH OTHER SIMILAR INSTITUTIONS AND OTHER STAKEHOLDERS
	1.4. EXPLORE ICT USE TO ENHANCE RESIDENT TRAINING EXPERIENCE
	1.5. FOSTER CULTURE OF RESIDENT ENGAGEMENT
2. IMPROVED RELATIONS WITH TRAINING PARTNERS AND KEY STAKEHOLDERS	2.1. ESTABLISH ROLES AND RESPONSIBILITIES BETWEEN GCPS AND TRAINING INSTITUTIONS.
	2.2. PROVIDE REGULAR UPDATES TO KEY STAKEHOLDERS
3. ADVOCACY ON HEALTHCARE ISSUES OF NATIONAL INTEREST	3.1. LEADERSHIP ON ADVOCACY FOR MEDICAL MANPOWER NEEDS OF GHANA
	3.2. TRAINING ALIGNED TO NATIONAL (AND REGIONAL NEEDS)

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES
4. IMPROVED FINANCIAL POSITION OF GCPS	4.1. IMPROVED UNDERSTANDING OF GCPS FINANCIAL NEEDS
	4.2. ENGAGE WITH MOH (AND KEY STAKEHOLDERS) TO ESTABLISH ACCEPTABLE FUNDING ARRANGEMENTS FOR RESIDENT FEES
	4.3. ENGAGE WITH TRAINING INSTITUTIONS AND HOSPITALS TO ESTABLISH ACCEPTABLE FUNDING ARRANGEMENTS
	4.4. EXPLORE AND PURSUE ALTERNATE SOURCES OF FUNDING
5. EXEMPLARY EMPLOYEE EXPERIENCE	5.1. PROMOTE EMPLOYEE ENGAGEMENT AND EMPLOYEE CITIZENSHIP BEHAVIOURS
	5.2. DEVELOP EMPLOYEE JOB COMPETENCIES FOR EACH POSITION

Table 3 - List of Strategic Priorities and Strategic Objectives

STRATEGIC PRIORITIES, STRATEGIC OBJECTIVES AND KEY ACTIVITIES

STRATEGIC PRIORITY 1 – WORLD CLASS TEACHING AND LEARNING EXPERIENCE

GCPS has a vision to become the premier post-graduate training institute in Africa and beyond. This aspiration will require the organization to improve in many areas of its operations and to also adopt among other things a culture of continuous improvement.

While the College has many areas of strength, it also has some areas of weaknesses which must be improved while the environment within which it operates, keeps changing. Governments and their policies, technology, medical knowledge and the society are all areas of change in the organization's operating environment.

Feedback from teachers and students can produce many ideas for improvement in the teaching and learning environment as well as in many other areas. Seeking feedback from residents can also be a means to promote resident engagement with the College and its activities.

Advances in technology have made what was once considered impossible, possible today. While GCPS may lack experts in Ghana to teach certain specialized subjects or topics, advances in technology have made it possible to engage the services of any instructor from anywhere around the world with internet accessibility. Lectures, video demonstrations and even seminars can now be attended from remote locations using technologies such as podcasting and video conferencing. GCPS must explore and adopt these modern technologies where appropriate to bring new knowledge and the best trainers from around the world to its residents.

STRATEGIC OBJECTIVE 1.1

PROMOTE HEALTHCARE RELATED RESEARCH

Key Activities	Performance Indicators
• Provide access to electronic libraries to staff, residents and fellows. • Enforce requirement to conduct and publish research for residents • Encourage fellows to conduct and publish research • Organize forums that help and promote research	• Electronic library access provided. • Number of published research. • Number of forums organized.

STRATEGIC OBJECTIVE 1.2

PROVIDE MENTORING OPPORTUNITIES FOR RESIDENTS

Key Activities	Performance Indicators
• Set up mentoring system for the Residents. • Set up criteria for matching residents and mentors • Match/Assign residents to mentors	• Mentoring system set up. • Each Residents assigned to a mentor. • Forum for resident feedback provided.

STRATEGIC OBJECTIVE 1.3

COLLABORATE WITH OTHER SIMILAR INSTITUTIONS AND STAKEHOLDERS

Key Activities	Performance Indicators
• Conclude an agreement to collaborate with other post-graduate training institutions and other stakeholders. • Exchange professors/lecturers with other institutions • Benchmark GCPS curriculum and processes against an established and highly-regarded post-graduate training institute	• Signed and implemented collaboration agreement with other institution(s). • Identify areas of improvement from benchmarking and implement changes.

STRATEGIC OBJECTIVE 1.4

EXPLORE ICT USE TO ENHANCE RESIDENT TRAINING EXPERIENCE

Key Activities	Performance Indicators
• Explore parts of the training that can be provided online. • Develop an online mentoring platform for remote mentoring. • Match/Assign residents to online mentors. • Engage the services of at least one world-renowned physician specialist to lecture/demonstrate a procedure online every year.	• List of training components compiled. • Remote residents assigned to mentors. • Remote residents assigned mentors. • Online lecture/demonstration conducted.

