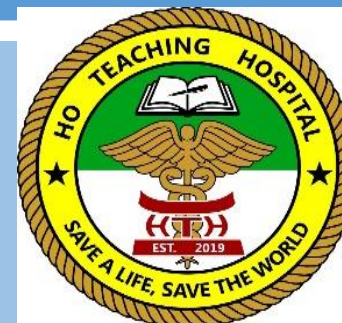


MINISTRY OF HEALTH

INTER-AGENCY REVIEW CONFERENCE



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT

PRESENTED BY:

*Miss Princess Gloria Ofori – Dep. Dir., M&E and Research, CCTH
(on Behalf of all Teaching Hospitals in Ghana)*

DATE: 8TH - 9TH MAY 2025

VENUE: MOH AUDITORIUM, ACCRA, GHANA.



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OUTLINE OF PRESENTATION

- Introduction
- Background Information
- 2024 THs Annual Performance Under Standardized Key Performance Indicators
- Key Challenges
- Outlook For 2025
- Acknowledgement
- Appendix – Other THs KPIs



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INTRODUCTION – THs Profile

In 2017, the Teaching Hospitals came together to develop a standardised Key Performance Indicators, aimed at;

1. **Harmonizing reporting** of data to **aid peer-reviewing of performance** among THs,
2. Standardization of THs reports to the Ministry of Health for its monitoring and performance review activities and holistic assessment reporting, and
3. Informing and **guiding Policy decisions and strategic planning** of tertiary healthcare in Ghana.

This presentation reviews the 2024 annual performance and the key challenges of the Six Teaching Hospitals in Ghana under selected standardized KPIs.



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INTRODUCTION – CON'T

The Teaching Hospitals (THs) play an important role in quality healthcare delivery in Ghana. As apex health facilities, these hospitals provide a leading role in setting high quality clinical standards and means of measuring these standards at all levels of the health sector.

To comprehensively achieve these objectives, all the teaching hospitals in the country have forged a common front, and work in unionism with the Ghana Health Service (GHS) to provide seamless care to clients across all levels of service delivery.

In recognition of the above, and in their continuous quest to provide quality of care to all Ghanaians, the CEOs of the six Teaching Hospitals (KBTH, KATH, TTH, CCTH, HTH, & STH) in Ghana created a platform to discuss issues of common interest to their respective facilities and the Ghana Health Services facilities within their respective catchment areas.



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HEALTH SECTOR POLICY OBJECTIVES (S.O)

☐HEALTH SECTOR OBJECTIVE 1:

Universal access to better and efficiently managed quality healthcare services

☐HEALTH SECTOR OBJECTIVE 2:

Reduce avoidable maternal, adolescent and child deaths and disabilities

☐HEALTH SECTOR OBJECTIVE 3:

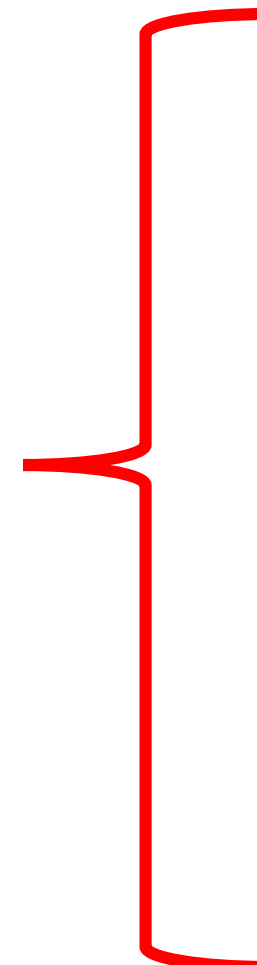
Increase access to responsive clinical and public health emergency services

THs MANDATE

☐THs Mandate 1:
Provision of Advanced Tertiary Health Care Services.

☐THs Mandate 2:
Medical Education

☐THs Mandate 3:
Undertake Research





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HUMAN RESOURCE FOR HEALTH

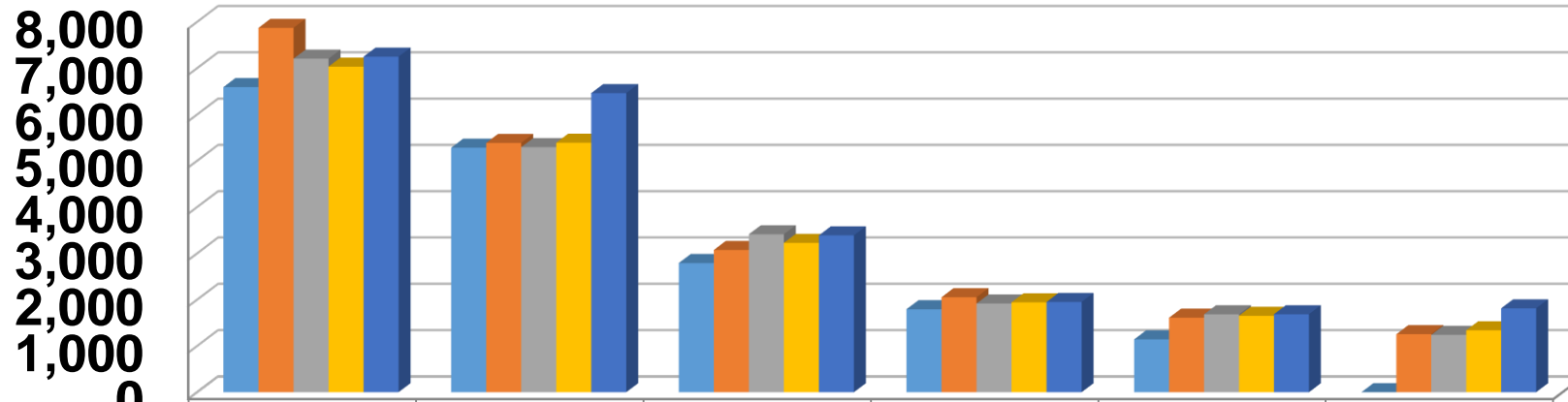
(Improve Human Resource Base)



SELECTED HR TREND

TREND ANALYSIS - **TOTAL STAFF**

■ 2020
 ■ 2021
 ■ 2022
 ■ 2023
 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	6,590	5,280	2,790	1,792	1,141	
■ 2021	7,869	5,385	3,073	2,051	1,610	1,253
■ 2022	7,204	5,293	3,411	1,915	1,682	1,238
■ 2023	7,032	5,389	3,225	1,942	1,651	1,337
■ 2024	7,248	6,459	3,388	1,949	1,684	1,812

REMARKS :

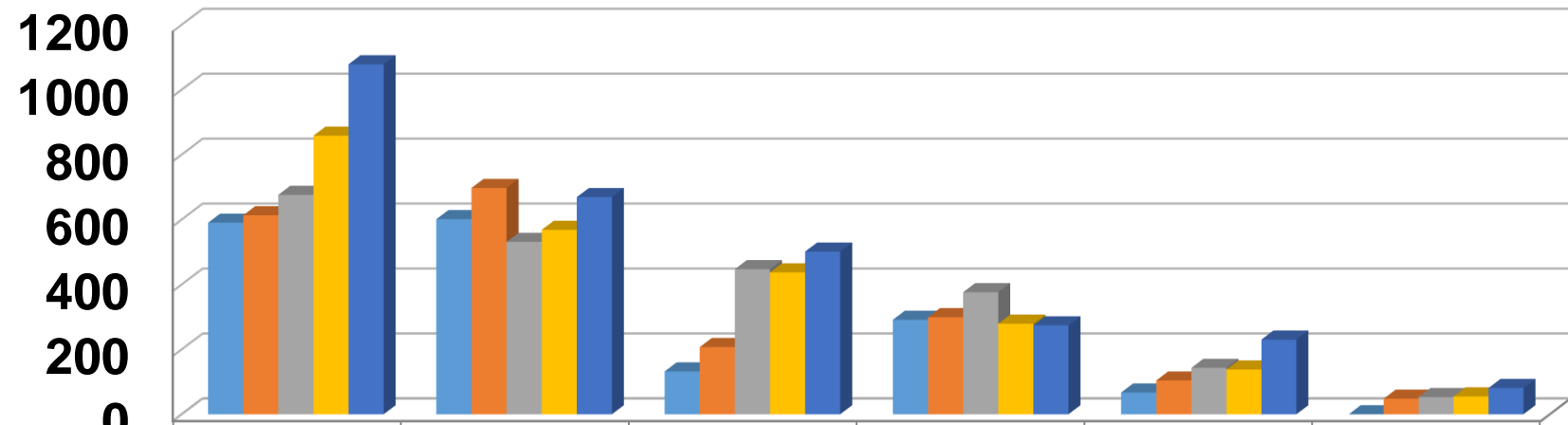
- KBTH STAFF:**
 2024 = 7,248 (3.07%↑)
 2023 = 7,032 (2.38%↓)
 2022 = 7,204 (8.5% ↓)
- KATH STAFF:**
 2024 = 6,459 (19.86%↑)
 2023 = 5,389 (1.81%↑)
 2022 = 5,293 (1.71% ↓)
- TTH STAFF:**
 2024 = 3,388 (5.1%↑)
 2023 = 3,225 (5.5% ↓)
 2022 = 3,411 (11% ↑)
- CCTH STAFF:**
 2024 = 1,949 (0.40%↑)
 2023 = 1,942 (1.41% ↑)
 2022 = 1,915 (6.6% ↓)
- HTH STAFF:**
 2024 = 1,684(2.0%↑)
 2023 = 1,651(3.2%↓)
 2022 = 1,682 (4.5%↑)
- STH STAFF:**
 2024 =1,812(35.5%↑)
 2023 =1,337(8.0%↑)
 2022 = 1,238(1.2%↓)



SELECTED HR TREND

TREND ANALYSIS OF TOTAL DOCTORS

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	590	601	132	291	67	
■ 2021	613	697	207	299	104	48
■ 2022	676	531	447	376	143	53
■ 2023	858	568	437	279	138	55
■ 2024	1,078	669	501	274	230	81

REMARKS :

- KBTH:**
 2024 = 1,078 (25.6%↑)
 2023= 858 (26.92%↑)
 2022 = 676 (10.27%↑)
- KATH**
 2024 = 587 (17.8%↑)
 2023 = 568 (6.97%↑)
 2022 = 531 (23.81% ↓)
- TTH:**
 2024 = 501 (14.6% ↑)
 2023 = 437 (2.2% ↓)
 2022 = 447 (116% ↑)
- CCTH:**
 2024 = 274 (1.8%↓)
 2023 = 279 (25.8%↓)
 2022 = 376 (25.75% ↑)
- HTH:**
 2024=230 (66.7% ↑)
 2023 = 138 (3.5%↓)
 2022 = 143 (37.5% ↑)
- STH:**
 2024 =81 (47.3% ↑)
 2023 =55 (3.8% ↑)
 2022 =53 (10.4% ↑)



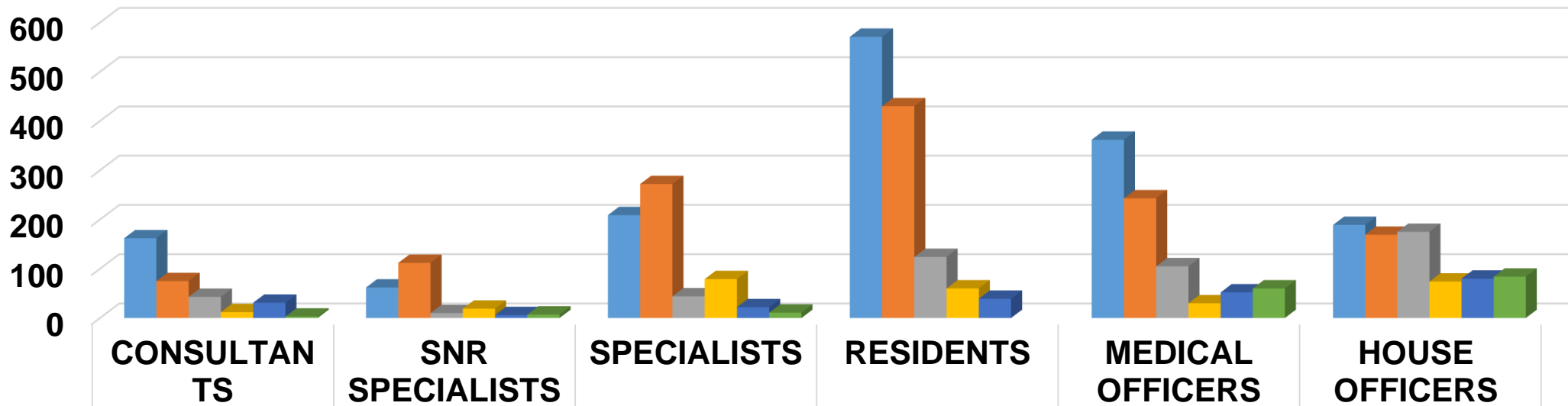
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COMPARATIVE ANALYSIS OF THs CATEGORY OF DOCTORS IN 2024

■ KBTH
 ■ KATH
 ■ TTH
 ■ CCTH
 ■ HTH
 ■ STH



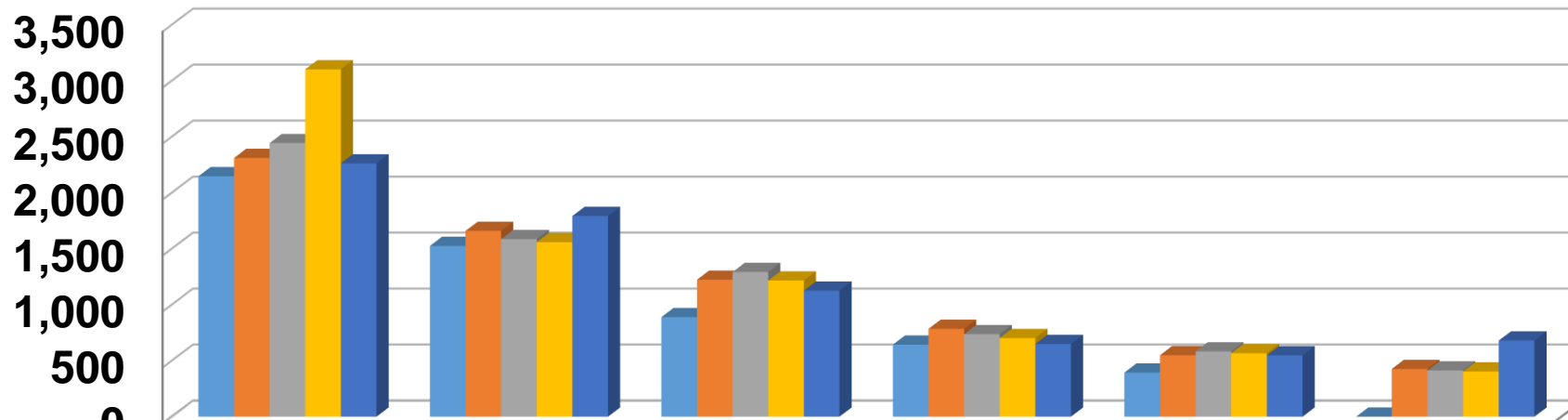
	CONSULTANTS	SNR SPECIALISTS	SPECIALISTS	RESIDENTS	MEDICAL OFFICERS	HOUSE OFFICERS
■ KBTH	162	62	209	571	362	189
■ KATH	75	112	272	430	243	169
■ TTH	43	10	44	124	105	175
■ CCTH	12	19	79	60	30	74
■ HTH	31	6	22	39	52	80
■ STH	3	7	11		60	84



SELECTED HR TREND

TREND ANALYSIS OF PROFESSIONAL NURSES

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	2,147	1,525	889	643	394	
■ 2021	2,310	1,659	1,223	784	549	426
■ 2022	2443	1,586	1,292	737	583	413
■ 2023	3102	1,559	1,216	702	567	404
■ 2024	2262	1,792	1,125	649	548	680

REMARKS :

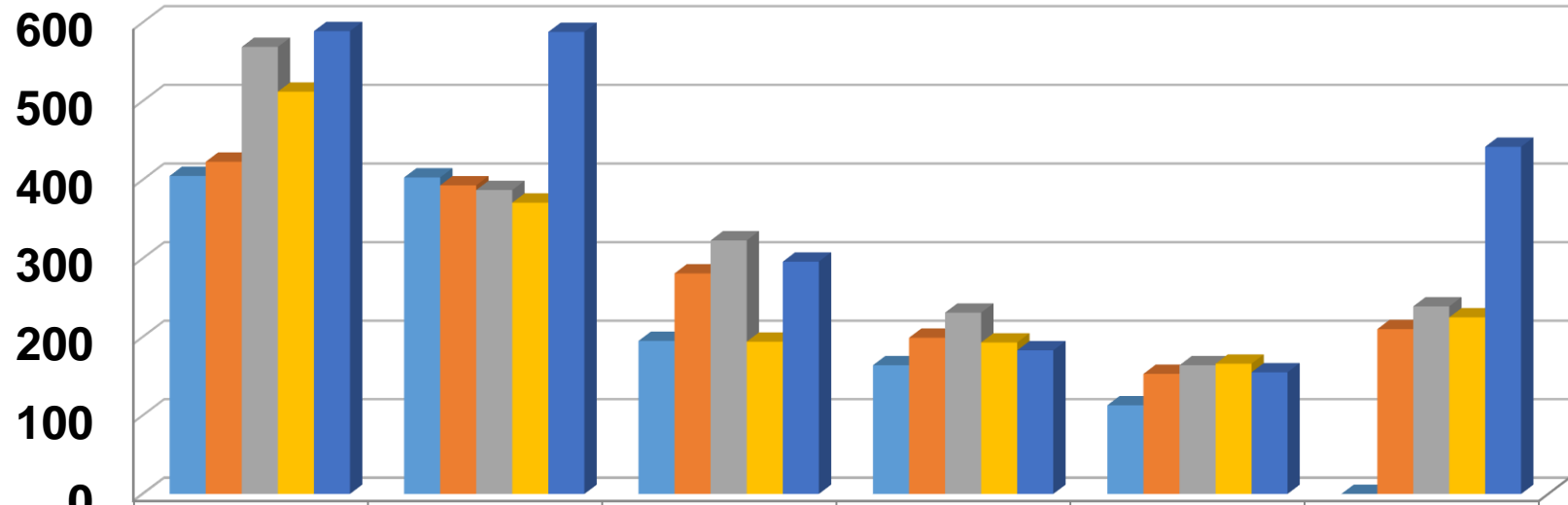
- KBTH:**
 2024 = 2,262 (27.08%↓)
 2023 = 3,102 (26.97%↑)
 2022 = 2443 (5.00%↑)
- KATH:**
 2024 = 1,792 (14.95%↑)
 2023 = 1,559 (1.70%↓)
 2022 = 1,586 (4.40↓)
- TTH:**
 2024 = 1,125 (7.5%↓)
 2023 = 1,216 (5.9% ↓)
 2022 = 1,292 (5.6%↑)
- CCTH:**
 2024 = 649 (7.5% ↓)
 2023 = 702 (8.5%↓)
 2022 = 737 (6.0% ↓)
- HTH:**
 2024 = 548(3.5%↓)
 2023 = 567(2.7%↓)
 2022 = 583 (6.1% ↑)
- STH:**
 2024 = 680(68.3% ↑)
 2023 = 404(2.2%↓)
 2022 = 413(3.1%↓)



SELECTED HR TREND

TREND ANALYSIS OF TOTAL MIDWIVES

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	405	403	195	164	113	
■ 2021	423	393	281	199	153	210
■ 2022	569	387	323	231	164	239
■ 2023	512	371	194	193	166	225
■ 2024	589	588	296	183	155	442

REMARKS :