STRATEGIC OBJECTIVE 1.5

FOSTER CULTURE OF RESIDENT ENGAGEMENT

Key Activities	Performance Indicators
• Conduct yearly survey of residents to assess engagement and satisfaction. • Address legitimate concerns gleaned from the survey. • Provide appropriate forum for residents to provide feedback. • Encourage resident participation in resident affairs/councils etc.	• Improved resident satisfaction levels (compared to baseline measures) • Resident concerns addressed. • Forum for resident feedback provided.

STRATEGIC PRIORITY 2 – IMPROVED RELATIONS WITH TRAINING PARTNERS AND KEY STAKEHOLDERS

Although the Act establishing the Ghana College of Physicians and Surgeons clearly assigns post-graduate training of Physicians to the College, the actual mechanism of implementing this mandate has not been translated into an agreement between the GCPS and the training institutions. It is essential to ensure that roles and responsibilities are clearly defined for all organizations directly involved in the training process and that all component institutions of the training machinery are moving in unison at all times towards the fulfilment of the GCPS mandate under Act 635 of 2003 and later revised by Act 833 of 2011.

Since training of specialist physicians occurs at different hospitals around the country, GCPS must ensure uniformity of training methods and content to the greatest extent possible to assure program and training consistency. GCPS has taken some steps in this direction by providing curricula that must be covered for each discipline. GCPS must also perform a quality assurance function which will oversee training at all the sites where training occurs. The quality assurance function will ensure consistency of training content, methods and procedures.

The QA function will require that detailed and auditable processes be developed and implemented for the training. These processes will be used at all the training sites. Responsibility for auditing adherence to the training content and processes will fall to the QA function.

STRATEGIC OBJECTIVE 2.1

ESTABLISH ROLES AND RESPONSIBILITIES BETWEEN GCPS AND TRAINING INSTITUTIONS.

Key Activities	Performance Indicators
• MOU between GCPS and Training Institutions. • MOU signed by all training institutions. • Set up training QA function at GCPS.	• MOU developed and signed with all training institutions. • QA function established and staffed.

STRATEGIC OBJECTIVE 2.2

PROVIDE REGULAR UPDATES TO KEY STAKEHOLDERS

Key Activities	Performance Indicators
• Set up regular status update meetings with MOH • Set up regular status update meetings with GHS • Set up regular status update meetings with Teaching Hospitals and other training centres	• Regular meeting with MOH established. • Regular meeting with GHS established. • Regular meetings with teaching hospitals established and other training centres.

STRATEGIC PRIORITY 3 – ADVOCACY ON HEALTHCARE ISSUES OF NATIONAL INTEREST

GCPS is not well known among the general Ghanaian population despite all the decent work the College does in developing specialist physicians locally. High visibility on important health issues that people can directly relate to will enhance the College's profile and earn a lot of goodwill for the College. The accumulated goodwill will help GCPS when they seek the necessary

support from the government. This is especially true when competing against other institutions for government funding and other resources. High visibility on health matters will also prove beneficial in fundraising activities to benefit the College.

Healthy populations are more productive and increased productivity can lead to accelerated national development. The link between healthy populations and national development is one that GCPS can exploit to obtain more and timely support from government and other funders.

STRATEGIC OBJECTIVE 3.1

LEADERSHIP ON ADVOCACY FOR MEDICAL MANPOWER NEEDS OF GHANA.

Key Activities	Performance Indicators
• Liaise with government in formulating health policies for Ghana. • Assume a leadership role in research on healthcare needs of Ghana. • Lead discussions on topical issues such as Meningitis, Ebola etc. • GCPS Residents, Members and Fellows to participate in different forums where healthcare needs of the nation are discussed. (TV, Print and Community).	• System for contributing to health policy formulation established. • Healthcare needs reports/ publications should be a consideration in MOH yearly budget discussions. • GCPS is mentioned when discussion in print, radio or television is about healthcare needs of Ghana and the sub-region. • Yearly reports on college participation in different fora

STRATEGIC OBJECTIVE 3.2

TRAINING ALIGNED TO NATIONAL (AND REGIONAL NEEDS)

Key Activities	Performance Indicators
• Conduct research to determine main contributions to morbidity and mortality of Ghanaians. • Contribute to determination of staffing norms and medical specialist manpower gaps in Ghana. • Ensure the needs are addressed in the Residents' training curricula.	• Research data available. • Reviewed and revised curriculum. • Yearly report on morbidity and mortality available and disseminated. • Reports of engagements available

STRATEGIC PRIORITY 4 – IMPROVED FINANCIAL POSITION OF THE COLLEGE

The Strategy planning session identified inadequate budgetary support from the government as one of the key challenges facing the College. There is a perception among some key stakeholders including the Ministry of Health that the College is financially self-sustaining. This erroneous perception has affected the flow of needed funds to the College. This restricted funding has affected the College's ability to fulfil its mandate and its ability to accomplish its vision of becoming a premier post-graduate physician training organization. The inadequate funding has limited the kinds of training programs that can be provided to Residents and limits the ability of some residents to stay and complete their training programs after enrolment.

One of the key reasons for establishing the College was the brain drain that resulted from physicians who were sent abroad for specialist or post-graduate training and did not return on completion of the training. This was seen as a significant financial as well as resource drain on the nation. The other key reason for establishing GCPS was the cost of training abroad which was very high compared to training locally. These two principal reasons for establishing the College provide indisputable leverage for negotiations with the government to seek uninterrupted flow of adequate funding.

Two challenges identified for the College when approaching the government for additional funding will be to prove the College's role in stemming the brain drain and the College's ability to provide training comparable to that which can be obtained from any other reputable training institution.

The College has the opportunity to seek additional funding from sources besides the government. These potential sources of funding include private or corporate contributions to the endowment fund and sponsorship of Residents by individuals or the corporate world.

STRATEGIC OBJECTIVE 4.1

IMPROVED UNDERSTANDING OF GCPS FINANCIAL NEEDS.

Key Activities	Performance Indicators
• Arrange meetings to brief Minister of Health and key staff on GCPS operations and financial position. • Arrange meeting to brief Finance Minister (or Deputy) and key staff on GCPS financial position. • Invite Minister of Health to visit GCPS and interact with some residents and fellows.	• Meetings held with Minister of Health and key staff. • Meetings held with Minister of Finance and key staff. • Visit by Minister of Health to GCPS.

STRATEGIC OBJECTIVE 4.2

ENGAGE WITH MOH (AND KEY STAKEHOLDERS) TO ESTABLISH ACCEPTABLE FUNDING ARRANGEMENTS FOR RESIDENTS' TRAINING FEES.

Key Activities	Performance Indicators
• **E**ngage MOH and other stakeholders to formulate a new funding arrangement for residents' training. • Agree and Implement new funding arrangement • Submit proposal with payment schedules to MOH and other debtors to recoup monies owed GCPS.	• New Funding arrangement for Resident in training in place. • Implement new funding arrangement • Effective arrangement for collecting debt collection implemented

STRATEGIC OBJECTIVE 4.3

EXPLORE AND PURSUE ALTERNATE SOURCES OF FUNDING

Key Activities	Performance Indicators
• Engage corporate bodies and/or individuals for funding to GCPS. • Organize fund raising campaigns to benefit the Endowment Fund. • Pursue increased enrolment of foreign Residents. • Apply to External Donors for funding. • Encourage applications to attract research funding to The College. • Initiate arrangement for the NHIS to support GCPS.	• Corporate bodies engaged to provide funding for GCPS activities. • Increase in the value of the Endowment Fund • Increasing number of foreign Residents enrolled at the College. • Sponsorship from External Donors in place. • NHIS support to GCPS obtained.

STRATEGIC PRIORITY 5 – EXEMPLARY EMPLOYEE EXPERIENCE

STRATEGIC OBJECTIVE 5.1

PROMOTE EMPLOYEE ENGAGEMENT AND EMPLOYEE CITIZENSHIP BEHAVIOURS

Key Activities	Performance Indicators
• Introduce Strategic Plan, (Vision, Mission and Core Values) to employees. • Employee durbars at least three a year to share information and to listen for employee concerns. • Survey once a year to seek employee feedback. • Implement employee performance appraisal system.	• Meeting held to introduce content of strategic plan. • Employee durbars held. • Improving employee feedback obtained. • Employee performance appraisal system implemented.

STRATEGIC OBJECTIVE 5.2

DEVELOP EMPLOYEE JOB COMPETENCIES

Key Activities	Performance Indicators
• Develop employee job competencies • Establish employee training and development plan • Track employee development plans and report	• Employee job competencies developed. • Employee training and development plan developed. • Employee development reports produced.

Chapter 5
IMPLEMENTATION PLAN

INTRODUCTION

A key element for the successful implementation of any Strategic Plan is the availability of a robust Monitoring and Evaluation system. Considering the above, various institutional arrangements must be put in place to ensure the collection, collation and coordination of information for the Monitoring and Evaluation of the Strategic Plan.

The various milestones, targets, baseline measurements and other indications coupled with the implementation plan will be the Monitoring and Evaluation benchmarks for both strategic and operational monitoring.

The M & E process for implementing this Strategic Plan will require the development of reporting templates to facilitate the collation and reporting of information required to track performance to plan.

PRELIMINARY ACTIVITIES

For the strategic plan implementation to work, there must be employees' buy-in since the employees are going to be the ones performing most of the implementation activities. The following activities should therefore be undertaken to obtain institutional buy in and commitment:

- Print and distribute copies of the Strategic Plan
- Organize durbars for all employees
- Engage in on-going consultation with all key stakeholders
- Create and sustain awareness that some changes/activities will require Change Management Expertise.

MONITORING PROCESSES

The following may be used as a means of high level monitoring and evaluation of the implementation of activities of the Strategic Plan:

- Quarterly Reviews – These evaluations are to be conducted by management.
- Mid-year Reviews – These are evaluations to be undertaken by Sectional heads on activities relating to their sections.
- Annual Reviews – These evaluations are to be conducted by the strategic leaders of the organization.
- Targeted Reviews - These are evaluations to be undertaken by Section Heads/ Consultants on certain specific activities contained in the strategic plan. It may only be

undertaken with approval from management.
- Operational Monitoring – This involves periodic monitoring of on-going programmes.