- KBTH:**
 2024 = 589 (15.04%↑)
 2023 = 512 (10.01%↓)
 2022 = 569 (34.51%↑)
- KATH:**
 2024 = 588 (58.49%↑)
 2023 = 371 (4.13%↓)
 2022 = 387 (1.53%↓)
- TTH:**
 2024 = 296 (52.6%↑)
 2023 = 194 (39.9%↓)
 2022 = 323 (14.9%↓)
- CCTH:**
 2024 = 183 (5.2%↓)
 2023 = 193 (16.5% ↓)
 2022 = 231 (10.5%↑)
- HTH:**
 2024 =155 (6.6%↓)
 2023 = 166 (1.2% ↑)
 2022 = 164 (7.2%↓)
- STH:**
 2024 = 442 (96.4%↑)
 2023 = 225 (5.9% ↓)
 2022 = 239 (13.8%↑)



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SELECTED HR TREND - NURSES

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

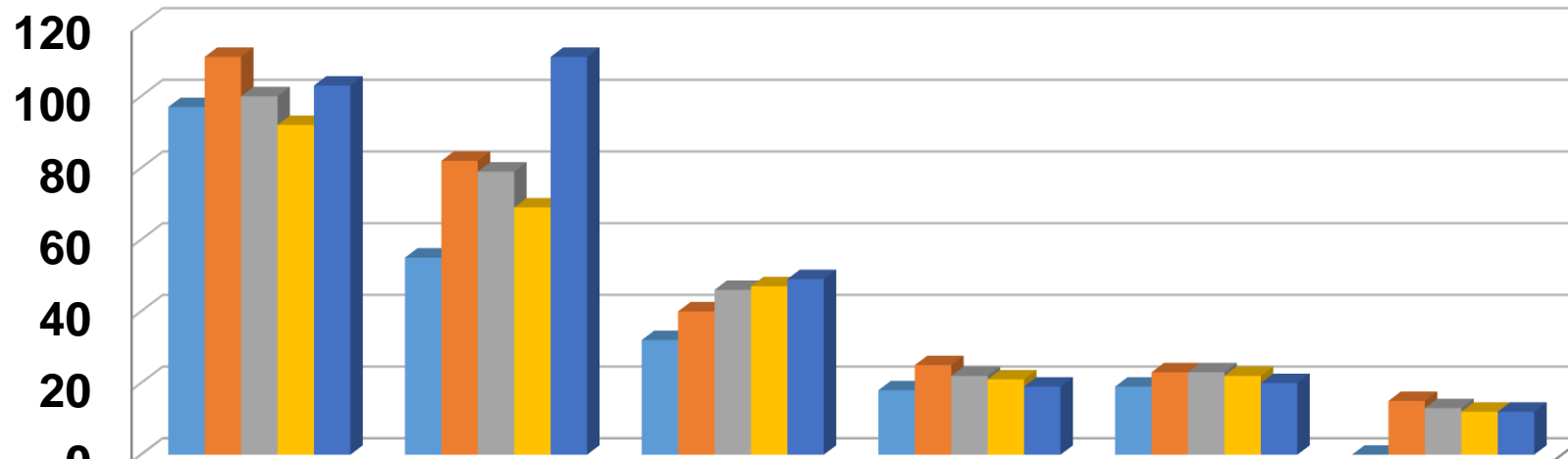
KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Specialist Nurses (Members & Fellows Only)	58 (23.40%↑) 47 (113.63%↑) 22 (22.22%↑) 18 2020 = -	49 (63.33%↑) 30 (36.36%↑) 2022 = 22 (-) 2021 = 22 (-) 2020 = -	47 (56.6%↑) 30 (76.5%↑) 17 (183.3%↑) 6 2020 = -	19 (35.7%↑) 14 (250%↑) 4 (33.3%↑) 3 (200%↑) 1	27 (58.8%↑) 17 (88.0%↑) 9 (28.0%↑) 7 (133.3%↑) 3	5 5 5 2021 = - 2020 = -
Enrolled Nurses	336 (7.69%↓) 364 (22.22%↓) 468 (8.58%↑) 431 (10.50%↓) 482 (26.20%↑)	138 (0.73%↑) 137 (22.60%↓) 177 (11.94%↓) 201 (12.23%↓) 229 (9.8%↓)	172 (46.4%↓) 321 (86.6% ↑) 172 (1.7%↓) 175 (3.54%↑) 169 (3.4%↓)	35(5.4%↓) 37 (47.9%↓) 71 (2.9%↓) 69 (1.4%↓) 70 (17.6%↓)	100 (6.5%↓) 107 (21.3%↓) 136 (17.1%↓) 164 (28.1%↑) 128 (1.5%↓)	130 (3.0%↓) 134 (5.5% ↑) 127 (5.9%↓) 135 2020 = -



SELECTED HR TREND

TREND ANALYSIS OF TOTAL PHARMACISTS

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	97	55	32	18	19	
■ 2021	111	82	40	25	23	15
■ 2022	100	79	46	22	23	13
■ 2023	92	69	47	21	22	12
■ 2024	103	111	49	19	20	12

REMARKS :

- KBTH:**
 2024 = 103 (11.96%↑)
 2023 = 92 (8.00%↓)
 2022 = 100 (9.90% ↓)
- KATH:**
 2024 = 111 (60.87%↑)
 2023 = 69 (12.66%↓)
 2022 = 79 (3.66%↓)
- TTH:**
 2024 = 49 (4.3%↑)
 2023 = 47 (2.2% ↑)
 2022 = 46 (15%↑)
- CCTH:**
 2024 = 19 (9.5% ↓)
 2023 = 21 (4.5% ↓)
 2022 = 22 (12% ↓)
- HTH:**
 2024 = 20 (9.1%↓)
 2023 = 22 (4.3%↓)
 2022 = 23
- STH :**
 2024 =12 (No change)
 2023 =12(7.7%)
 2022 =13(15.4%)



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SELECTED HR TREND

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Pharmacy Technicians	47 (11.32%↓)	65 (18.18%↑)	43 (4.9%↑)	11 (83.3%↑)	6 (50%↑)	9(33.3%↓)
	53 (10.16%↓)	55 (19.12%↓)	41(13.9%↑)	6 (25.0% ↓)	4 (20.0%↓)	12(No change)
	59 (10.16%↓)	68 (1.49%↑)	36(5.2%↓)	8 (14.3%↑)	5 (150%↑)	12(7.7% ↓)
	62 (6.89%↓)	67 (31.37%↑)	38 (40.7%↑)	7	2	13
	58 (3.3%↓)	51 (7.3%↓)	27	7	2 (100%↑)	2020 = -
Other Staff	3,251 (4.03%↑)	2,941 (39.2%↑)	825 (14.9% ↓)	813 (15.5%↑)	625 (0.16%↑)	458(7.5%↓)
	3,125(8.16%↑)	2,114 (5.44%↑)	969 (11.5%↑)	704 (49.8%↑)	624 (1.4%↓)	495(29.9%↑)
	2,889 (6.29% ↓)	2,005 (12.3%↓)	1,095 (18.8%↑)	470 (29.4%↓)	633(8.2%↑)	381(51.8%↑)
	3,083 (10.70% ↑)	2,286 (0.9%↑)	922 (14.9%↑)	666 (9.4% ↑)	585 (71.6% ↑)	251
	2,786 (28.70%↑)	2,266 (15%↑)	1,083 (20.1%↑)	609 (11.3%↑)	341 (8.3%↓)	2020 = -

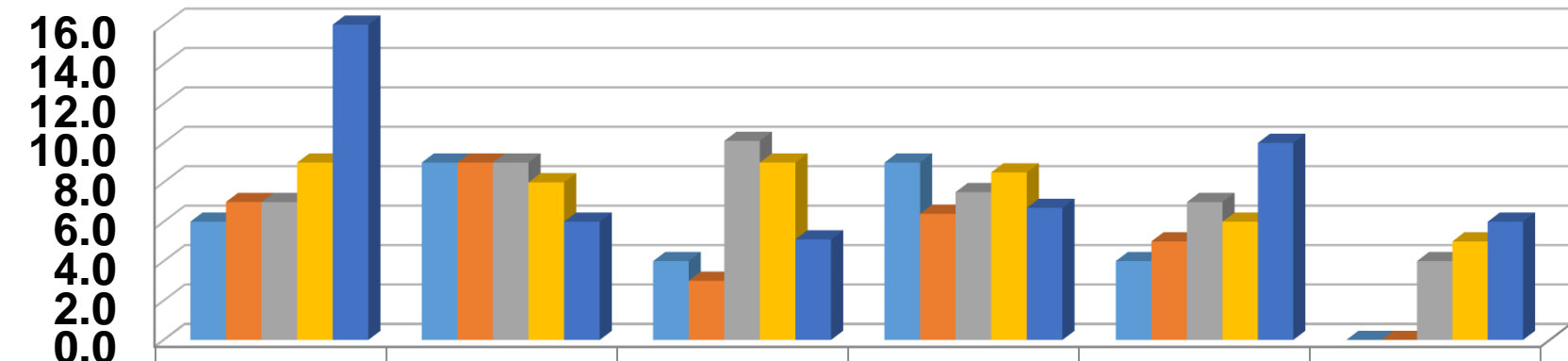


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Doctor to Pharmacist Ratio THs Target = 10:1

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	6.0	9.0	4.0	9.0	4.0	
■ 2021	7.0	9.0	3.0	6.4	5.0	
■ 2022	7.0	9.0	10.1	7.5	7.0	4.0
■ 2023	9.0	8.0	9.0	8.5	6.0	5.0
■ 2024	16.0	6.0	5.1	6.7	10.0	6.0

REMARKS :

- KBTH:**
 2024 = 16.1:1 (↑)
 2023 = 9:1 (↑)
 2022 = 7:1
- KATH:**
 2024 =
 2023 = 8:1 (↓)
 2022 = 9:1
- TTH:**
 2024 = 5:1(↓)
 2023 = 9:1 (↑)
 2022 = 6:1 (↑)
- CCTH:**
 2024 = 6.7:1 (↓)
 2023 = 8.5:1 (↑)
 2022 = 7.5:1 (↑)
- HTH:**
 2024 =10:1(↑)
 2023 =6:1 (↓)
 2022 = 7:1(↑)
- STH:**
 2024 =6:1(↑)
 2023 =5:1(↑)
 2022 =4:1(↑)



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BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Doctor: Pharmacist Ratio	16.1:1(↑) 9.0:1 (↑) 7.0:1 (↑) 7.0:1(↑) 6.0:1	6.0:1 (↓) 8.0:1 (↓) 9.0:1 9.0:1 9.0:1	5.0:1 (↓) 9.0:1 (↑) 6.0:1 (↓) 3.0:1 (↓) 4.0:1	6.7:1 (↓) 8.5:1 (↑) 7.5:1 (↑) 6.4:1(↓) 9.0:1	10.0:1(↑) 6.0:1 (↓) 7.0:1(↑) 5.0:1 4.0:1	6.0:1(↑) 5.0:1(↑) 4.0:1(↑) 2021 = - 2020 = -	10:1	Total number of Doctors in the hospital / Total number of pharmacist
Doctor to Nurse/Midwife Ratio	1:16.1(↑) 1:3(↓) 1:4 (↓) 1:5 1:5	1:4 1:4 1:4(↑) 1:3 (↓) 1:5 (↑)	1:4 (0) 1:4(0) 1:4 (↓) 1:7 (↓) 1:9	1:4 1:4 1:4 (↓) 1:7 (↑) 1:5	1:10 (↑) 1:5 (↑) 1:6 (↓) 1:7 (↓) 1:9 (↓)	1:14 (↑) 1:11 (↓) 1:12 (↓) 1:13 2020 = -	1:5	Total number of Doctors in the hospital / Total of Nurses



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KEY ACHIEVEMENTS



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THs MANDATE:
PROVISION OF ADVANCED TERTIARY HEALTH SERVICES



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KEY ACHIEVEMENTS IN 2024 – **KBTH (1/3)**

- Reduced **All cause mortality** rate from 23.3% to 10.5%
- Reduced surgical site infection rate from 4.1% to 1%
- **140 open heart surgeries** carried out
- Successfully **recruited** expatriate **cardiopulmonary perfusionist**
- **New-born hearing assessment** launched and operationalized
- The process of obtaining a suitable **formulary folic acid production is 90% complete.**
- **22 Corneal Transplant surgeries** were done with donors from outside
- Carried out Reconstructive Microsurgeries for 50 patients



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KEY ACHIEVEMENTS IN 2024 – **KBTH (2/3)**

- ❑ **Procurement plan was 68% implemented in 2024** with a significant amount of **GHC 137,486,367.70** from IGF used in procurement and installation of essential input (equipment) to support service delivery.

Example includes;

1. Installation of **C-ARM** for orthopaedics
2. Purchase of a new **MRI Chiller System** for Radiology
3. Purchased and installed three (3) Mindray ventilators at the Medical ICU (MICU)



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KEY ACHIEVEMENTS IN 2024 – **KBTH (3/3)**

Examples Con't:

4. Installation of **new 80Nm³/hr plant** increasing **oxygen production capacity from 25Nm³/hr to 105Nm³/hr** (i.e. normal cubic meter/hr)
5. One Anaesthesia Machine procured
6. Two out of four Autoclaves repaired
7. 30 Oxygen cylinders, flow metres and 30 wall flow metres procured and installed



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KEY ACHIEVEMENTS IN 2024 – **KATH**

- General increase in **OPD attendance** by 13.11% and **Surgeries** by 2.44%
- **Renal service improved** due to **procurement** of a number of dialysis machines and policy change from NHIA.
- **Stroke thrombolysis service** introduced
- Renovated and **refurbished Physiotherapy Centre and Psychiatry Unit**
- Awareness creation among staff to conduct research intensified



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KEY ACHIEVEMENTS IN 2024 – TTH

- Established a TTH Corporate clinic to provide premium health services.
- Conducted a **first ever Successful Total Knee Replacement Surgery**
- Introduced **Laparoscopic** procedures.
- The hospital has successfully placed **cardiac pacemakers** in 3 patients.
- Established a **Sickle Cell clinic** at the obstetric unit
- Established a **Stroke Unit** and subspecialty clinics.
- Hosted a week-long Medevac Medical Programme.



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KEY ACHIEVEMENTS IN 2024 – CCTH (1/2)

- 100% completion of the **infectious disease centre** and it is **partially operational**
- Introduced laparoscopic services with support from KOFIH (2 cases performed)
- Strengthened Appointment System for Specialist Clinics
- Conducted a Peer Review exercise with the Laboratory unit emerging winners
- Continue to conduct key mortality audits and implement the recommendations
- Revised and expanded Tracer medicines list for CCTH
- Reduction in **under five mortality rate** (from 72/1000LB to 55/1000LB)



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KEY ACHIEVEMENTS IN 2024 – CCTH (2/2)

- 100% roll out of the **Logistics or Medical Stores Management component** of the LHIMS application.
- **Organized in-service training for staff** on customer care, **quality assurance**, Basic Life Support and Infection Prevention and Control.



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KEY ACHIEVEMENTS IN 2024 - HTH (1/3)

- ❖ **Two Successful Feasibility Studies** conducted on hospital expansion by;
 - *Yonsei University Industry Consortium (contracted by the EDCF/KEXIM Bank)* for “Ho Teaching Hospital **Infrastructure Expansion**”
 - *MTN Foundation* for the expansion of the **emergency department**
- ❖ Rehabilitated the Limb-Fitting Centre and operationalized it as the hospital’s **Family Health Centre**.
- ❖ Constructed a **New Pharmacy Complex**.



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KEY ACHIEVEMENTS IN 2024 - HTH (2/3)

- ❖ Constructed 2 Consulting Rooms for **Psychological Medicine services**.
- ❖ **Operationalized the Infectious Disease Centre** at Adaklu Wumenu/Kpogadzi.
- ❖ Institutionalized the **5S KAIZEN** Principle of care and trained staff at the delivery suite.
 - **5S** = “Sort, Set up an Order, Shine, Standardize, and Sustain”
- ❖ Selected as **2nd Best Facility** for the ISO 15189:2022 Laboratory Accreditation out of 25 Laboratories



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KEY ACHIEVEMENTS IN 2024 - HTH (3/3)

- ❖ **Conducted baseline assessment** for International Patients Safety Goal (IPSG) using the Joint Commission International Checklist in 4 Sub-BMCs.
- ❖ Conducted 4 Quarterly Rational Use of Medicine Surveys at the OPDs
- ❖ Achieved 88% **Functional Cold Chain System** for all heat-sensitive medicines, Wards and Pharmacies
- ❖ Achieved 97.8% Acceptance of **Pharmaceutical Care Intervention** and 82% Ward rounds input by Pharmacists utilized



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KEY ACHIEVEMENTS IN 2024 - **STH (1/2)**

- Reduced **NICU mortalities from 7.4% in 2023 to 5.8% in 2024.**
- Procured **2 additional dialysis machines** to meet the growing demand for dialysis services in the Bono Region.
- Procured **5 multi-purpose delivery beds.**
- **Replaced** the old dental chairs with **2 ultra-modern dental chairs.**
- Constructed patient waiting area to enhance client care.
- **Developed a Staff Medical Care Policy.**



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACHIEVEMENTS IN 2024 - **STH (2/2)**

- Increased intake of House Officers from 50 in 2023 to 85 in 2024
- **Supported 17 Doctors** to undertake **specialist/resident** training
- **Supported 20 Nurses** for **specialist training** at Ghana College of Nurses and Midwives
- Supported 33 other Nurses and Midwives for various degree programs
- Supported **6 staff** for hands on **training in Germany** with support from GIZ
- **Acquired HeFRA & NHIS Accreditation as a Teaching Hospital**
- CCTV systems successfully installed at all vantage points in the hospital



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



KEY OUTPUTS ACHIEVEMENTS



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



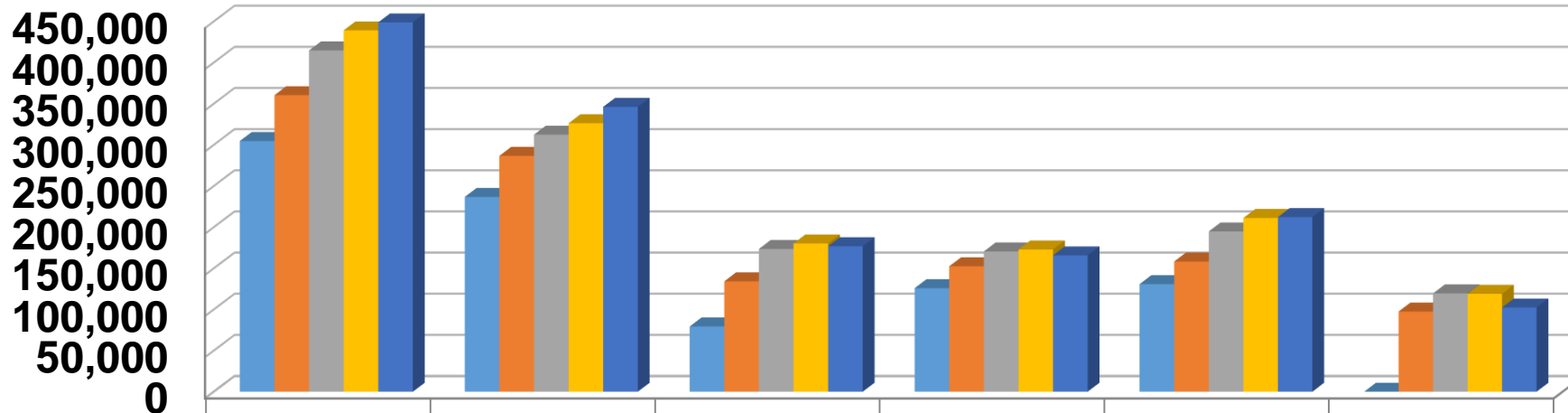
PROVISION OF OUTPATIENT SERVICES



Provide Outpatient Services

TREND ANALYSIS OF TOTAL OPD ATTENDANCE

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	304,594	236,636	79,330	125,772	130,740	
■ 2021	360,245	286,546	134,116	152,364	158,226	97,399
■ 2022	414,625	312,305	173,510	170,441	194,717	119,499
■ 2023	438,968	326,178	180,107	172,839	211,104	118,985
■ 2024	448,722	346,106	176,769	165,640	212,129	102,300