INSTITUTIONAL STRUCTURES

There must be institutional structures for managing the Strategic Plan, some are discussed below:

Management Oversight committee to receive Reports from ongoing Monitoring – responsible for approval of strategic plan for implementation, drafting of policy, provision of direction to the organization and approval of decisions and activities for funding. Members may include the top-level leaders of the organization.

Operational/Technical Committee – responsible for day to day implementation, dealing with emerging operational challenges. Members may include mid-level leaders and technical experts.

Task Managers/Owners – assigned specific task in the plan. This may be linked to staff performance appraisals to ensure commitment and performance.

STRATEGIC OBJECTIVES AND ACTIVITIES

STRATEGIC OBJECTIVES AND ACTIVITIES												
Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27QTR
1.1. PROMOTE HEALTHCARE RELATED RESEARCH	Provide access to electronic libraries to staff, residents and fellows.	Academic Affairs					1Q22					
	Publicize and enforce requirement to conduct and publish research on residents	Academic Affairs										1Q27
	Encourage fellows to conduct and publish research	Academic Affairs					1Q22					
	Organize forums that help and promote research	Rector	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27QTR
1.2. PROVIDE MENTORSHIP OPPORTUNITIES FOR RESIDENTS	Set up mentoring system for the Residents.	Academic Affairs			4Q20							
	Set up criteria for matching residents and mentors				4Q20							
	Match/Assign residents to mentors	Academic Affairs			4Q20							

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
1.3. COLLABORATE WITH OTHER SIMILAR INSTITUTIONS	**Conclude an agreement(s) to collaborate with other post-graduate training institutions.**	Rector			4Q20							
	Exchange lecturers/ instructors with other institutions		4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Benchmark GCPS curriculum and processes against an established and highly regarded post-graduate training institute						4Q22					4Q27

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
1.4. EXPLORE ICT USE TO ENHANCE RESIDENT TRAINING EXPERIENCE	**Explore parts of the training that can be provided on line.**	ICT Dept./ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Develop an online mentoring platform for remote mentoring.	ICT Dept./ Academic Affairs			1Q20							
	Match/Assign selected or unassigned residents to online mentors.	ICT Dept./ Academic Affairs				1Q21						
	Engage the services of at least one world renowned physician specialist to lecture/ demonstrate a procedure online per faculty every year.	Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
1.5. FOSTER CULTURE OF RESIDENT ENGAGEMENT	**Conduct (yearly) survey of residents to assess engagement and satisfaction.**	Academic Affairs	4Q18		4Q20		4Q22		4Q24		4Q26	
	Address legitimate concerns gleaned from the survey.	Academic Affairs		4Q19		4Q21		4Q23		4Q25		4Q27
	Provide appropriate forum for residents to provide feedback.	Rector/ Academic Affairs	4Q18									
	Encourage resident participation in resident affairs/ councils etc.	Rector/ Academic Affairs			1Q20							

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
2.1. ESTABLISH ROLES AND RESPONSIBILITIES BETWEEN GCPS AND TRAINING INSTITUTIONS	**Draft MOU between GCPS and Training Institutions.**	Rector/ Academic Affairs		1Q19								
	Obtain agreement and signatures of all training institutions on MOU.	Rector/ Academic Affairs		1Q19								
	Set up training QA function at GCPS.	Rector/ Academic Affairs			1Q20							
2.2. PROVIDE REGULAR UPDATES TO KEY STAKEHOLDERS	**Set up regular status update meetings with MOH**	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Set up regular status update meetings with GHS	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Set up regular status update meetings with Teaching Hospitals	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
3.1. LEADERSHIP OF RESEARCH ON HEALTHCARE PERSONNEL NEEDS OF GHANA AND PUBLISH YEARLY.	**Liaise with government in formulating health policies for Ghana**	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Assume a leadership role in research on healthcare needs of Ghana.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Lead discussions on topical issues such as Meningitis, Ebola etc.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	GCPS staff, residents and fellows to participate in different forums where healthcare needs of the nation are discussed. (TV, Print and Community).	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
3.2. TRAINING ALIGNED TO NATIONAL (REGIONAL) NEEDS.	**Conduct research to determine the contribution to morbidity and mortality of Ghanaians.**	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Contribute to the determination of staffing norms and Medical Manpower gaps in Ghana	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Ensure the healthcare needs are addressed in the resident training curriculum.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
4.1. IMPROVED UNDERSTANDING OF GCPS FINANCIAL NEEDS BY NEW GOVERNMENT.	**Arrange meeting to brief Minister of Health and key staff on GCPS operations and financial position.**	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Arrange meeting to brief Finance Minister or Deputy and key staff on GCPS financial position.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Invite Minister of Health to visit GCPS and interact with some residents and fellows.	Rector/Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27