REMARKS:

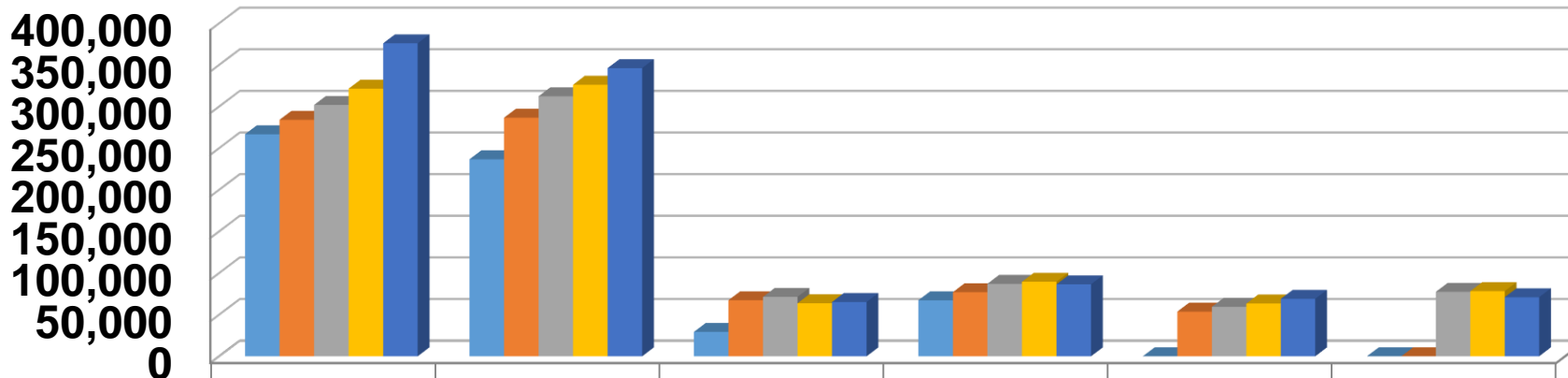
- KBTH:**
 2024 = 448,722 (2.22%↑)
 2023 = 438,968 (5.87%↑)
 2022 = 414,625 (1.16%↑)
- KATH:**
 2024 = 346,106 (6.11%↑)
 2023 = 326,178 (4.44%↑)
 2022 = 312,305 (8.99%↑)
- TTH:**
 2024 = 176,769 (1.9%↓)
 2023 = 180,107 (3.8%↑)
 2022 = 173,510 (29.4%↑)
- CCTH:**
 2024 = 165,640 (4.17% ↓)
 2023 = 172,839 (1.41% ↑)
 2022 = 170,441 (11.86% ↑)
- HTH:**
 2024 = 212,129 (0.49%↑)
 2023 = 211,104 (8.4%↑)
 2022 = 194,717 (20.4% ↑)
- STH =**
 2024 = 102,300 (14.0%↓)
 2023 = 118,985 (0.4%↓)
 2022 = 119,499 (22.7%↑)



Provide Outpatient Services

TREND ANALYSIS OF **SPECIALIST OPD ATTENDANCE** PER TH

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	266,657	236,636	29,334	67,266		
■ 2021	284,025	286,546	67,292	76,990	53,640	
■ 2022	301,856	312,305	71,348	87,063	59,445	77,397
■ 2023	321,412	326,178	63,691	89,505	63,406	78,227
■ 2024	375,895	346,106	65,172	86,402	69,025	70,887

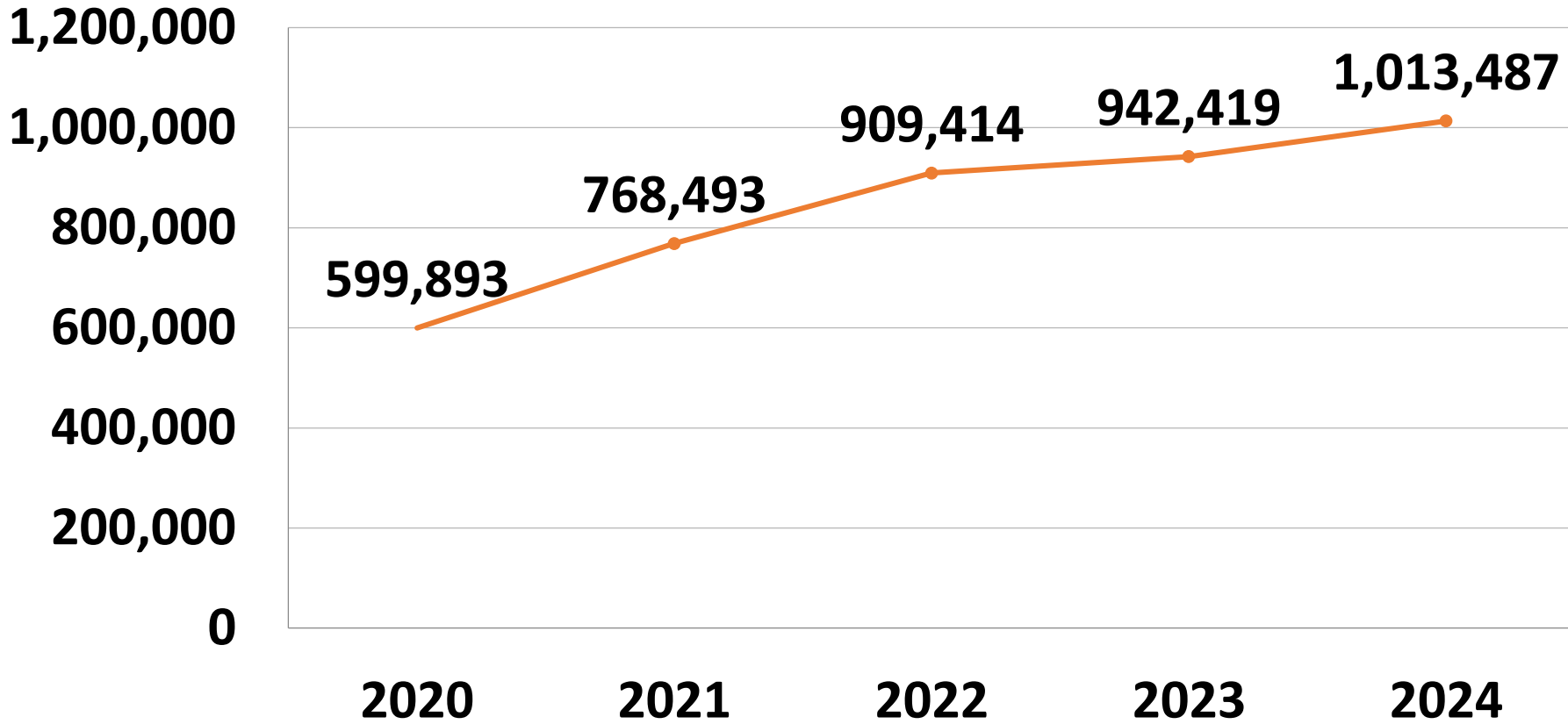
REMARKS:

- KBTH:**
 2024=375,895 (16.95%↑)
 2023=321,412 (6.47%↑)
 2022 = 301,856
- KATH:**
 2024 =278,240 (5.83%↑)
 2023 = 262,917 (2.55%↑)
 2022 = 256,371 (10.02%↑)
- TTH:**
 2024 =65,172 (2.0%↑)
 2023 = 63,691 (11.0%↓)
 2022 = 71,348 (29.4%↑)
- CCTH:**
 2024 = 86,402 (3.47% ↓)
 2023 = 89,505 (2.8% ↑)
 2022 = 87,063 (13.01% ↑)
- HTH:**
 2024 = 69,025 (8.9%↑)
 2023 =63,406 (6.7%↑)
 2022 = 59,445 (10.8%↑)
- STH:**
 2024 =70,887(9.4↓%)
 2023 =78,227(1.1↑%)
 2022 =77,397



Provide Outpatient Services

TREND OF OVERALL TOTAL **SPECIALISTS** OPD **ATTENDANCE** FOR THs



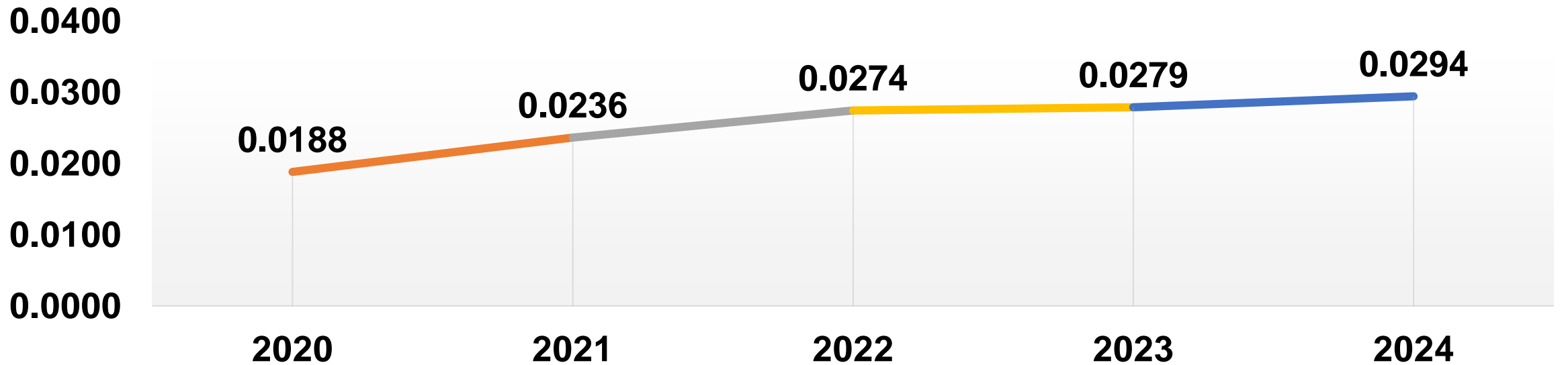
REMARKS:

2024 = 7.54% incr
 2023 = 3.6% incr
 2022 = 18.3% incr
 2021 = 28.1% incr



Provide Outpatient Services

THs Specialist OPD per Capita.



REMARKS:

There isn't a specific international standard for specialist OPD per capita.

However, the indicator is **Valuable For Understanding Access To Specialist Services.**

POLICY RESPONSES to **HIGH OR LOW RATES** would be context-specific, considering Ghana's disease burden, healthcare system structure, and ensuring appropriate referrals.



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Outpatient Service

KEY INDICATORS	PERFORMANCE						MEASUREMENT
	2020	2021	2022	2023	2024	REMARKS	
Specialist OPD per capita	0.0188	0.0236 <i>(incr)</i>	0.0274 <i>(incr)</i>	0.0279 <i>(incr)</i>	0.0294	<i>incr</i>	Total specialist OPD attendance for all THs/national population
Total specialists OPD attendance for all THs	599,893	768,493 <i>(28.1% incr)</i>	909,414 <i>(18.3% incr)</i>	942,419 <i>(3.6% incr)</i>	1,013,487	<i>7.54% incr</i>	Count of specialists OPD across all the teaching hospitals
Ghana's Population	31,887,809	32,518,665	33,149,152	33,787,914	34,427,414	<i>incr</i>	Source: https://www.worldometers.info/world-population/ghana-population/



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Outpatient Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH	
Incidence of renal disease	0.21 (↑) 0.19 (↑) 0.18 2021 = - 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	0.18 2023 = - 2022 = - 2021 = - 2020 = -	0.21 (↑) 0.17 (↓) 0.19 (↓) 0.27 (↓) 0.39	2024= 0.4 (↑) 2023 = 0.3 (↓) 2022 = 0.5 2021 = 0.5 2020 = -	2024 = 0.4 2023 = - 2022 = - 2021 = - 2020 = -	Number of new renal cases recorded within a period/total number of renal cases (new + old) within the period
Incidence of oncology disease	0.095 (↓) 0.103 (↑) 0.102 2021 = - 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	2024= - 2023 = - 2022 = - 2021 = - 2020 = -	0.09 (↓) 0.12 (↓) 0.39 (↑) 0.03 2020 = -	2024= 0.5 (↑) 2023 = 0.3 (↓) 2022 = 0.7 2021 = 0.7 2020 = -	2024= - 2023 = - 2022 = - 2021 = - 2020 = -	Number of new cancer cases recorded within a period/total number of cancer cases (new + old) within the period



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



PROVISION OF EMERGENCY SERVICES



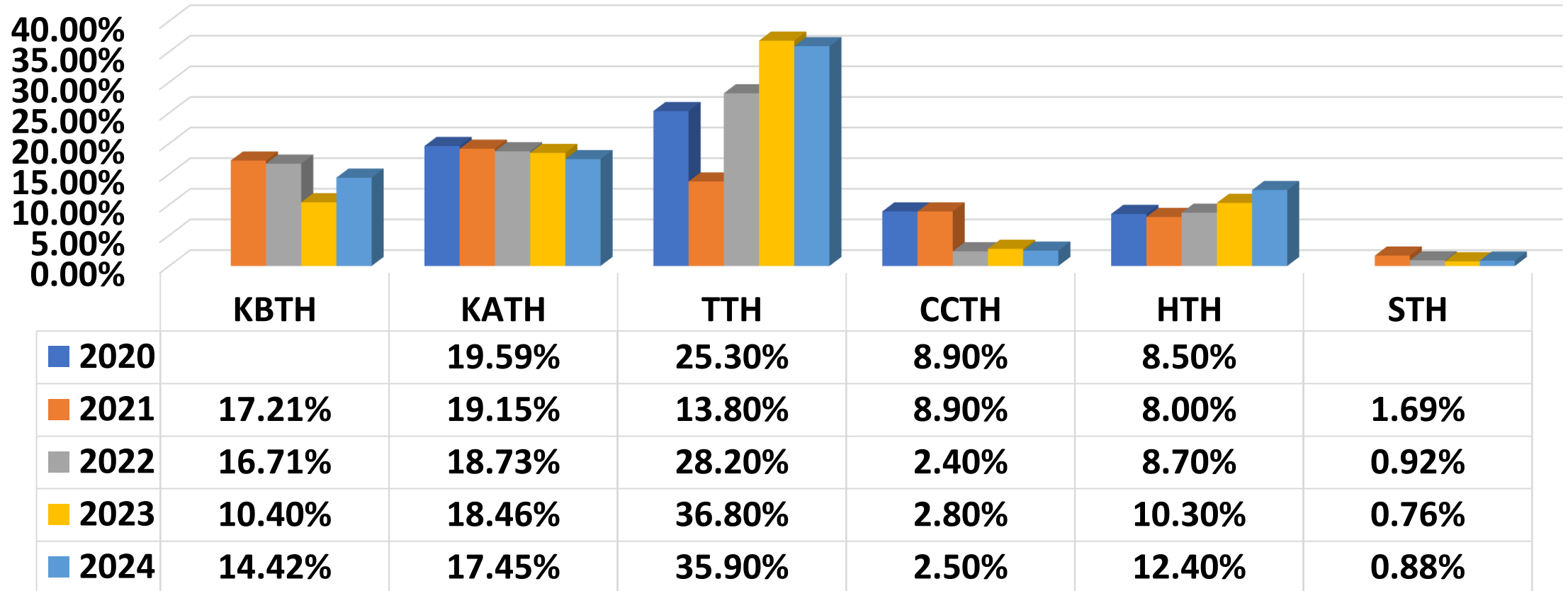
GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Accident & Emergency Mortality Rate

■ 2020
 ■ 2021
 ■ 2022
 ■ 2023
 ■ 2024





GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



PROVISION OF IN-PATIENT SERVICES

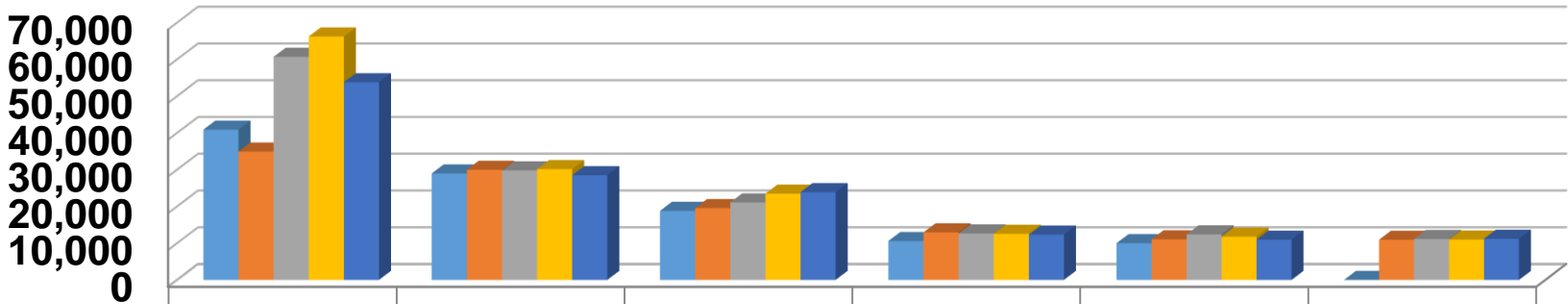


Provide Inpatient Services

BED CAPACITY OF THE TEACHING HOSPITALS:
KBTH = 1,517; KATH = 1,264 ; TTH = 711; CCTH = 450 ; HTH= 306 STH= 371

TREND ANALYSIS OF TOTAL ADMISSIONS

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	40,875	28,951	18,780	10,578	9,999	
■ 2021	34,912	29,968	19,535	12,930	11,051	10,918
■ 2022	60,689	29,790	21,077	12,622	12,380	11,145
■ 2023	66,216	30,133	23,464	12,557	11,769	10,979
■ 2024	53,765	28,470	23,876	12,309	10,936	11,206

REMARKS :

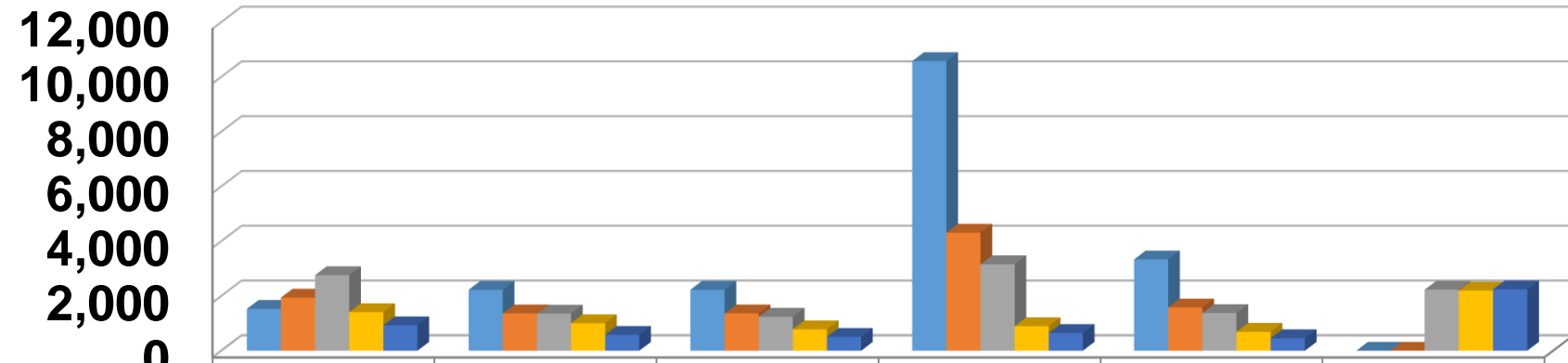
- **KBTH:**
 2024 = 53,765 (18.80%↓)
 2023 = 66,216 (9.10%↑)
 2022 = 60,689 (73.83 ↑)
- **KATH:**
 2024 =28,470 (5.52%↓)
 2023 = 30,133 (1.15%↑)
 2022 = 29,790 (0.60%↓)
- **TTH:**
 2024 = 23,876 (1.8%↑)
 2023 = 23,464 (11.3%↑)
 2022 = 21,077 (7.9%↑)
- **CCTH:**
 2024 = 12,309 (1.98%↓)
 2023 = 12,557 (0.51%↓)
 2022 = 12,622 (2.38%↓)
- **HTH:**
 2024 =10,936 (7.1%↓)
 2023 =11,769 (4.94% ↓)
 2022 = 12,380 (12.0% ↑)
- **STH =**
 2024 =11,206 (2.07%↑)
 2023 =10,979 (1.50%↓)
 2022 =11,145(2.08%↑)



Provide Inpatient Services

SPECIALIST NURSE TO ADMISSION RATIO

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	1,528	2,227	2,227	10,578	3,333	
■ 2021	1,940	1,362	1,362	4,310	1,579	
■ 2022	2,759	1,354	1,240	3,156	1,376	2,229
■ 2023	1,409	1,004	782	897	692	2,196
■ 2024	927	581	508	648	456	2,241

- REMARKS :**
- KBTH:**
 2024 = 1:927 (↓)
 2023 = 1:1,409 (↓)
 2022 = 1:2,579 (○)
 - KATH:**
 2024 = 1:581 (↓)
 2023 = 1:1,004 (↓)
 2022 = 1:1,354 (↓)
 - TTH:**
 2024 = 1:508 (↓)
 2023 = 1:782 (↓)
 2022 = 1:1,240
 - CCTH:**
 2024 = 1:648 (↓)
 2023 = 1:897 (↓)
 2022 = 1:3,156 (↓)
 - HTH:**
 2024 = 456 (↓)
 2023 = 692 (↓)
 2022 = 1,376 (↓)
 - STH:**
 2024 = 1:2,241 (↑)
 2023 = 1:2,196 (↓)
 2022 = 1:2,229

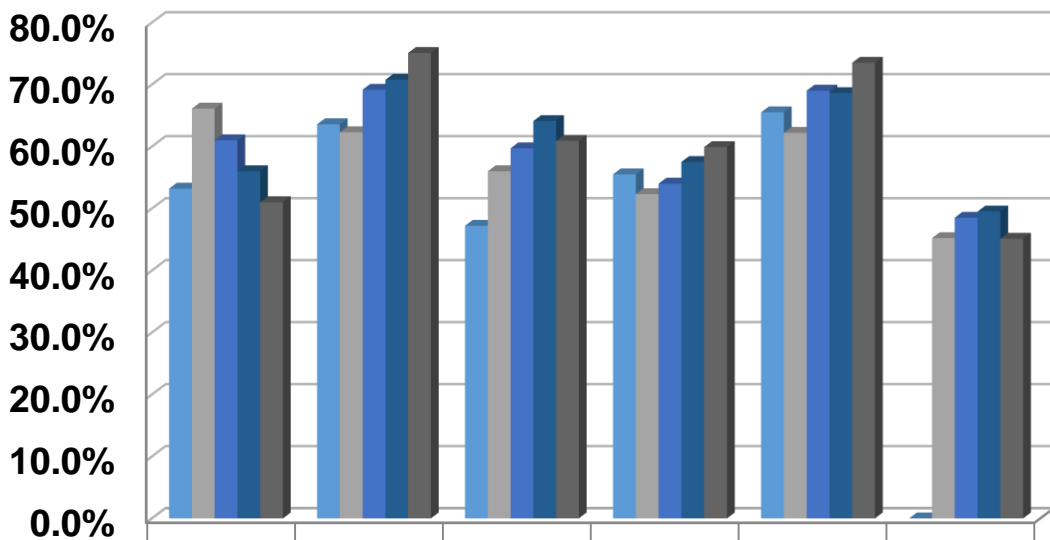


Provide Inpatient Services Con't

BED OCCUPANCY RATE

THs Target = 75%

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024

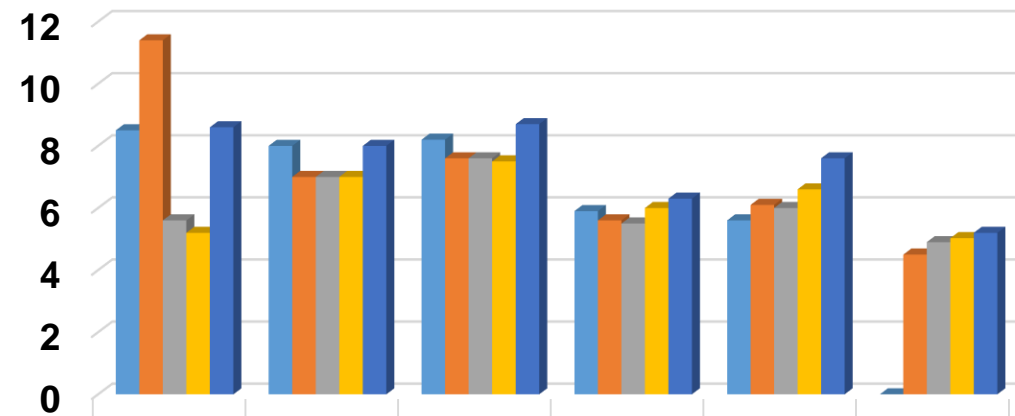


	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	53.2%	63.6%	47.2%	55.5%	65.50%	
■ 2021	66.1%	62.3%	56.0%	52.3%	62.20%	45.20%
■ 2022	61.00%	69.15%	59.70%	54.0%	69.00%	48.50%
■ 2023	56.00%	70.75%	64.10%	57.50%	68.60%	49.50%
■ 2024	51.00%	75.08%	60.90%	59.90%	73.50%	45.10%

AVERAGE LENGTH OF STAY IN THE HOSPITAL (DAYS)

THs Target = 6 Days

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	8.5	8.0	8.2	5.9	5.6	
■ 2021	11.4	7.0	7.6	5.6	6.1	4.5
■ 2022	5.6	7.0	7.6	5.5	6.0	4.9
■ 2023	5.2	7.0	7.5	6.0	6.6	5.03
■ 2024	8.6	8.0	8.7	6.3	7.6	5.2



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



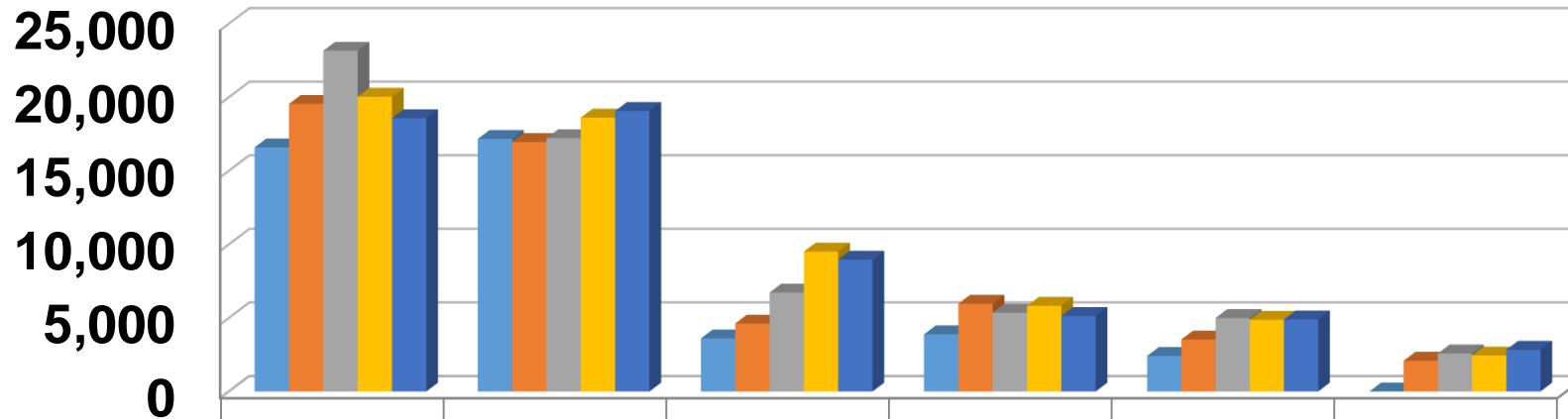
PROVISION OF SURGICAL SERVICES



Surgical Services

TREND ANALYSIS OF **TOTAL SURGERIES** PERFORMED

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	16,586	17,162	3,606	3,883	2,412	
■ 2021	19,541	16,955	4,616	5,961	3,530	2,089
■ 2022	23,152	17,215	6,720	5,357	4,992	2,585
■ 2023	20,029	18,607	9,504	5,824	4,867	2,443
■ 2024	18,566	19,061	8,955	5,130	4,898	2,835

REMARKS :

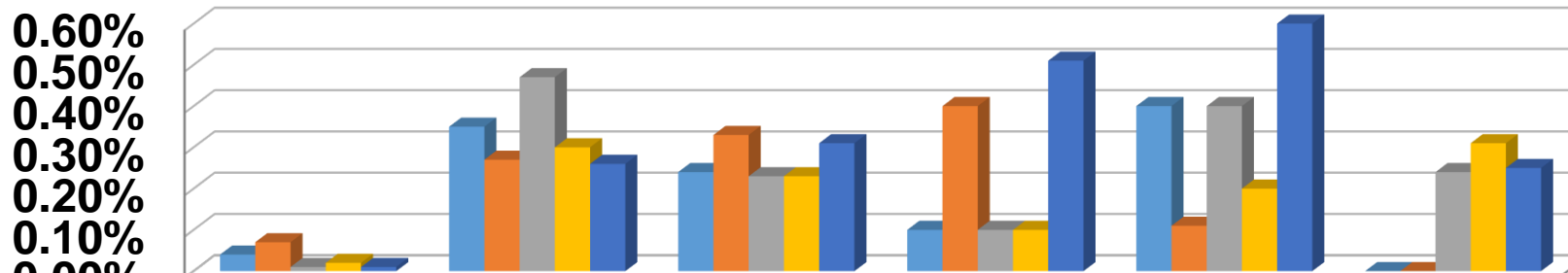
- KBTH:**
 2024 = 18,566 (7.30%↓)
 2023 = 20,029 (13.48%↓)
 2022 = 23,152 (18.48% ↑)
- KATH:**
 2024 = 19,061 (2.44%↑)
 2023 = 18,607 (1.10%)
 2022 = 17,215 (1.53%↑)
- TTH:**
 2024 = 8,955 (5.8% ↓)
 2023 = 9,504 (41.2% ↑)
 2022 = 6,720 (45.6% ↑)
- CCTH:**
 2024 = 5,130 (11.9%↓)
 2023 = 5,824 (8.7% ↑)
 2022 = 5,357 (10.13%↓)
- HTH:**
 2024 = 4,898 (0.6%↑)
 2023 = 4,867 (2.5%↓)
 2022 = 4,992 (41.4% ↑)
- STH:**
 2024 = 2,835 (16.0%↑)
 2023 = 2,443 (5.5 %↓)
 2022 = 2,585



Surgical Services

THEATRE DEATH RATE THs Target = 0.5%

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	0.04%	0.35%	0.24%	0.10%	0.40%	
■ 2021	0.07%	0.27%	0.33%	0.40%	0.11%	
■ 2022	0.01%	0.47%	0.23%	0.10%	0.40%	0.24%
■ 2023	0.02%	0.30%	0.23%	0.10%	0.20%	0.31%
■ 2024	0.01%	0.26%	0.31%	0.51%	0.60%	0.25%

REMARKS :

- **KBTH:**
 2024 = 0.01%(↓)
 2023 = 0.02%(↑)
 2022 = 0.01% (↓)
- **KATH:**
 2024 = 0.26 %(↓)
 2023 = 0.30 %(↓)
 2022 = 0.47% (↑)
- **TTH:**
 2024 = 0.31% (↑)
 2023 = 0.23%
 2022 = 0.23% (↓)
- **CCTH:**
 2024 = 0.51%(↑)
 2023 = 0.1%
 2022 = 0.10% (↓)
- **HTH:**
 2024 = 0.6% (↑)
 2023 = 0.2% (↓)
 2022 = 0.4% (↑)
- **STH:**
 2024 =0.32
 2023 =0.25
 2022 = 0.31



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Surgical Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Total Surgeries	18,566 (7.30%↓)	19,061 (2.44%↑)	8,955 (5.8% ↓)	5,130 (11.9%↓)	4,898 (0.6%)	2,835 (16.0%↑)	-	Total number of surgeries conducted
	20,029(13.5%↓)	18,607(1.1%)	9,504 (41.2% ↑)	5,824 (8.7% ↑)	4,867 (2.5%↓)	2,443 (5.5 %↓)		
	23,152(18.5%↑)	17,215(1.5%↑)	6,720 (45.6%↑)	5,357 (10.13%↓)	4,992(41.4% ↑)	2,585 (23.7%↑)		
	19,54 (17.8%↑)	16,955(1.2%↓)	4,616 (28% ↑)	5,961 (53.5% ↑)	3,530 (46.4%↑)	2,089		
	16, 586 (21.9%↓)	17,162(12.1%↓)	3,606 (32%↓)	4,815 (24%↑)	2,412 (38.7%↑)	2020 = -		
Surgical site infection rate	1.00%(↓)	0.50% (↓)	2.7% (↑)	N/A	2024 =	2024 = -	5%	Total infected wounds within 10 days / Total Surgeries * 100
	4.10% (↓)	0.75% (↓)	0.4%	N/A	0.8% (↓)	0.08%		
	7.01% (↑)	0.84% (↓)	0.4% (↓)	N/A	4.4 (↓)	0.19%		
	- = 2021	1.43%	2.0% (↓)	N/A	6.25	2021 =		
	- = 2020	- = 2020	2.4% (↑)	12.6% (↑)	- = 2020	2020 =		



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



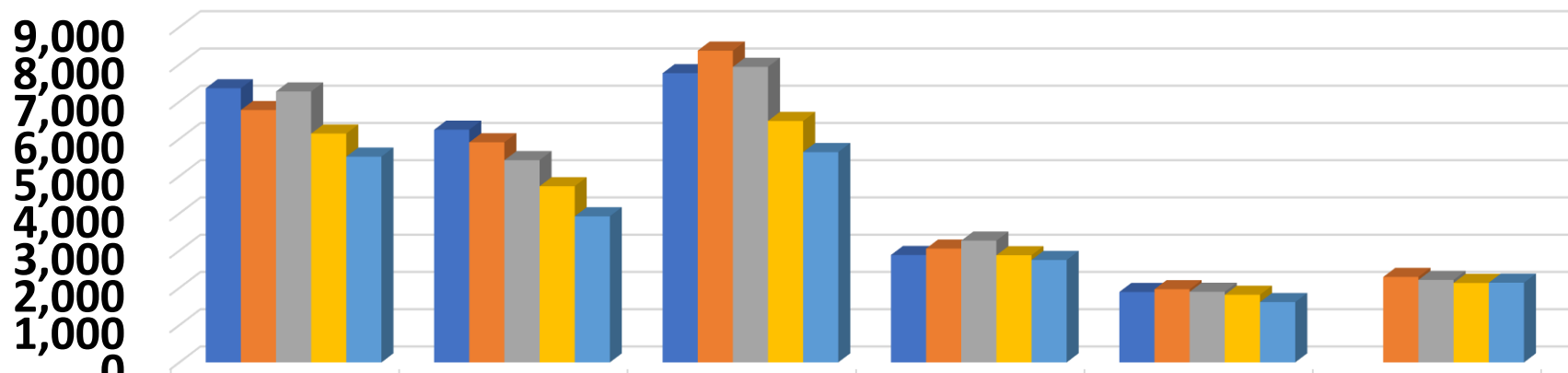
PROVISION OF MATERNAL HEALTH SERVICES



Provide Maternal Health Services

TOTAL DELIVERIES PERFORMED

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	7,359	6,247	7,763	2,883	1,891	
■ 2021	6,774	5,909	8,369	3,055	1,964	2,294
■ 2022	7,273	5,429	7,934	3,269	1,896	2,214
■ 2023	6,143	4,729	6,481	2,877	1,816	2,133
■ 2024	5,524	3,922	5,646	2,750	1,619	2,140

- REMARKS :**
- KBTH:**
 2024 = 5,524 (10.08%↓)
 2023 = 6,143 (15.53%↓)
 2022 = 7,273 (7.30%↑)
 - KATH:**
 2024 = 3,922 (17.06%↓)
 2023 = 4,729 (12.90%↓)
 2022 = 5,429 (8.1%↓)
 - TTH:**
 2024 = 5,646 (12.9% ↓)
 2023 = 6,481 (18.3%↓)
 2022 = 7,934 (5.2%↓)
 - CCTH:**
 2024 = 2,750 (4.41% ↓)
 2023 = 2,877 (11.99%↓)
 2022 = 3,269 (7.0% ↑)
 - HTH:**
 2024 = 1,619 (10.8% ↑)
 2023 = 1,816 (4.2%↓)
 2022 = 1,896 (3.5% ↓)
 - STH:**
 2024 = 2,140 (0.33% ↑)
 2023 = 2,133 (3.7% ↓)
 2022 = 2,214 (3.5% ↓)

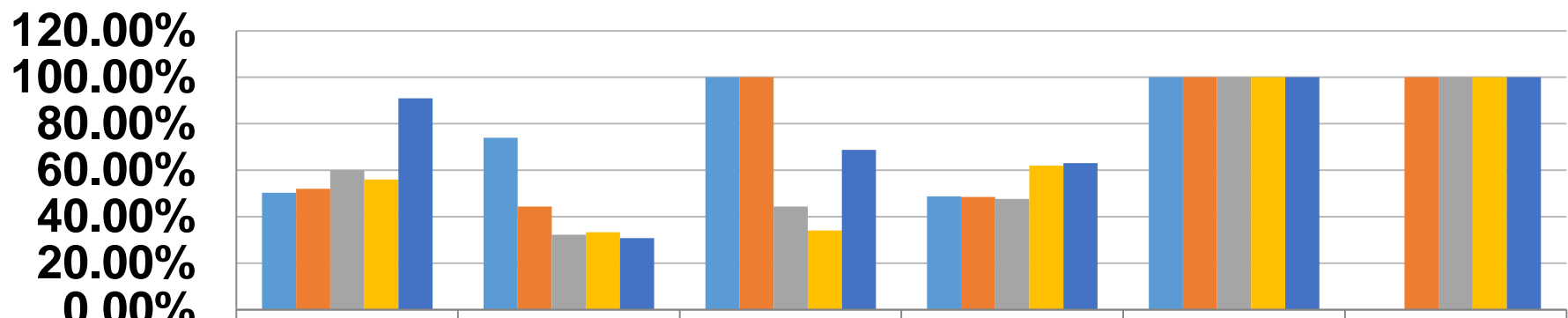


Provide Maternal Health Services

PARTOGRAPH USE RATE

THs Target = 60%

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	50.30%	74.00%	100.00%	48.70%	100.00%	
■ 2021	52.00%	44.40%	100.00%	48.50%	100.00%	100.00%
■ 2022	60.00%	32.20%	44.40%	47.60%	100.00%	100.00%
■ 2023	56.00%	33.30%	34.00%	62.01%	100.00%	100.00%
■ 2024	91.00%	30.77%	68.80%	63.00%	100.00%	100.00%