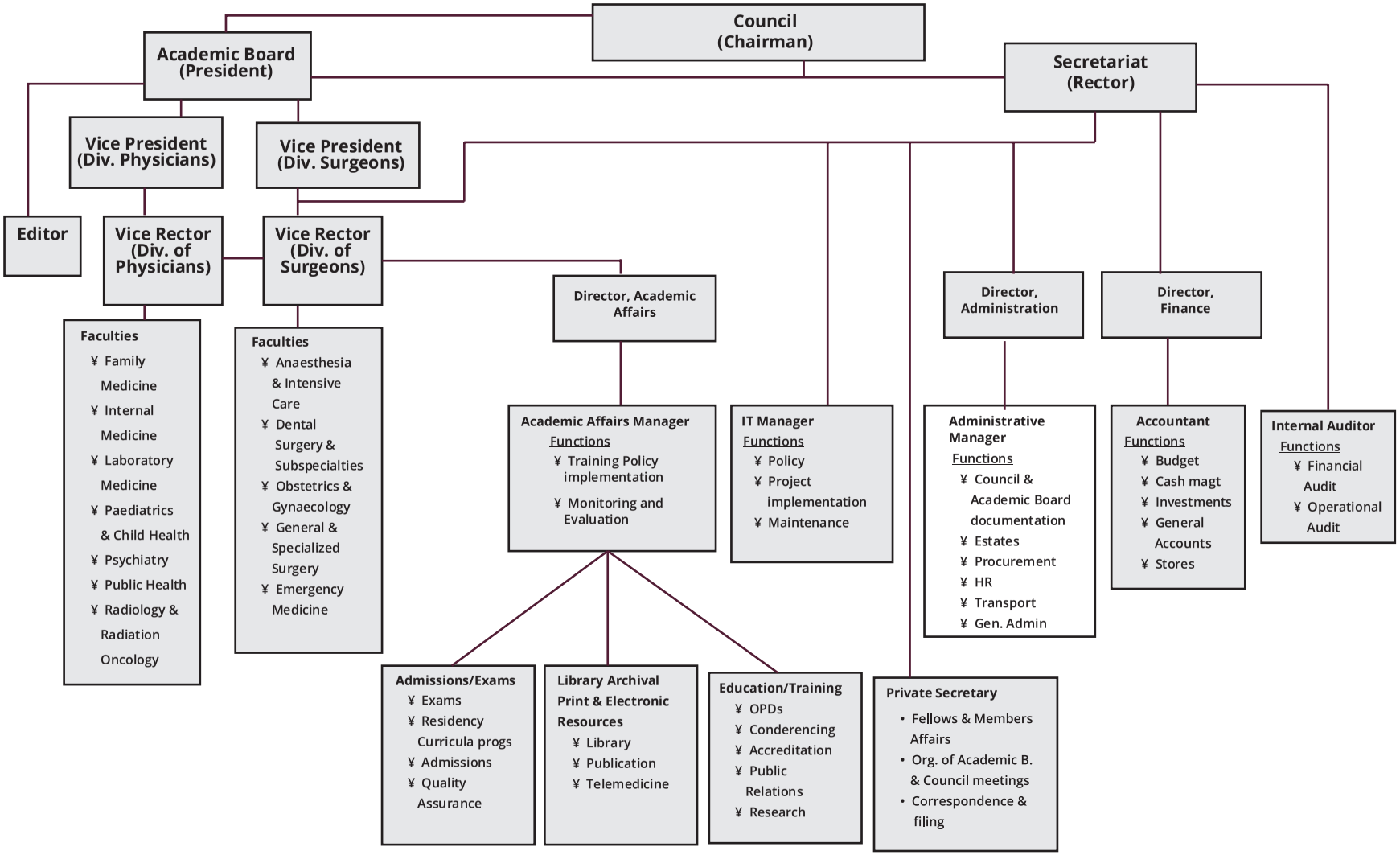
Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
4.2. ENGAGE WITH MOH (AND KEY STAKEHOLDERS) TO ESTABLISH ACCEPTABLE FUNDING ARRANGEMENTS.	**Engage MOH & other stakeholders to formulate a new funding arrangement for Residents' training fees.**	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Arrange meeting with MOH to review funding proposal and schedules.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Agree and Implement new funding arrangement	Rector/ Academic Affairs			1Q20							

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
4.3. EXPLORE AND PURSUE ALTERNATE SOURCES OF FUNDING	**Approach corporate bodies or philanthropic organizations for funding.**	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Organize fund raising campaigns to benefit the GCPS endowment fund etc.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Pursue the enrolment of fee paying foreign residents.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Apply to external donors for funding.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Initiate campaign for part of NHIS levy to support GCPS.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
5.1. PROMOTE EMPLOYEE ENGAGEMENT AND EMPLOYEE CITIZENSHIP BEHAVIOURS	**Introduce Strategic plan, (vision, mission and values) to employees.**	Rector/ Academic Affairs					4Q22					
	Employee durbars at least X a year to share information and to listen for employee concerns.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Survey once a year to seek employee feedback.	Rector/ Academic Affairsa	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Implement employee performance appraisal system.	Rector/ Academic Affairs	4Q18									

Strategic Objectives	Activities	Responsible	2018/2019		2020/2021		2022/2023		2024/2025		2026/2027	
			18 QTR	19 QTR	20 QTR	21 QTR	22 QTR	23 QTR	24 QTR	25 QTR	26 QTR	27 QTR
5.2. DEVELOP EMPOYEE JOB COMPETENCIES	**Develop employee JOB competencies for each position.**	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27
	Establish employee training and development plan.	Rector/ Academic Affairs			1Q20							
	Track employ-ee develop-ment plans and report.	Rector/ Academic Affairs	4Q18	4Q19	4Q20	4Q21	4Q22	4Q23	4Q24	4Q25	4Q26	4Q27

APPENDIX 1 - ORGANOGRAM – GHANA COLLEGE OF PHYSICIANS AND SURGEONS



APPENDIX 2 – MONITORING AND EVALUATION MATRIX

The Monitoring and Evaluation Matrix discussed in Chapter 5 of this report is contained in the following pages.