REMARKS :

- KBTH:**
 2024 = 91%(↑)
 2023 = 56%(↓)
 2022 = 60%(↑)
- KATH:**
 2024 = 30.77%(↑)
 2023 = 33.3%(↑)
 2022 = 32.2%(↓)
- TTH:**
 2024 = 68.8%(↑)
 2023 = 34%(↓)
 2022 = 44.4%(↓)
- CCTH:**
 2024 = 63.00% (↑)
 2023 = 62.01% (↑)
 2022 = 47.60% (↓)
- HTH:**
 2024 = 100%
 2023 = 100%
 2022 = 100%
- STH:**
 2024 = 100%
 2023 = 100%
 2022 = 100%

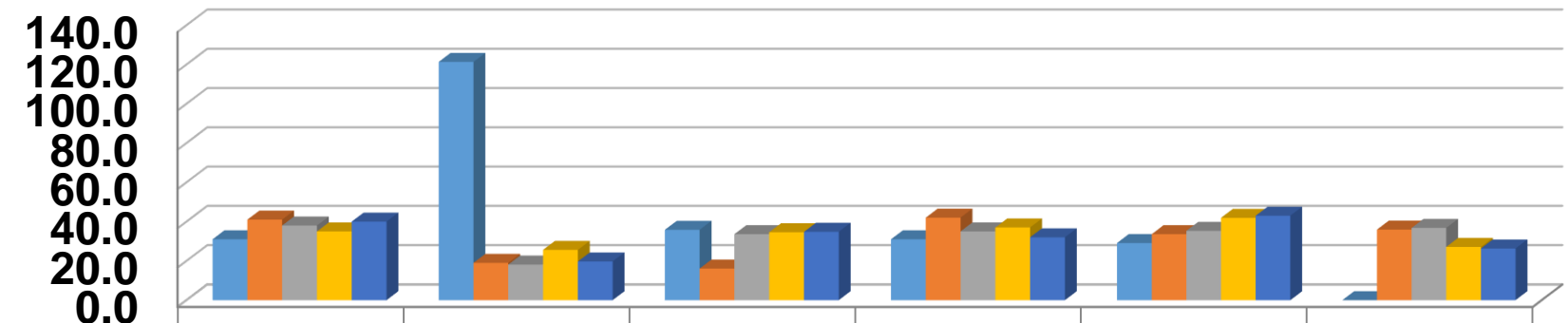


Provide Maternal Health Services

STILL BIRTH RATE

THs Target = 15/1000LB

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	31.0	121.3	35.8	31.0	29.1	
■ 2021	41.0	19.0	16.1	42.0	33.6	35.9
■ 2022	38.0	18.1	33.6	35.0	35.3	36.8
■ 2023	35.0	25.6	34.6	37.0	41.9	27.1
■ 2024	40.0	19.7	34.8	32.0	43.0	26.3

REMARKS :

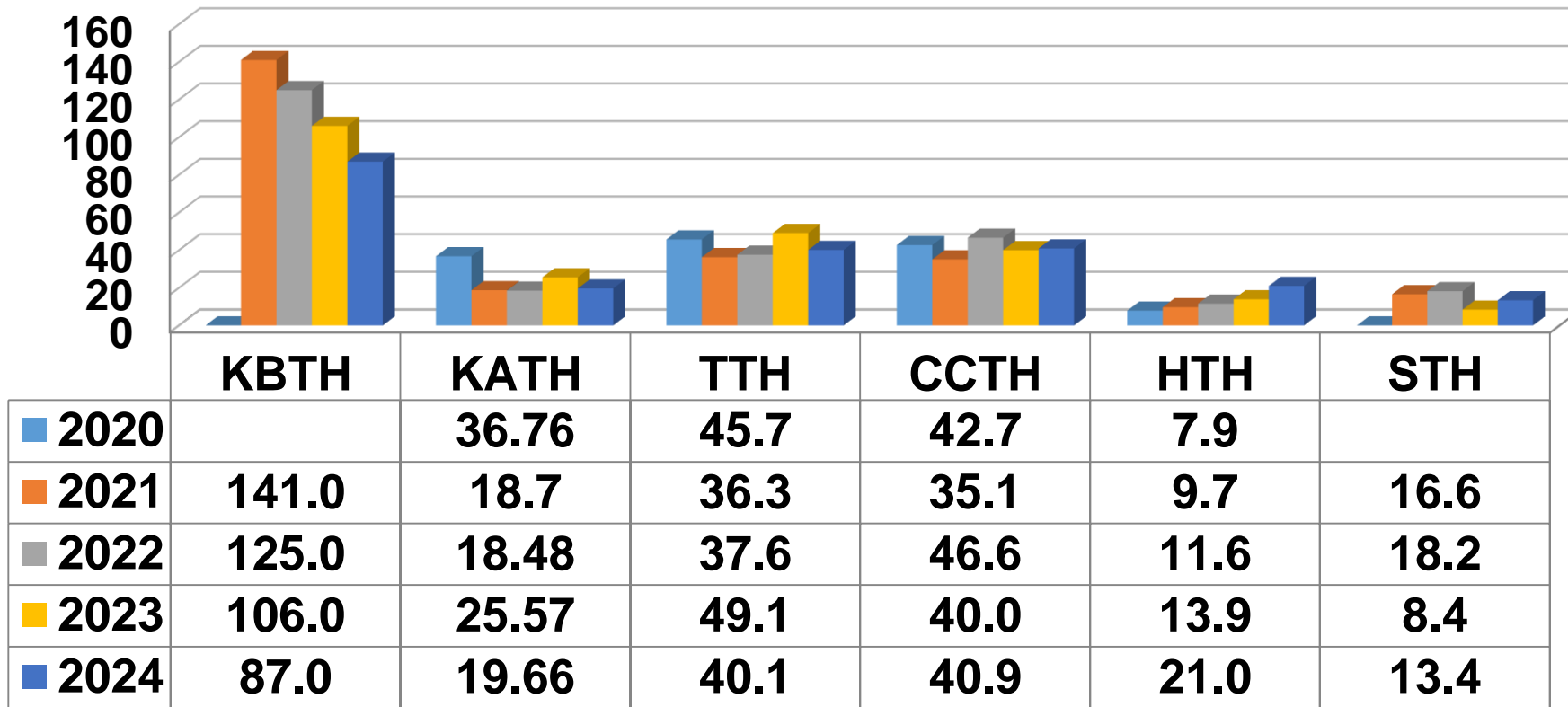
- KBTH:**
 2024 = 40.0 (↑)
 2023 = 35.0 (↓)
 2022 = 38.0 (↓)
- KATH:**
 2024 = 19.7 (↓)
 2023 = 25.6 (↑)
 2022 = 18.1 (↓)
- TTH:**
 2024 = 34.8% (↑)
 2023 = 34.6 (↑)
 2022 = 33.6 (↑)
- CCTH:**
 2024 = 32 (↓)
 2023 = 37 (↑)
 2022 = 35 (↓)
- HTH:**
 2024 = 43% (↑)
 2023 = 41.9 (↑)
 2022 = 35.3% (↑)
- STH:**
 2024 = 26.3 (↓)
 2023 = 27.1 (↓)
 2022 = 36.8 (↑)



Provide Maternal Health Services

FRESH STILL BIRTH RATE)

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



REMARKS :

- KBTH:**
 2024 = 87.0 (↓)
 2023 = 106 (↓)
 2022 = 125 (↓)
- KATH:**
 2024 = 19.66 (↓)
 2023 = 25.57 (↑)
 2022 = 18.48
- TTH:**
 2024 = 40.1 (↓)
 2023 = 49.1 (↑)
 2022 = 37.6
- CCTH:**
 2024 = 40.9 (↑)
 2023 = 40.0 (↓)
 2022 = 46.6 (↑)
- HTH:**
 2024 = 21.0% (↑)
 2023 = 13.9% (↑)
 2022 = 11.6% (↑)
- STH:**
 2024 = 50.9 (↑)
 2023 = 31.0 (↓)
 2022 = 49.4

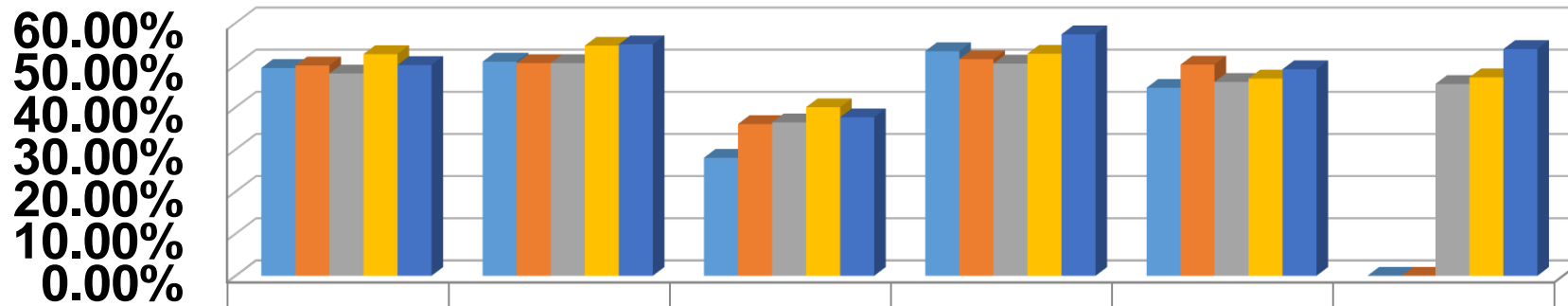


Provide Maternal Health Services

CAESAREAN SECTION RATE (%)

THs Target = 40%

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	49.30%	50.81%	28.00%	53.30%	44.60%	
■ 2021	49.90%	50.47%	36.00%	51.40%	50.10%	
■ 2022	48.00%	50.47%	36.40%	50.35%	46.00%	45.50%
■ 2023	52.60%	54.60%	40.00%	52.69%	46.80%	47.10%
■ 2024	50.00%	54.92%	37.60%	57.30%	49.00%	53.80%

REMARKS :

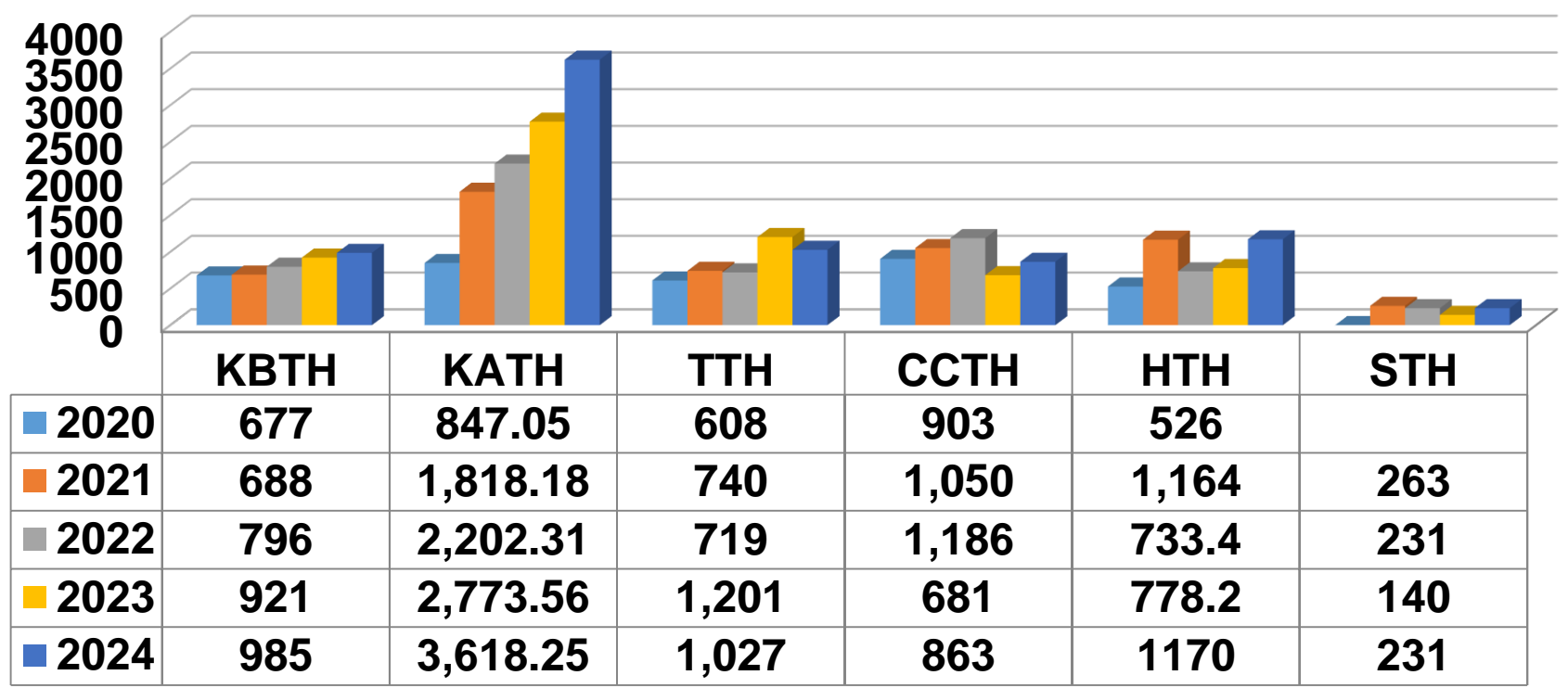
- KBTH:**
 2024 = 50.00%(↓)
 2023 = 52.60% (↑)
 2022 = 48.01% (↑)
- KATH:**
 2024 = 54.92 (↑)
 2023 = 54.60% (↑)
 2022 = 50.47%(↓)
- TTH:**
 2024 = 37.6% (↓)
 2023 = 40.0% (↑)
 2022 = 36.4% (↑)
- CCTH:**
 2024 = 57.30 (↑)
 2023 = 52.69% (↑)
 2022 = 50.35% (↓)
- HTH:**
 2024 = 49.0% (↑)
 2023 = 46.8% (↑)
 2022 = 46.0% (↓)
- STH =**
 2024 =53.8(↑)
 2023 =47.1(↑)
 2022 = 45.50



Provide Maternal Health Services

MATERNAL MORTALITY RATIO THs Target = 300/100,000LB

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



REMARKS :

- KBTH:**
 2024 = 985 (↑)
 2023 = 921 (↑)
 2022 = 810 (↑)
- KATH:**
 2024 = 3,618.25 (↑)
 2023 = 2,773.56 (↑)
 2022 = 2,202.31 (↑)
- TTH:**
 2024 = 1,027 (↓)
 2023 = 1,201 (↑)
 2022 = 719 (↓)
- CCTH:**
 2024 = 863 (↑)
 2023 = 681 (↓)
 2022 = 1,186 (↑)
- HTH:**
 2024 = 1,170 (↑)
 2023 = 778.2 (↑)
 2022 = 733.4 (↓)
- STH =**
 2024 = 231 (↑)
 2023 = 140 (↓)
 2022 = 409 (↑)



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Maternal Health Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Maternal Mortality Ratio	985(↑)	3,618.25(↑)	1,027(↓)	863 (↑)	1170 (↑)	231(↑)	300/100,000LB	No of maternal deaths / total live births * 100,000
	921(↑)	2,773.56(↑)	1,201 (↑)	681 (↓)	778.2 (↑)	140 (↓)		
	796(↑)	2,202.31(↑)	719 (↓)	1,186 (↑)	733.4 (↓)	409 (↑)		
	653(↓)	1,818.18(↑)	740 (↑)	1,050 (↑)	1,164 (↑)	263		
	677	847.05	608	903	526	2020 = -		
Maternal deaths audited (%)	100%	100%	100%	100%	100%	100%	100%	No. of reported maternal deaths audited according to established guidelines. / total no. of reported maternal deaths within a specified period * 100
	100%	100%	100%	100%	100%	100%		
	100%	100%	100%	100%	100%	100%		
	100%	100%	100%	100%	100% (↑)	100%		
	100%	100%	100%	100%	87.5% (↓)	2020 = -		



THs TOP FIVE CAUSES OF MATERNAL DEATH

KBTH	KATH	TTH	CCTH	HTH	STH
Haemorrhage = 12 (39.58%)	HPT Disorders of Pregnancy = 36 (26.09%)	Hypertensive Disorders Of Pregnancy = 7 (25%)	Haemorrhage = 8 (33.33%)	Septic Shock /Septicaemia = 8 (40.0%)	Postpartum Haemorrhage (PPH) /DIC = 1 (20%)
Hypertensive Disorders = 12 (25%)	Obstetric Haemorrhage = 28 (20.29%)	Postpartum Haemorrhage (PPH) = 7 (25%)	HDP (Eclampsia + Preeclampsia With Severe Features) = 7 (29.17%)	RVI/Liver Disease With Upper GIT Bleeding/Heart Failure/SCD = 4 (20%)	Preeclampsia With Severe Features +HELLP Syndrome = 1 (20%)
Sickle Cell Disease = 7 (14.58%)	Sepsis Related = 25 (18.12%)	Pulmonary Embolism = 5 (17.86%)	Sepsis = 4 (16.67%)	Postpartum Haemorrhage = 4 (20%)	Eclampsia = 1 (20%)
Pulmonary Embolism = 5 (10.42%)	Pneumonia In Pregnancy 9 (6.52%)	Uraemia = 5 (17.86)	Hyperemesis Gravidarum (Complicated By Severe Hypokalaemia) = 2 (8.33%)	Severe Preeclampsia With HELLP Syndrome = 3 (15%)	Aspiration Pneumonia = 1(20%)
Anaemia = 5 (10.42%)	Acute Kidney Injury 6 (4.35%)	Puerperal Sepsis = 4 (14.28%)	Severe Anaemia = 1 (4.17%)	Missed Abortion With Disseminated Intravascular Coagulopathy = 1(5%)	Multiple Organ Dysfunction Syndrome Sec To Sepsis = 1 (20%)
TOTAL MATERNAL DEATH = 48	TOTAL MATERNAL DEATH = 138	TOTAL MATERNAL DEATH = 28	TOTAL MATERNAL DEATH = 24	TOTAL MATERNAL DEATH = 20	TOTAL MATERNAL DEATH = 5



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



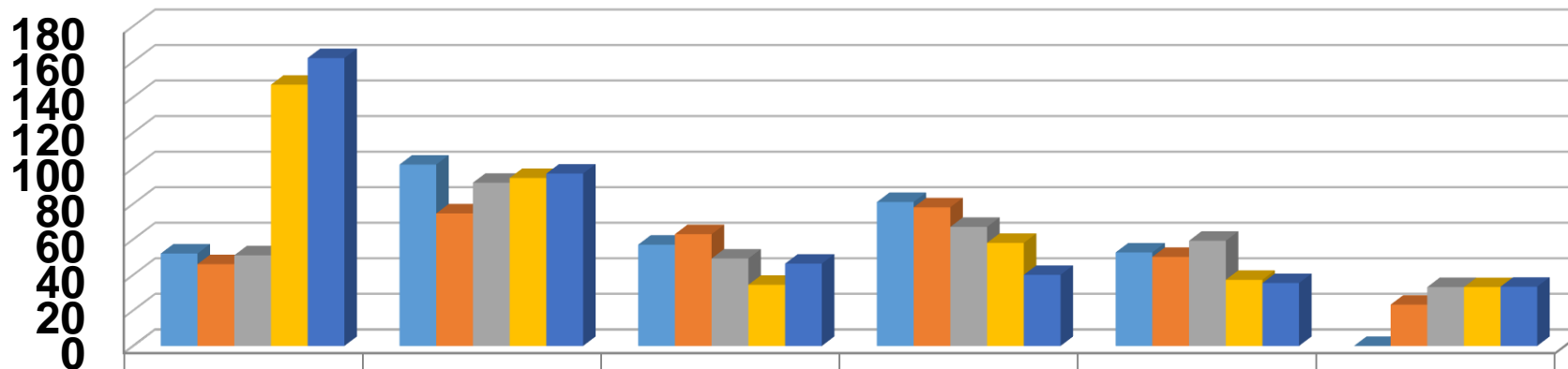
PROVISION OF CHILD HEALTH SERVICES



Provide Child Health Services

INSTITUTIONAL NEONATAL MORTALITY RATE THs Target = 25/1000LB

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	52	102.05	57	81.0	52.6	
■ 2021	46	74.58	62.9	78.0	50.1	23.22
■ 2022	51	91.83	49.2	67.0	59.2	33.14
■ 2023	147	94.50	34.4	58.0	37.2	33.12
■ 2024	162	97.0	46.3	40.0	35.4	33.32

REMARKS :

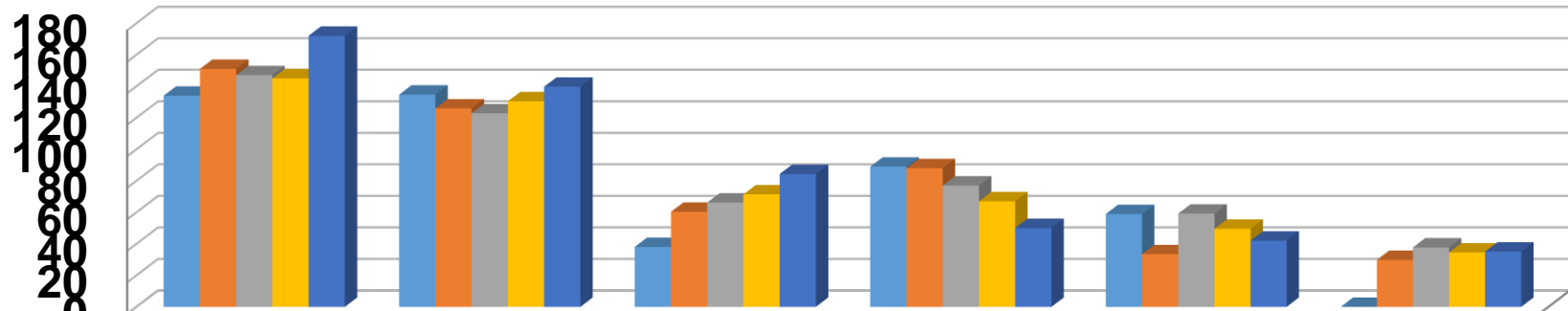
- KBTH:**
 2024 = 162.00 (↑)
 2023 = 147.00 (↑)
 2022 = 51.00 (↑)
- KATH:**
 2024 = 97.0 (↑)
 2023 = 94.50 (↑)
 2022 = 91.83 (↑)
- TTH:**
 2024 = 46.3 (↑)
 2023 = 34.40 (↓)
 2022 = 49.20 (↓)
- CCTH:**
 2024 = 40.00 (↓)
 2023 = 58.00 (↓)
 2022 = 67.00 (↓)
- HTH:**
 2024 = 35.50 (↓)
 2023 = 37.20 (↓)
 2022 = 54.00 (↑)
- STH:**
 2024 = 33.32(↑)
 2023 = 33.12(↓)
 2022 = 33.14(↑)



Provide Child Health Services

INSTITUTIONAL INFANT MORTALITY RATE THs Target = 15/1000LB

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	134	134.71	38	89	58.9	
■ 2021	151	125.9	60.3	88	33.4	29.79
■ 2022	147	122.81	66.2	77	59.2	37.68
■ 2023	145	130.44	71.4	67	49.5	34.51
■ 2024	172	139.7	84.3	50	42.0	35.09

REMARKS :

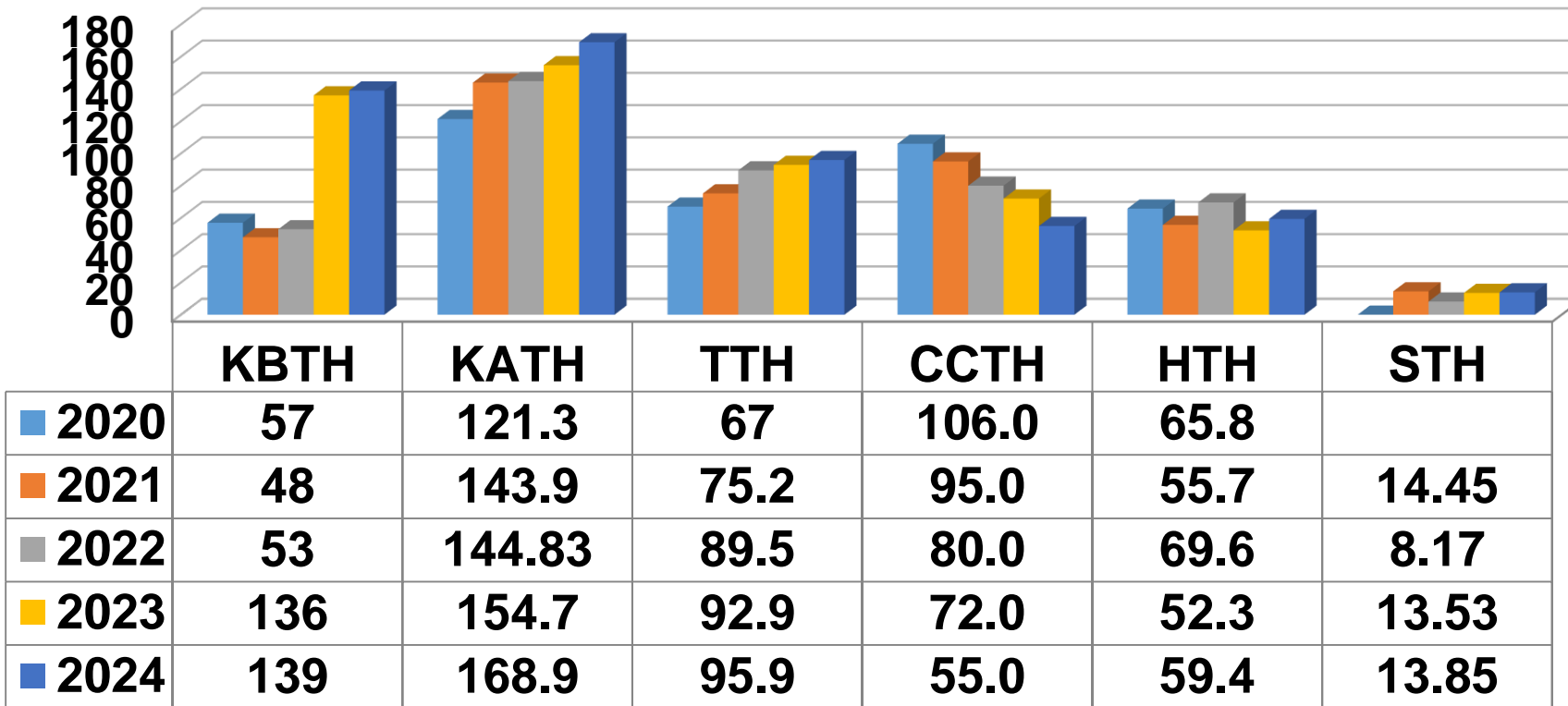
- KBTH:**
 2024 = 172 (↑)
 2023 = 145 (↓)
 2022 = 82 (↑)
- KATH:**
 2024 = 139.7 (↑)
 2023 = 130.44 (↑)
 2022 = 122.81 (↓)
- TTH:**
 2024 = 84.3 (↑)
 2023 = 71.4 (↑)
 2022 = 66.2 (↑)
- CCTH:**
 2024 = 50 (↓)
 2023 = 67 (↓)
 2022 = 77 (↓)
- HTH:**
 2024 = 42.0 (↓)
 2023 = 49.5 (↓)
 2022 = 59.2 (↑)
- STH:**
 2024 = 35.09 (↑)
 2023 = 34.51 (↓)
 2022 = 37.68 (↑)



Provide Child Health Services

INSTITUTIONAL UNDER-FIVE MORTALITY RATE

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



REMARKS :

- KBTH:**
 2024 = 139.00 (↑)
 2023 = 136.00 (↑)
 2022 = 53.00 (↑)
- KATH:**
 2024 = 168.90 (↑)
 2023 = 154.70 (↑)
 2022 = 144.83 (↑)
- TTH:**
 2024 = 95.90 (↑)
 2023 = 92.90 (↑)
 2022 = 89.50 (↑)
- CCTH:**
 2024 = 55.00 (↓)
 2023 = 72.00 (↓)
 2022 = 80.00 (↓)
- HTH:**
 2024 = 49.20 (↓)
 2023 = 52.30 (↓)
 2022 = 69.60 (↑)
- STH:**
 2024 = 13.85 (↑)
 2023 = 13.53 (↑)
 2022 = 8.17 (↓)



TOP FIVE CAUSES OF UNDER-FIVE CHILD DEATH

KBTH	KATH	TTH	CCTH	HTH	STH
Prematurity =198 (56.41%)	Preterm/Low Birth Weight 141 (21.9%)	Prematurity = 103 (41.5%)	Respiratory Distress Syndrome = 38 (27.5%)	Respiratory Distress Syndrome = 25 (14%)	Sepsis = 36 (24.1%)
Cancer =53 (15.10%)	Birth Asphyxia 93 (14.4%)	Birth Asphyxia = 73 (29.4%)	Sepsis = 37 (26.8%)	Preterm = 20 (11.2%)	Asphyxia = 33 (22.1%)
Birth Asphyxia =47 (13.39%)	Sepsis 48 (7.5%)	Sepsis = 30 (12.1%)	Birth Asphyxia = 17 (12.3%)	Sepsis=17 (9.5%)	Prematurity = 26 (17.4%)
Sepsis =33 (9.40%)	Pneumonia 43 (6.7%)	Severe Acute Malnutrition = 24 (9.7%)	Bronchopneumonia = 10 (7.2%)	Extremely low birth weight =12 (6.7%)	Pneumonia = 17 (11.4%)
Respiratory Distress =20 (5.70%)	Heart Disease 41 (6.4%)	Bronchopneumonia = 18 (7.3%)	Heart Failure = 8 (5.8%)	Severe hypoxic ischemic encephalopathy of newborn=5 (2.8%)	Respiratory Distress Syndrome = 16 (10.7%)



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



PROVISION OF PHARMACEUTICAL SERVICES

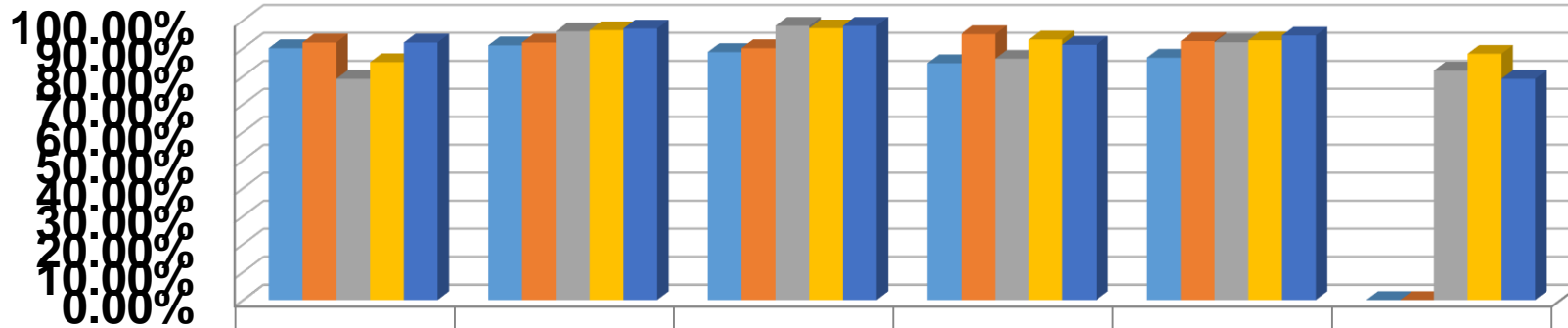


Provide Pharmaceutical Services

TRACER MEDICINE AVAILABILITY

THs Target = 90%

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	90.00%	91.00%	88.60%	84.62%	86.60%	
■ 2021	92.00%	92.00%	90.00%	95.00%	92.50%	
■ 2022	79.00%	96.00%	98.00%	86.25%	92.10%	82.00%
■ 2023	85.00%	96.40%	97.10%	93.10%	92.80%	88.00%
■ 2024	92.00%	97.00%	98.00%	91.20%	94.50%	79.00%

REMARKS :

- KBTH:**
 2024 = 95.00%(↑)
 2023 = 85.00%(↑)
 2022 = 79.00%(↓)
- KATH:**
 2024 = 97.00% (↑)
 2023 = 96.40% (↑)
 2022 = 96.00% (↑)
- TTH:**
 2024 = 98.0% (↑)
 2023 = 97.1% (↓)
 2022 = 98.0% (↑)
- CCTH:**
 2024 = 91.20% (↓)
 2023 = 93.10% (↑)
 2022 = 86.25% (↓)
- HTH:**
 2024 = 94.5% (↑)
 2023 = 92.8% (↑)
 2022 = 92.1% (↓)
- STH:**
 2024 = 79.0 (↓)
 2023 = 88.0 (↑)
 2022 = 82.0

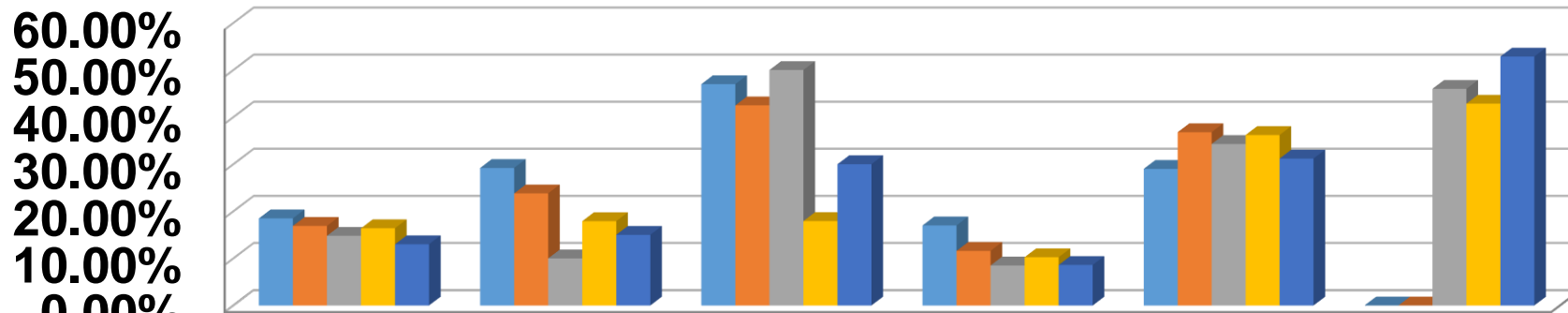


Provide Pharmaceutical Services

PERCENTAGE ANTIBIOTIC PRESCRIBED

THs Target = 35%

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	18.50%	29.20%	47%	17.00%	29.0%	
■ 2021	16.90%	23.80%	42.50%	11.60%	36.80%	
■ 2022	14.80%	10.00%	50.00%	8.50%	34.30%	46.00%
■ 2023	16.40%	17.90%	17.93%	10.25%	36.20%	42.86%
■ 2024	13.00%	15.00%	30.00%	8.60%	31.20%	52.86%

REMARKS :

- KBTH:**
 2024 = 13.00% (↓)
 2023 = 16.40% (↑)
 2022 = 14.80% (↓)
- KATH:**
 2024 = 15% (↓)
 2023 = 17.90% (↑)
 2022 = 10.00% (↓)
- TTH:**
 2024 = 30.0% (↑)
 2023 = 17.93% (↓)
 2022 = 50.00% (↑)
- CCTH:**
 2024 = 8.60% (↓)
 2023 = 10.25% (↑)
 2022 = 8.50% (↓)
- HTH:**
 2024 = 31.2% (↓)
 2023 = 36.20% (↑)
 2022 = 34.30% (↓)
- STH:**
 2024 = 52.86% (↑)
 2023 = 42.86% (↓)
 2022 = 46.0%



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



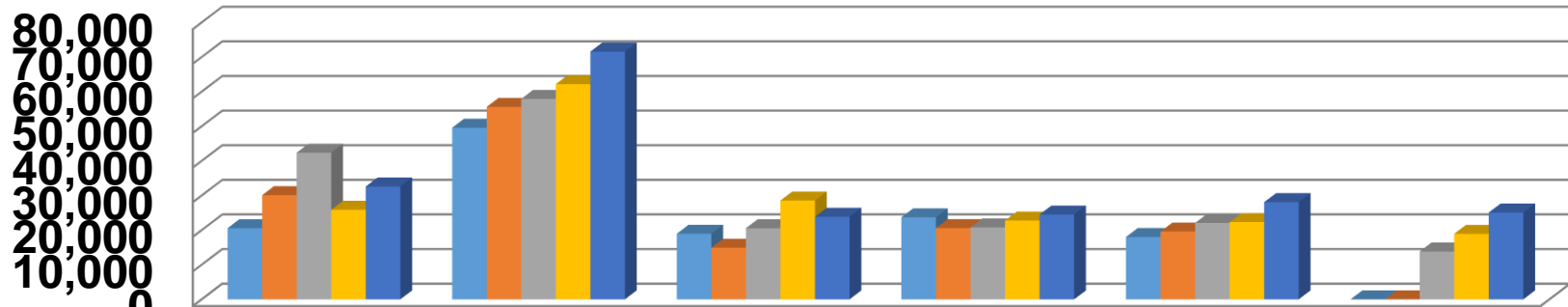
PROVISION OF DIAGNOSTICS SERVICES



Provide Diagnostics Services

TREND ANALYSIS OF **TOTAL RADIOLOGY INVESTIGATIONS**

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	20,554	49,575	18,962	23,697	18,009	
■ 2021	30,099	55,601	14,919	20,587	19,585	
■ 2022	42,356	57,915	20,548	20,787	22,058	13,820
■ 2023	25,886	62,158	28,549	22,758	22,329	18,927
■ 2024	32,602	71,572	23,846	24,506	28,085	25,085

REMARKS :