Priority Area 1: World Class Teaching and Learning Experience										
Strategic Objective 1.1: Promote Healthcare Related Research										
Expected Results: HealthCare Related Research promoted										
Indicator	Status of Implementation									
	Activities	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Percentage increase in users of electronic libraries	Provide access to electronic libraries to Residents, members, Fellows and staff	90% of eligible persons have access to e-libraries by 2022	…..% of eligible persons have access to e-libraries				In house records	Academic Affairs	Interim tracking by GCPS	

Expected Results: Research Conducted by Residents published										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
30% Percentage increase for every three years of plan period of Residents with published researches conducted	Publicize and enforce requirements to conduct and publish research for Residents	95% of Residents have publication to show by 2027	…% of Residents have publication to show				In house records	Academic Affairs	Interim tracking by GCPS	

Expected Results: Fellows and Members encouraged to conduct and publish research										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of research publications	Encourage Fellows and Members to conduct and publish research	2 new publications per Fellow/Member in peer reviewed journals by 2022	No. of publications				In house records	Academic Affairs	Interim tracking by GCPS	

Expected Results: Forum to help promote research organized										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of forums organized	Organize forums that help to promote research	One research related forum organized per year	----------				In house records	GCPS Research Office		

Strategic Objective 1.2: Provide Mentoring Opportunities for Residents										
Expected Results: Mentoring Opportunities for Residents improved										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Functional Mentoring System set up	Set up Mentoring System for Residents	Functional Mentoring System set up by 2020	----------				In house records	Rector/ Academic Board		

Expected Results: Residents to Mentors Assigned										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Residents assigned to Mentors	Assigned Residents to Mentors	100% Residents assigned Mentors by 2020	% assigned				In house records	Academic Affairs	Interim tracking by GCPS	

Strategic Objective 1.3: Collaborate with other Similar Institutions and Stakeholders										
Expected Results: Collaboration Agreements Concluded										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Collaboration Agreements signed	Conclude agreements to collaborate with other post-graduate training institutions and other Stakeholders	Agreements signed with collaborating similar institutions and all other Stakeholders by 2020	No. signed				In house records	Rector/ College Council		

Expected Results: Exchange Professors/Lecturers with other institutions established										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Professors/ Lectures exchanged	Exchange Professors/Lecturers with other institutions	5 exchanges per year					In house records	Faculty Boards /Academic Boards		

Expected Results: Benchmark of GCPS Curriculum with established and Highly-regarded Post Graduate Training Institute completed										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Benchmark of GCPS Curriculum with selected Post -graduate Training Institute	Benchmark of GCPS curriculum and processes against an established and highly regarded post-graduate training institute	Benchmark once 5 years	----------				In house records	Academic Affairs		

Strategic Objective 1:4 Explore ICT Use to Enhance Resident Training Experience										
Expected Results: ICT Use in Resident training expanded										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Percentage increase in Use of ICT in Resident Training experience	Parts of Residents training provided online	10% increase in ICT use per year in Resident training	% level of ICT Use in Resident training				In house records /Survey results	ICT Dept/ Academic Affairs		

Expected Results: Online Mentoring Platform for Remote Mentoring developed										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Online Mentoring Platform for Remote Mentoring	Online Mentoring Platform for Remote Mentoring developed	Functional System in place by 2020	----------				Procurement Records	ICT Department/ Academic Affairs		

Expected Results: Match/Assign Residents to Online Mentors										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Residents requiring Remote Mentoring assigned to the Online Platform	Residents requiring Online Mentoring Matched/Assigned	100% Assigned by 2021	----------				In house records	Faculty Chair & Secretary/ Academic Affairs		

Expected Results: One World-Renowned Specialist Engaged to Lecture/Demonstrate a Procedure Online every Year										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
One World-Renowned Specialist Engaged to Lecture/Demonstrate a Procedure Online every Year	One World-Renowned Specialist Engaged to Lecture/ Demonstrate a Procedure Online every Year	One Faculty per year	----------				In house records	Rector/ Academic Board		

Strategic Objective 1:5 Foster Culture of Residents' Engagement										
Expected Results: Residents Engaged										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Survey on Residents' engagement conducted	Conduct yearly surveys of Residents to assess engagement and satisfaction	One survey every 2 years	----------				Survey results	Academic Affairs		

Expected Results: Legitimate Concerns of Residents Addressed										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Legitimate concerns addressed	Yearly survey of Residents' concerns conducted	75% of legitimate concerns addressed within a year of survey	----------				Survey results	Academic Affairs/ICT		

Expected Results: Forum for appropriate Residents' feedback established										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of fora established	Provide appropriate forum for Residents to provide feedback	Forum for Residents' feedback provided	----------					Rector/Academic Affairs		

Expected Results: Residents' particpation in Residents' Affairs/Council established										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Residents' particpation in Residents' Affairs/Council established	Residents' particpation in Residents' Affairs/Council established	Functional System in place by 2020	----------				Minutes of Meetings of Council and Orientation for Residents	Rector/ Academic Affairs		

Priority Area 2 – Improved Relations with Training Partners and Key Stakeholers

Strategic Objective 2.1: Establish Roles and Responsibilities between GCPS and Training Institutions										
Expected Results: Memorandum of Understanding (MOU) between GCPS and all Training Institutions signed										
Indicator	Status of Implementation									
	Activities	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
MOU developed and signed	Draft and sign MOU between GCPS and all Training Institutes	MOU available and signed by 2019	----------				In house records	Rector/ Academic Affairs		

Expected Results: Quality Assurance functions at GCPS set up										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
QA Function established and staffed	QA Function established and staffed	Functional QA set up by 2020	---------				In house Records	Academic Affairs/ Rector		

Strategic Objective 2.2 Provide regular Updates to Key Stakeholders										
Expected Results: Regular updates to Ministry of Health (MOH) instituted										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Regular meetings with MOH established	Establish regular update meetings with MOH	Update meetings held twice a year	----------				GCPS Records /Minutes	Academic Affairs /Rector		

Expected Results: Regular updates to Ghana Health Service (GHS) instituted										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Regular meetings with GHS established	Establish regular update meetings with GHS	Update meetings held twice a year	---------				GCPS Records /Minutes	Academic Affairs /Rector		

Expected Results: Regular updates to Teaching Hospitals and Other Training centers instituted										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Regular meetings with Teaching Hospitals and Other Training Institutions established	Establish regular update meetings with Teaching Hospitals and Other Training Institutions	Update meetings held twice a year	---------				GCPS Records /Minutes	Rector /Academic Affairs /Rector		

Priority Area 3: Advocacy on Healthcare Issues of National Interest										
Strategic Objective 3.1 Provide Leadership on advocacy for medical manpower needs of Ghana										
Expected Results: Liaison meetings with government in formulating health policies for Ghana established										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Regular engagements with government in formulating health policies established	Liaise with government in formulating health policies for Ghana	Liaison meetings held twice a year	_____				GCPS Records	Rector/ Academic Affairs		

Expected Results: Leadership role in research on health care needs of Ghana provided										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Regular forums to initiate the role of research on health care needs	Assume leadership role in research on health care needs of Ghana	Research forums held twice a year	_____				GCPS Records	Rector/ Academic Affairs		

Expected Results: GCPS lead in discussions on topical issues established										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of media encounters on topical issues held	GCPS leads discussions on topical issues such as Meningitis, Ebola	Five (5) media encounters held yearly	--------				GCPS Records	Rector /Academic Affairs		

Expected Results: GCPS Residents, Members and Fellows participation in Heathcare discussion established										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Residents, Members and Fellows Participation in Healthcare discussions established	Residents, Members and Fellows participate in different forum where healthcare needs of the nation are discussed (TV, Print and Community)	Four (4) encounters per year	……				GCPS Records	Rector /Academic Affairs		

Strategic Objective 3.2 Training Aligned to National (and Regional Needs)										
Expected Results: Research to determine contribution to morbidity and mortality of Ghanaians conducted										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Research conducted	Conduct research to determine the contribution to morbidity and mortality of Ghanaians	One (1) research conducted yearly	……				GCPS Records	Rector /Academic Affairs		

Expected Results: Determination of Staffing Norms and Medical Manpower gaps established										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Staffing Norms and Medical Manpower gaps established	Contribute to determination of staffing norms and Medical Manpower gaps in Ghana	One (1) research conducted yearly	---------				GCPS Records	Rector /Academic Affairs		

Expected Results: Healthcare needs addressed in Residents' Training Cirriculum										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Increase in Healthcare need addressed	Ensure Healthcare needs addressed in cirriculum	70% health care needs addressed yearly	____				GCPS Records	Rector /Academic Affairs		

Priority Area 4: Improved Financial Position of The College										
Strategic Objective 4.1 Improved Understanding of GCPS Financial Needs										
Expected Results: GCPS Financial Needs understood by Minister of Health										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Meetings held to brief Minister of Health	Arrange meetings to brief Ministers of Health on GCPS operations and financial needs	Two meetings annually	_____				GCPS Records	Rector /Academic Affairs		

Expected Results: GCPS Financial Needs understood										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Meetings held to brief Minister of Finance	Arrange meetings to brief Minister of Finance on GCPS operations and financial needs	Two meetings annually	____				GCPS Records	Rector /Academic Affairs		

Expected Results: Minister of Health Invited to visit GCPS and interact with some Residents and Fellows.										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Minister of Health invited to GCPS	Invite Minister of Health to visit GCPS and interact with some Residents and Fellows	Two visits yearly	-------				GCPS Records	Rectyor /Academic Affairs		