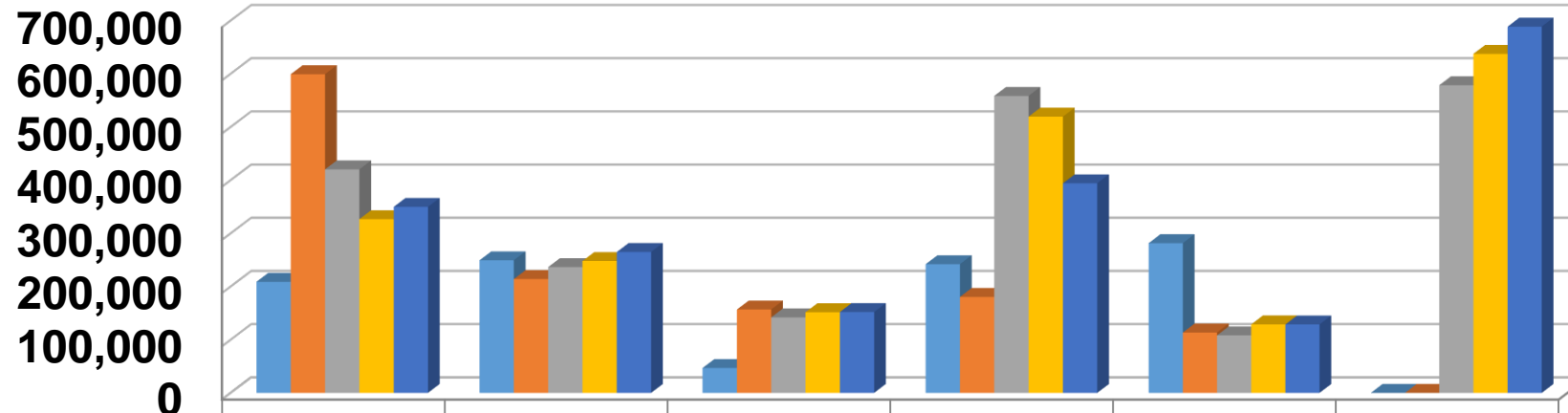
- KBTH:**
 2024 = 34,603 (33.69%↑)
 2023 = 25,883 (38.89%↓)
 2022 = 42,356 (40.72%↑)
- KATH:**
 2024 = 71,572 (15.15%↑)
 2023 = 62,158 (7.33%↑)
 2022 = 57,915 (4.16%↑)
- TTH:**
 2024 = 23,846 (16.5%↓)
 2023 = 28,549 (38.9%↑)
 2022 = 20,548 (37.7%↑)
- CCTH:**
 2024 = 24,506 (7.69%↑)
 2023 = 22,758 (9.48%↑)
 2022 = 20,787 (0.97%↑)
- HTH:**
 2024 = 28,085 (25.8%↑)
 2023 = 22,329 (1.2%↑)
 2022 = 22,058 (12.6%↑)
- STH:**
 2024 = 25,085 (32.5%↑)
 2023 = 18,927 (37.0%↓)
 2022 = 13,820 (12.6%↑)



Provide Diagnostics Services

TREND ANALYSIS OF **TOTAL LABORATORY INVESTIGATIONS**

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	208,717	249,205	46,752	241,858	281,495	
■ 2021	599,133	214,001	156,673	180,415	113,393	
■ 2022	420,181	236,428	141,886	558,298	108,103	578,337
■ 2023	326,535	247,903	151,653	519,363	128,740	637,340
■ 2024	349,717	264,826	151,953	393,955	128,635	688,499

REMARKS :

- KBTH:**
 2024 = 349,717 (7.10%↑)
 2023 = 326,532 (22.29%↓)
 2022 = 420,181 (46.21% ↑)
- KATH:**
 2024 =264,826 (6.83%↑)
 2023 = 247,903 (4.85%↑)
 2022 = 236,428 (10.48%↑)
- TTH:**
 2024 =151,953(0.2% ↑)
 2023 = 151,653 (6.9% ↑)
 2022 = 141,886 (9.4% ↓)
- CCTH:**
 2024 = 393,955 (24.15%↓)
 2023 = 519,363 (6.97%↓)
 2022 = 558,298 (209% ↑)
- HTH:**
 2024 = 128,635 (0.1%↓)
 2023 = 128,740 (21.3%↑)
 2022 = 108,103 (4.7% ↓)
- STH:**
 2024 = 688,499 (8.03%↑)
 2023 = 637,340 (10.2%↑)
 2022 = 578,337(4.7% ↓)



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



THs Mandate 2: TRAINING



GHANA TEACHING HOSPITALS
2024 JOINT ANNUAL PERFORMANCE REPORT



THs Mandate 2: Training

THs	KEY ACHIEVEMENT
KBTH	<p>❑ Implemented 57% of the hospital's training plan at a value of GhC4,066,424.00.</p> <p>This includes below;</p> <ul style="list-style-type: none"> ❖ 32 staff trained in Sub-specialty courses across the hospital <ul style="list-style-type: none"> ● 13 beneficiaries in BSc Critical Care Nursing ● 8 beneficiaries in Internal Medicine ● 3 beneficiaries in Orthopaedic Surgery ❖ Total of 571 in residency training



GHANA TEACHING HOSPITALS
2024 JOINT ANNUAL PERFORMANCE REPORT



THs Mandate 2: Training

THs	KEY ACHIEVEMENT
KBTH	<ul style="list-style-type: none"> <input type="checkbox"/> Recorded 100% pass rate in fellowship examinations with West Africa postgraduate college of Anaesthetist in 2024. <input type="checkbox"/> Inservice training conducted with 1,560 beneficiaries <input type="checkbox"/> Emergency Medicine training for residents from KATH Consultants is ongoing.



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



THs Mandate 2: Training

THs	KEY ACHIEVEMENT
KATH	<ul style="list-style-type: none"> ➤ Management training done for all Directorates/Units Management Team ➤ Organized workshop for staff on rational use of drug ➤ Conducted the first-ever sensitization Cyber Security workshop for staff ➤ Trained 120 nurses on nursing management of patient with traumatic brain injury and administration of Dolac and Metrolex ➤ Conducted labour course training for 60 doctors/midwives



GHANA TEACHING HOSPITALS
2024 JOINT ANNUAL PERFORMANCE REPORT



THs Mandate 2: Training

THs	KEY ACHIEVEMENT
TTH	<ul style="list-style-type: none"> i. Collaborated with KATH and the GCPS to train physician Anaesthesiologists ii. Received accreditation for residency training in Internal Medicine iii. Carried out neonatal resuscitation training for 120 participants iv. Carried out cervical screening training programme for selected staff v. Conducted a Paediatrics Advanced Life Support (PALS) and simulation training for 40 participants vi. Six members and three fellows inducted into the post-graduate colleges of pharmacy vii. Successfully organised Paediatric Urology training workshop for enhanced urological care viii. Expanded specialist support training to other health professionals



GHANA TEACHING HOSPITALS
2024 JOINT ANNUAL PERFORMANCE REPORT



THs Mandate 2: Training

THs	KEY ACHIEVEMENT
CCTH	<ul style="list-style-type: none"> ➤ Recorded 100% Pass Rate for Residents (doctors) who completed postgraduate training. ➤ Supported staff to attend various short training courses attended (Locally & Internationally) by Senior Managers, Consultants and Specialists to upgrade their skills. ➤ Two (2) years provisional Accreditation secured from GCPS for Maxillofacial Residency Training <ul style="list-style-type: none"> ▪ 1 undergoing training ➤ Rotational Accreditation secured from WACPS for ENT Residency Training <ul style="list-style-type: none"> ▪ 5 Residents under going training



GHANA TEACHING HOSPITALS
2024 JOINT ANNUAL PERFORMANCE REPORT



THs Mandate 2: Training

THs	KEY ACHIEVEMENT
HTH	<ul style="list-style-type: none"> ➤ Obtained accreditation for training in the following disciplines: <ol style="list-style-type: none"> 1. Anaesthesia—Membership 2. Family Medicine—Membership & Fellowship 3. Orthopaedics—Fellowship 4. Urology—Fellowship 5. General Surgery—Fellowship 6. Reproductive Health and Family Planning—Fellowship 7. Urogynaecology—Fellowship ➤ Inspection conducted by GCPS for accreditation for paediatrics and child health residency training.



GHANA TEACHING HOSPITALS
2024 JOINT ANNUAL PERFORMANCE REPORT



THs Mandate 2: Training

THs	KEY ACHIEVEMENT
HTH	<ul style="list-style-type: none"> ➤ Obtained accreditation from the WAPCMLS as a centre for fellowship training in medical laboratory science: <ol style="list-style-type: none"> 1. <i>Medical bacteriology,</i> 2. <i>Haematology,</i> 3. <i>Blood bank & Transfusion science &</i> 4. <i>Clinical chemistry</i> ➤ Obtained 100% Pass Rate in the GCPS and GCPham Residency Exams



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THs Mandate 2: Training

THs	KEY ACHIEVEMENT
STH	<ul style="list-style-type: none"> ● Increased intake of House Officers from 50 in 2023 to 85 in 2024 ● Supported 17 Doctors to undertake specialist/resident training ● Supported 20 Nurses for specialist training at Ghana College of Nurses and Midwives ● Supported 33 other Nurses and Midwives for various degree programs ● Supported 6 staff for hands on training in Germany with support from GIZ



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**PROVIDE STAFF DEVELOPMENT & TRAINING
&
STAFF WELFARE SUPPORT**

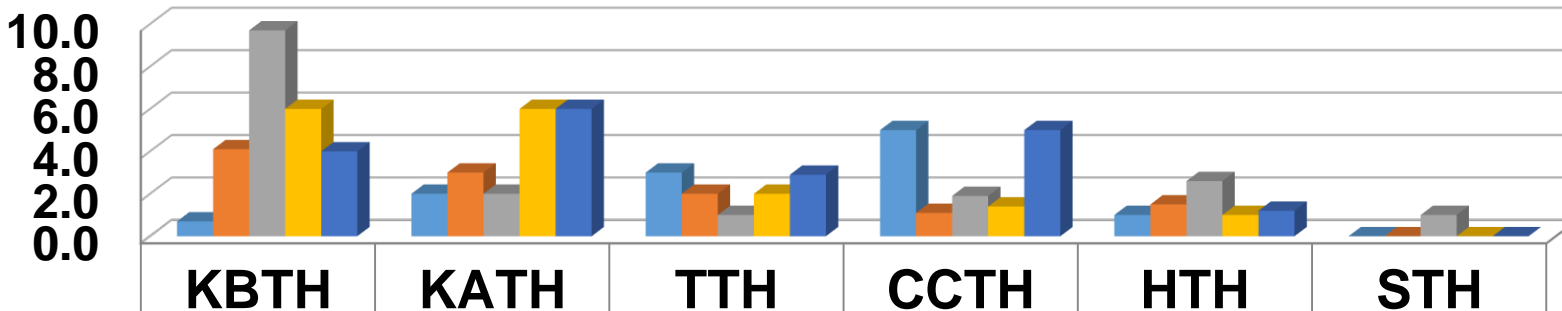


Provide Staff Development & Training & Staff Welfare Support

CONSULTANT TO RESIDENT DOCTOR RATIO

THs Target = 1:3

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	0.7	2.0	3.0	5.0	1.0	
■ 2021	4.1	3.0	2.0	1.1	1.5	
■ 2022	9.7	2.0	1.0	1.9	2.6	1
■ 2023	6.0	6.0	2.0	1.4	1.0	
■ 2024	4.0	6.0	2.9	5.0	1.2	

REMARKS :

- KBTH:**
 2024 = 1:3 (↓)
 2023 = 1:6 (↓)
 2022 = 1:9.7 (↑)
- KATH:**
 2024 = -
 2023 = 1:6 (↑)
 2022 = 1:2 (↓)
- TTH:**
 2024 = 1:3 (↑)
 2023 = 1:2 (↑)
 2022 = 1:1 (↓)
- CCTH:**
 2024 = 1:5 (↑)
 2023 = 1:1.4 (↓)
 2022 = 1:1.9 (↑)
- HTH:**
 2024 = 1:1.5 (↑)
 2023 = 1:4 (↑)
 2022 = 1:3 (↓)
- STH:**
 2024 = -
 2023 = -
 2022 = 3:1



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Train Undergraduate and post graduate medical students

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Resident Pass Rate for doctors	94% (↓) 95% (↑) 88% (↑) 85% (↓) 95% (↑)	100% 2023 = - 2022 = - 2021 = - 2020 = -	100% 2023 = - 94.0% 94.0% 2020 = -	100% 94.7% (↑) 87.5% (↓) 91.0% 2020 = -	100% 100% 2022 = N/A 2021 = N/A 2022 = N/A	2024 = - 2023 = - 100% 2021 = - 2020 = -	100%	Number of final year medical residents passes /Total number of medical residents (Students) presented



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THs Mandate 3: UNDERTAKE RESEARCH



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UNDERTAKE RESEARCH

THs	KEY ACHIEVEMENT
KBTH	<ul style="list-style-type: none"> ➤ Approved 59% approved of research applications received. That is; a total of 275 research applications received and 164 approved. ➤ Published 50% of researches conducted (82 researches published) ➤ 51 Research works were done to address issues of KBTH ➤ Successfully carried out a multi national research on chronic care model ➤ Disbursed research grants to augment operational research



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2024 JOINT ANNUAL PERFORMANCE REPORT



UNDERTAKE RESEARCH

THs	KEY ACHIEVEMENT
KATH	<ul style="list-style-type: none"> ➤ 397 total research applications were received. <ul style="list-style-type: none"> • 195 were reviewed by KATH IRB with 167 approvals. 17 conditional approvals ➤ Seven (7) operational research were conducted ➤ Grant writing training workshop was organized with 104 participants in-person and other virtual participants ➤ 5 Research grants awarded to staff valued at GH¢20,000 each ➤ Comprehensive research capacity-building training was organized for recruits ➤ Published two hundred and thirty-six (236) KATH publications ➤ Research Ethics training workshop was organized with 115 participants



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2024 JOINT ANNUAL PERFORMANCE REPORT



UNDERTAKE RESEARCH

THs	KEY ACHIEVEMENT
TTH	<ul style="list-style-type: none"> ➤ “Global WACH grant” awarded to TTH to conduct a study on “lung function testing in smokers” ➤ Grant received from the University of Washington Population Health on tier one (1) pilot Research to assess feasibility on newborn pulse oximetry in northern Ghana ➤ Human-centred design grant awarded to TTH to conduct a study on transition of care from Paediatric to Adult care services among Adolescents and young adults with sickle cell disease at TTH ➤ Three research grants in Cardiology received. ➤ Collaboration with NYU, AMPATH, GIZ, KOICA, and others ongoing.



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2024 JOINT ANNUAL PERFORMANCE REPORT



UNDERTAKE RESEARCH

THs	KEY ACHIEVEMENT
CCTH	<ul style="list-style-type: none"> ➤ 198 research applications received in 2024, out of which; <ul style="list-style-type: none"> ○ 99.5% (197) researches approved ➤ Published twelve (12) researches ➤ Research capacity and activity among staff improved ➤ Institutional Research Policy document developed (awaiting the Hospital Board's approval) . ➤ Various institutional research collaborations ongoing locally and internationally. E.g. Antimicrobial resistant related studies, etc.



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2024 JOINT ANNUAL PERFORMANCE REPORT



UNDERTAKE RESEARCH

THs	KEY ACHIEVEMENT
HTH	<ul style="list-style-type: none"> ➤ 203 Research request were received and 88.7% approved ➤ A total of 37 Protocols were received and 36 granted approval ➤ 21 publications done by Researchers affiliated to the Hospital ➤ Conducted a baseline Assessment on International Patients Safety Standards



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2024 JOINT ANNUAL PERFORMANCE REPORT



UNDERTAKE RESEARCH

THs	KEY ACHIEVEMENT
STH	<ul style="list-style-type: none">● Conducted 5 operational research● Drafted research policy document for the hospital● Integrated research seminar into weekly clinical meetings



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2024 JOINT ANNUAL PERFORMANCE REPORT



Support Teaching & Training of Health Professional

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENTS
	KBTH	KATH	TTH	CCTH	HTH	STH		
Undertake Research Activities								
Number of researches conducted	108 (50.00%↑)	7 (12.5%↓)	28 (↑)	22 (46.7%↑)	15 (650%↑)	5	4	Number of operational research carried out/ operational research planned for period
	72 (66.66%↑)	8 (33.3%↑)	14 (↑)	14 (55.6%↑)	2 (88.3%↓)	2023 = -		
	38 (46.1%↑)	6 (14.3%↓)	2	9 (35.71%↓)	12 (140%↑)	2022 = -		
	26 (13.3% ↓)	7 (53.3% ↓)	2	14 (600% ↓)	5 (150%↑)	2021 = -		
	30(45.5%)	15 (150%↑)	2 (77.8%↓)	2 (66.7%↓)	2	2020 = -		
Number of Research published	82 (70.83%↑)	236(67.38%↑)	25(13.6%↑)	12 (50.0%↑)	21(40%↑)	5	20	
	48 (5.88↓)	141(1.1%↑)	22(33.3↓)	8 (52.9%↓)	15 (50%↑)	2023 = -		
	51 (21.42%↑)	134(4.3%↓)	33 (26.9%↑)	17 (41.6%↑)	10 (42.9%↑)	2022 = -		
	42 (133.3%↑)	140(14.8%↑)	26 (53% ↑)	12 (20% ↓)	7 = 2021	2021 = -		
	18 (37.9%↓)	122(713%↑)	17 (6.3%↑)	15 (50%↑)	0 (↓)	2020 = -		



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACHIEVEMENTS

- Governance



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KEY ACHIEVEMENTS IN 2024 – **KBTH (1/3)**

- ❖ **Renewed accreditations from the following institutions;**
 - **HEFRA**
 - Central lab supported to attain ISO 15189:2012 accreditation (for virology)
 - **WACS**
 - **WACP**
- ❖ **Successfully conducted two sections of Renal Transplants**
- ❖ **Introduced** the first in Ghana, **Cardiac stress studies** at the nuclear medicine department



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACHIEVEMENTS IN 2024 – **KBTH (2/3)**

- ❖ **Introduced Cath. Lab** at department of Radiology
- ❖ Recorded 19% revenue growth in 2024
- ❖ The approved fees and charges were 100% implemented
- ❖ **All Centers of Excellences have been rolled onto GIFMIS** as at 2024
- ❖ Implementing the Standard Operating Procedure for HMIS



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACHIEVEMENTS IN 2024 – **KBTH (3/3)**

- ❖ Maiden standard operating procedure for health management information systems disseminated across all 19 Sub-BMCs and 7 Directorates
- ❖ **Maiden Monitoring and Evaluation Plan Finalized**
- ❖ **Organised Refresher Training for 850 Staff on the Development of Programme of Work**
- ❖ **Launched Policy Repository** in 2024
- ❖ Developed a guideline for KBTH Policies



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACHIEVEMENTS IN 2024 – KATH (1/3)

- ❖ Procured a 13-Seater Mini Bus and 2 Pick-up Trucks
- ❖ Successfully developed the hospital's 2025-2029 Strategic Plan in 2024
- ❖ Operationalized the Electronic Medical Records System (EMRS) with 98% coverage in the clinical areas.
 - ❑ This is beneficial to the hospital in terms of records capture and revenue mobilization



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACTIVITY ACHIEVEMENTS IN 2024 – **KATH (3/3)**

- ❖ The Hospital successfully launched the “**Heal Komfo Anokye Project**” in November, 2023, **99% of the work completed** (i.e. A5, A4, and A3 wards).
- ❖ A Special Procurement Audit conducted by the Public Procurement Authority **classified** the Hospital as “**a Matured Procurement Entity**” (under the procurement Benchmarking Ladder)
- ❖ Obtained Central Tender Review Committee (CTRC) approval for the;
 - i. Construction of **Pharmacy Complex** for Medicine Management Unit (MMU)
 - ii. Procurement of a **13-Seater Mini Bus and 2 Pick-up Trucks**



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACTIVITY ACHIEVEMENTS IN 2024 – **KATH(4/4)**

- ❖ The Hospital **received Excellence Awards** at the **Africa Procurement & Supply Chain Awards (APSCA)**, these were;
- Excellence in Procurement & Supply Chain of the year (Healthcare) - Gold
 - Transformative Health Procurement Project of the year – Bronze
 - DD-SCM, KATH, listed among Africa's Top 30 Procurement & Supply Chain Leaders



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACHIEVEMENTS IN 2024 – TTH

- **Decentralized salary validations** to Sub-BMCs and departments.
- **Fully using the Human Resource Management Information System (HRMIS).**
- Creation of 3 additional Directorates
- **Demolished illegal structures on hospitals land**
- Acquired a server to serve as a backup for the LHIMS.