Strategic Objective 4.2 Engage with MOH (and Key Stakeholders) to establish acceptable Funding Arrangement for Residents' Training Fees.										
Expected Results: New Funding Arrangement for Residents' training formulated										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Engagements to formulate new funding arrangements for Residents' Fees	Engage MOH & Other Stakeholders to formulate a new funding arrangement for Residents' training	Two (2) engagement meetings per year by	____				GCPS Records	Rector /Academic Affairs		

Expected Results: Meeting with Minister of Finance arranged										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of meetings arranged	Arrange meetings with Minister of Health to review funding proposal and schedules	1 meeting yearly	_____				GCPS Records	Rector /Academic Affairs		

Expected Results: New funding arrangements agreed										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Agreed funding arrangements with MOH (and Other Stakeholders)	Agree and implement new funding arrangements	New funding arrangements agreed by 2020	--------				GCPS Records	Rector /Academic Affairs		

Expected Results: Funding proposals with payment schedules to MOH & Other Debtors (and KS) to recoup monies owned GCPS submitted.										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Proposals with payment schedules submitted	Submit proposals with payment schedules to MOH & Other Debtors (and KS) to recoup monies owed GCPS	Proposals submitted once yearly	_____				GCPS Records	Rector /Academic Affairs		

Strategic Objective 4.3 Explore and Pursue Alternative Sources of Funding										
Expected Results: Corporate bodies and/or individuals for funding contacted.										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Corporate bodies and/or individuals contacted	Engage corporate bodies and/or individuals for funding.	Alternative funding sources contacted annually by	----------				GCPS Records	Rector /Academic Affairs		

Expected Results: Fund raising campaigns organized										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Funds raising campaigns organized	Organize fund raising campaigns to benefit the Endowment Fund of the College	One (1) Fund raising campaign yearly	_____				GCPS Records	Rector/ Academic Affairs		

Expected Results: Increased enrolment of foreign Residents pursued.										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Increased enrolment of foreign Rresidents.	Pursue increased enrolment of foreign Residents.	10% increase of foreign Residents enrol annually	----------				GCPS Records	Rector /Academic Affairs		

Expected Results: Application to External Donors for funding increased.										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Increased application to External Donors for funding	Apply to External Donors for funding.	10% increase yearly	_____				GCPS Records	Rector /Academic Affairs		

Expected Results: Applications to attract Research Funding to the College encouraged									
Indicator	Status of Implementation								
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks
				Start 2018	End (20…)				
Research Funding to the College encouraged	Encourage applications to attract Research Funding to the College	Research funding to the College increased by 10% annually	_____				GCPS Records	Rector /Academic Affairs	

Expected Results: Campaign for the NHIS to support GCPS initiated									
	Status of Implementation								
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks
				Start 2018	End (20…)				
Campaign for the NHIS to support GCPS initiated	Campaign for the NHIS to support GCPS.	NHIS support to GCPS commenced by 2018	_____				GCPS Records	Rector /Academic Affairs	

Priority Area 5: Exemplary Employee Experience										
Strategic Objective 5.1 Promote Employee Engagement and Employee Citizenship Behaviour										
Expected Results: Strategic Plan, Vision, Mission and Core Values introduced to employees										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
Startegic Plan, Vision, Mission and Core Values introduced	Introduce Strategic Plan, Vision, Mission and Core Values to employee	Full application of Strategic Plan by employees reached by mid-way of the Plan	Plan _____	Start 2018	End (20…)		GCPS Records	Rector /Academic Affairs		

Expected Results: Durbars to share information and to listen for employee concerns held.										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Employees' durbars held	Employee durbars to share information and to listen for employee concerns.	Durbars held at least trice yearly	----------				GCPS Records	Rector /Academic Affairs		

Expected Results: Survey to seek employee feedback conducted									
Indicator	Status of Implementation								
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of surveys conducted	Conduct survey to seek employee feedback	Once a year	----------				GCPS Records	Rector /Academic Affairs		

Expected Results: Employee performance appraisal system implemented									
Indicator	Status of Implementation								
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Employee performance appraisal system implemented	Implement employee performance appraisal system	Employee performance appraisal system commenced by 2018	_____				GCPS Records	Rector /Academic Affairs		

Strategic Objective 5.2 Develop Employee Job Competencies										
Expected Results: Employee Job Competencies developed										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of training programmes on employee competencies organized	Develop employee Job competencies for each position	One training programme a year	_____				GCPS Records	Rector /Academic Affairs		

Expected Results: Employee Training Development Plan developed										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Employee Training Development Plan developed	Establish employee training and development plan	One (1) employee training and development plan developed by 2020	_____				GCPS Records	Rector /Academic Affairs		

Expected Results: Reports on employee development plans produced										
Indicator	Status of Implementation									
	Activities completed	Target	Baseline	Indicator Status		Progress Towards Target	Data Source	Responsibility	Remarks	Cost
				Start 2018	End (20…)					
Number of Reports produced on tracking Employee Development Plans	Track employee development plans and report	One report produced yearly	_____				GCPS Records	Rector /Academic Affairs		