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACHIEVEMENTS IN 2024 – CCTH

- **Reinsured all medicines with Insurance Company**
 - Approval given, evaluation done and All Pharmacy stores insured
- **Trained managers on development of Program-Based Budget, and performance reporting.**
- **Improved staff records and early detection of ghost names in collaboration with the departments.**
- **Appointed three (3) Hospital Administrators and four (4) Deputy Chief Nursing Officers.**



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACHIEVEMENTS IN 2024 – CCTH

- Granted **Study Leave to 207 staff** of different cadres
- Completed and operationalised **Patients' Relatives' Hostel** to provide decent and affordable accommodation to CCTH clients.
- Constructed a Waste Transfer Station
- **Renovated the Dialysis Unit**



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KEY ACTIVITY ACHIEVEMENTS IN 2024 – HTH

- ❖ Trained all stakeholders on IPSAS, formed IPSAS implementation team submitted IPSAS Compliant Report to CAGD
- ❖ Organized interviews for 495 eligible staff and promoted 99.6%
- ❖ **Payroll processing decentralized** at the Hospital level (resulting in the reduction of cost and time of process)
- ❖ **Developed KEY Institutional Policies and Strategy Documents**
 - Digitalization policy
 - Sexual Harassment Policy
 - Medical Tourism Policy & Strategy
 - Healthcare and Wellness Policy & Strategy
 - Business Strategy for Wellness Clinic, etc.



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2024 JOINT ANNUAL PERFORMANCE REPORT



KEY ACTIVITY ACHIEVEMENTS IN 2024 – STH

- ❖ Successfully organized a one week **leadership training** for senior managers.
- ❖ **Acquired HeFRA & NHIS Accreditation as a Teaching Hospital.**
- ❖ **Restructured the management architecture** of the hospital with the creation of directorates and sub-BMC's.
- ❖ **Drafted 11 operational policies.**
- ❖ Reviewed staff healthcare policy document.
- ❖ **CCTV systems successfully installed** at all vantage points in the hospital to improve security.



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2024 JOINT ANNUAL PERFORMANCE REPORT



**Provide Technical and Logistical
Support Services**



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2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Technical Services and Logistical Support Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Planned Preventive Maintenance output achieved	82.00%(↑)	82.4% (↓)	90% (↑)	64.0% (↑)	70% (↓)	100%	80%	PPM executed / PPM *100
	77.0%(↑)	90.7%(↑)	88% (↑)	55.0% (↑)	75% (↓)	2023 = -		
	75.0% (↑)	85.0% (↓)	80% (↓)	50.0% (↓)	79% (↑)	2022 = -		
	60.0% (↑)	89.7% (↑)	94% (↑)	61.7% (↓)	70% (↑)	2021 = -		
	40.0% (↓)	86.8%	92.0% (↑)	75.0% (↓)	65% (↑)	2020 = -		



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2024 JOINT ANNUAL PERFORMANCE REPORT



**Undertake Financial Audit and
Administrative Activities**



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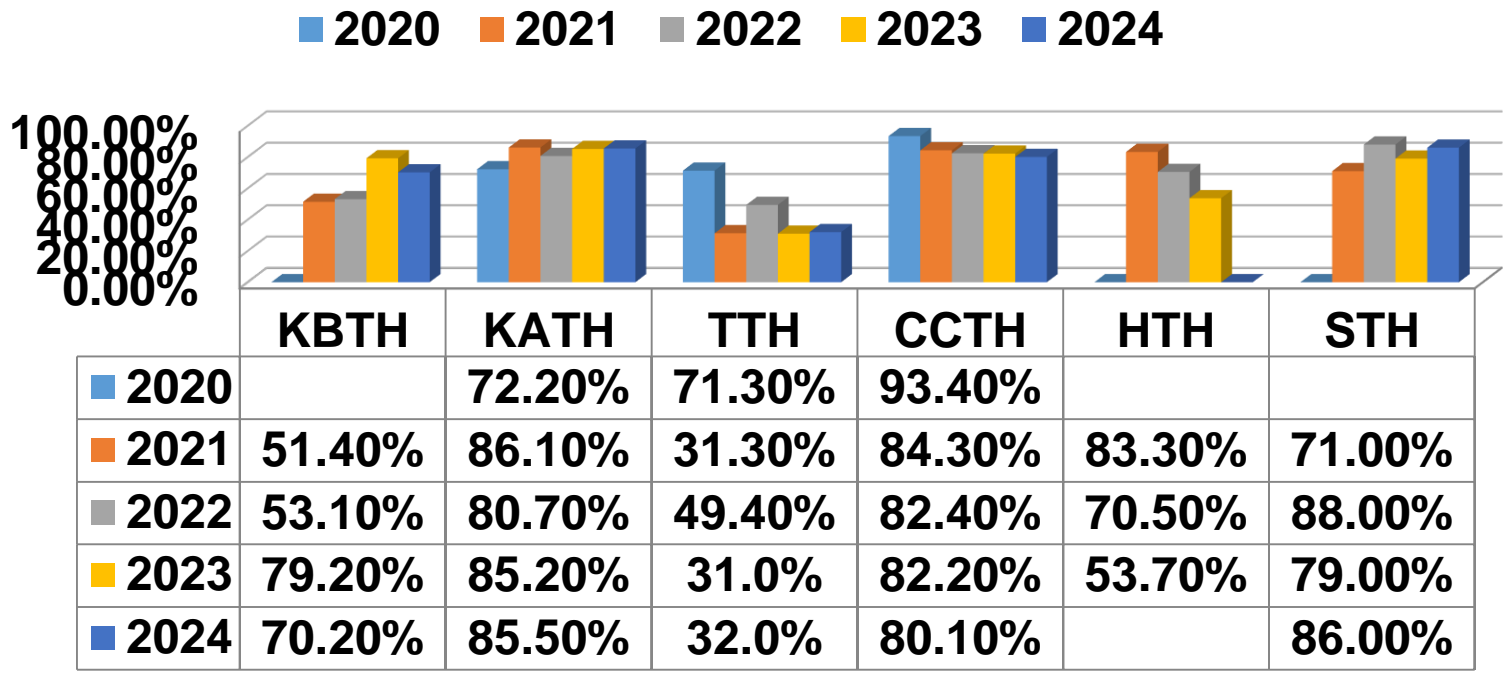
PROVIDE OHS/ QA SERVICES



Provide OHS/ QA Services

PERCENTAGE OF CLIENTS SATISFIED WITH SERVICES

THs Target = 75%



REMARKS :

- **KBTH:**
 2024=70.20%(↓)
 2023 =79.2%(↑)
 2022 = 53.10%
- **KATH:**
 2024 = 85.50 (↑)
 2023 = 85.2% (↑)
 2022 = 80.7% (↓)
- **TTH:**
 2024 = 32% (↑)
 2023 = 31% (↓)
 2022 = 49.4% (↑)
- **CCTH:**
 2024 = 80.1% (↓)
 2023 = 82.2%
 2022 = -
- **HTH:**
 2024 = -
 2023 = 53.7% (↓)
 2022 = 70.5% (↓)
- **STH:**
 2024 = 86% (↑)
 2023 = 79% (↓)
 2022 = 88% (↑)



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2024 JOINT ANNUAL PERFORMANCE REPORT



Provide OHS/ QA Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Percentage of clients satisfied	70.2% (↓)	85.50% (↑)	32.0% (↑)	80.1%(↓)	-	86.0%(↑)	75%	Total no. of client surveyed who are satisfied with health care services / total no. client surveyed * 100
	79.2%(↑)	85.2%(↑)	31.0% (↓)	82.2% (↓)	53.7% (↓)	79.0%(↓)		
	53.1%(↑)	80.7% (↓)	49.4% (↑)	82.4% (↓)	70.5% (↓)	88.0%(↑)		
	51.4%	86.1%(↑)	31.30% (↓)	84.3% (↓)	83.3%	71.0%		
	2020 = -	72.2% (↓)	71.3% (↑)	93.4% (↓)	2020 = -	2020 = -		
Percentage of Staff satisfied	2024 =	78.77%(↑)	2.3% (↓)	2024 = -	-	81%(↑)	75%	Total no. of workers surveyed who are satisfied with work / total no. of workers surveyed * 100
	67% (↑)	2023 = -	9.40% (↑)	22.70%	53.3%	78 %(↑)		
	59%	58.03%(↓)	2022 = -	2022 = -	53.2%	67%(↑)		
	2021 = -	75.8%	2021 = -	2021 = -	2021 = -	65 %		
	2020 = -	2020 = -	48.90%	46.5% (↓)	2020 = -	2020 = -		



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2024 JOINT ANNUAL PERFORMANCE REPORT



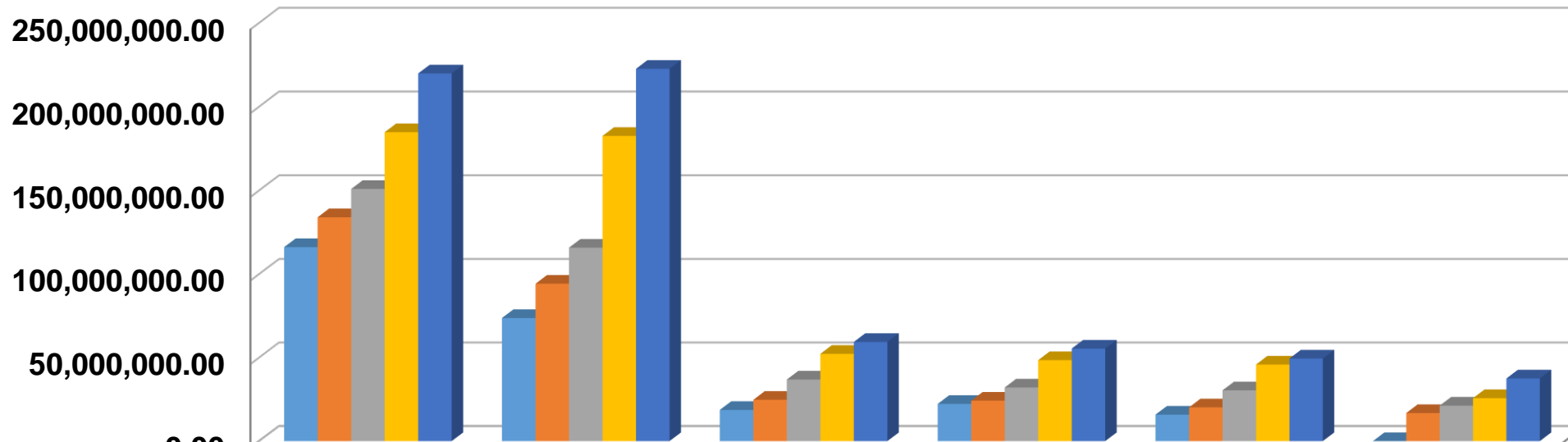
FINANCIAL PERFORMANCE



Revenue Mobilization & Financial Monitoring Support Services

ANALYSIS OF IGF REVENUE (GH₵)

■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	116,159,035.5	73,716,476.98	18,664,708.74	22,268,693.60	15,868,137.07	
■ 2021	134,049,354.0	94,240,353.99	24,723,816.17	24,217,381.36	20,218,627.01	16,809,657.72
■ 2022	150,906,358.2	115,819,364.1	36,902,417.15	32,100,188.39	30,406,401.19	21,231,077.96
■ 2023	184,796,290.0	182,573,348.1	52,239,455.69	48,472,268.32	45,859,024.24	25,734,085.17
■ 2024	219,852,305.0	222,619,078.5	59,396,934.38	55,396,439.28	49,429,604.48	37,499,839.46

REMARKS :

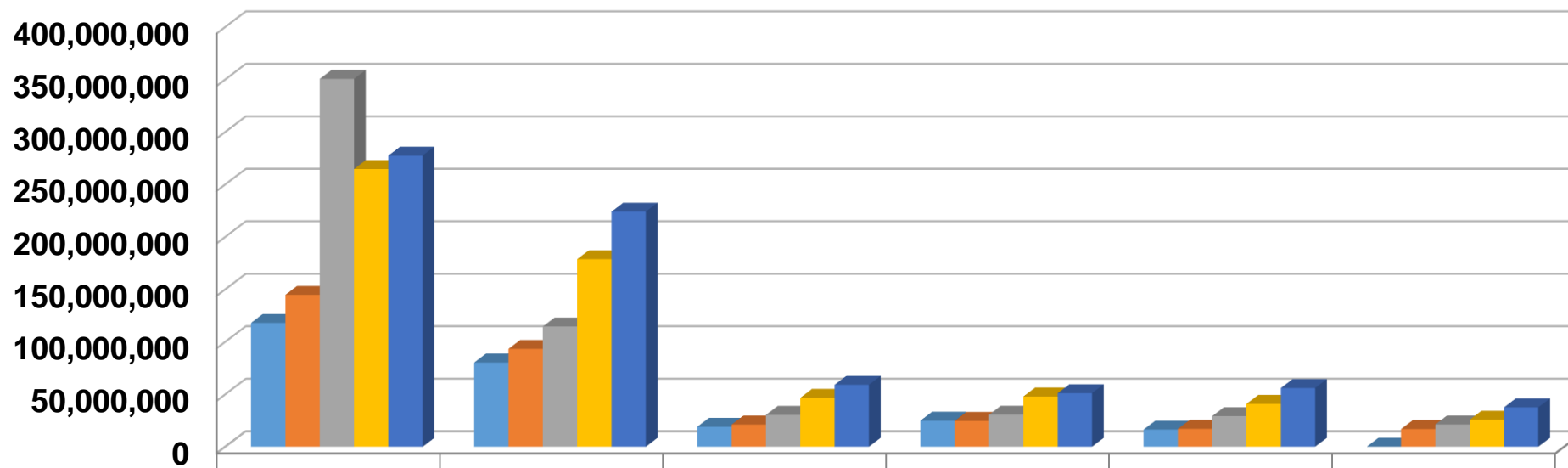
- **KBTH:**
2024 = 19% ↓
2023 = 22% ↑
2022 = 4.28% ↑
- **KATH:**
2024 = 21.93% ↑
2023 = 59.62% ↑
2022 = 11.62% ↓
- **TTH:**
2024 = 13.7% ↓
2023 = 41.60% ↓
2022 = 49.23% ↑
- **CCTH:**
2024 = 14.28% ↑
2023 = 51.0% ↑
2022 = 32.6% ↑
- **HTH:**
2024 = 7.8% ↑
2023 = 50.8% ↑
2022 = 50.4% ↑
- **STH:**
2024 = 45.7% ↑
2023 = 21.2% ↓
2022 = 26.3%



Revenue Mobilization & Financial Monitoring Support Services

ANALYSIS OF IGF EXPENDITURE (GH₵)

■ 2020
 ■ 2021
 ■ 2022
 ■ 2023
 ■ 2024



	KBTH	KATH	TTH	CCTH	HTH	STH
■ 2020	117,988,200	80,213,699.25	19,020,975.04	24,832,641.11	16,336,544.40	
■ 2021	144,708,918.0	93,181,607.40	21,156,090.47	24,665,476.40	17,002,246.15	16,809,657.72
■ 2022	350,483,230.6	114,574,735.5	30,369,963.23	30,558,100.96	29,157,675.38	21,231,077.96
■ 2023	264,576,949.0	178,724,028.8	46,619,815.31	47,883,472.00	40,864,667.26	25,734,085.17
■ 2024	277,396,364.0	223,968,055.6	59,013,964.08	51,008,517.62	55,938,759.53	37,499,839.46

REMARKS :

- KBTH:**
 2024 = 5%↓
 2023 = 25%↓
 2022 = 142.10%↑
- KATH:**
 2024 = 25.32%↑
 2023 = 56.25%↑
 2022 = 10.42%↑
- TTH:**
 2024 = 26.6 % ↑
 2023 = 53.51% ↑
 2022 = 43.6% ↑
- CCTH:**
 2024 = 6.53% ↑
 2023 = 55.9% ↑
 2022 = 23.9%↑
- HTH:**
 2024 = 36.9↑
 2023 = 40.2%↑
 2022 = 71.5% ↑
- STH:**
 2024 =25.8%↓
 2023 =60.02%↑
 2022 =34.4%↑



Revenue Mobilization & Financial Monitoring Support Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Debtors days	153(↓)	86(↑)	366 (↑)	167.61 (↑)	141(↓)	2024 =88	90	Debtors / Total Credit Revenue * 365
	214(↓)	71(↓)	349 (↓)	164.86 (↑)	159 (↓)	2023 = 76		
	245(↑)	100 (↓)	488.5 (↑)	126.78 (↓)	306 (↑)	2022 = 121		
	196 (↑)	168 (↓)	212 (↓)	194 (↓)	242 (↑)	2021 = -		
	192 (↑)	197 (↓)	239 (↓)	215 (↓)	102 (↓)	2020 = -		
Percentage of rejection on claims submitted to NHIS	2.6% (↓)	1.56%(↑)	10.6 %	6.16% (↑)	1.7% (↑)	1.95% (↓)	-	Total number of rejected claims received from NHIS / Total Number of claims submitted to NHIA by all facilities * 100
	4.0%(↑)	1.18%(↑)	2023 = -	N/A	1.34%(↓)	7.23% (↑)		
	0.81% (↓)	0.55%(↓)	2.64%	N/A	3.10% (↓)	2.4%		
	3.1% (↓)	3.95% (↓)	0%	N/A	5.74% (↑)	2021 = -		
	3.2% (↓)	4.19% (↑)	2020 = -	N/A	3.44% (↑)	2020 = -		



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2024 JOINT ANNUAL PERFORMANCE REPORT



Revenue Mobilization & Financial Monitoring Support Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
No of Month Outstanding	5(↓)	5 (↑)	4 (↓)	5	5 (↓)	4 (↓)
	7(↓)	4(↓)	6 (↓)	5 (↓)	5 (↓)	5 (↓)
	8 (↑)	8 (↑)	8 (↑)	9 (↑)	10 (↑)	8
	6	7 (↑)	6 (↑)	6	7 (↑)	2021 = -
	6 (↓)	5 (↓)	5 (↓)	6 (↓)	4 (↓)	2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



SUPPORT PERIPHERAL HEALTH INSTITUTIONS



GHANA TEACHING HOSPITALS
2024 JOINT ANNUAL PERFORMANCE REPORT



SUPPORT PERIPHERAL HEALTH INSTITUTIONS

THs	KEY ACHIEVEMENT
KBTH	<ul style="list-style-type: none"> ● Conducted 28 outreaches with 55,891 beneficiaries ● Conducted over 31 burns outreaches in Accra with over 161 beneficiaries ● Three Hundred and Forty Two (342) cataract surgeries were done through outreach



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SUPPORT PERIPHERAL HEALTH INSTITUTIONS

THs	KEY ACHIEVEMENT
KATH	<ul style="list-style-type: none"> ➤ Oral Health Directorate visited twenty (20) schools and Churches with a total of 5,682 persons screened. This represents a 23.50% increase above the 2022. ➤ The Eye Unit visited two (2) hospitals and some suburbs of Kumasi with a total of 12,164 persons screened and 1,028 cataract surgeries were performed. ➤ The ENT Unit visited six (6) schools in the Asokore Mampong Municipality and a total of 939 persons were screened for the various ENT conditions. ➤ Radio and TV talk sessions on Health issues were held at different radio stations by Directorates. ➤ CIVAS implemented at Child Health Pharmacy ➤ Home delivery service of medicines implemented at Medicine Directorate



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SUPPORT PERIPHERAL HEALTH INSTITUTIONS

THs	KEY ACHIEVEMENT
TTH	<ul style="list-style-type: none"> ➤ Medical Outreach services were provided to 5 referring facilities to address maternal and neonatal mortality issues. ➤ Provided Specialist outreach services to Karaga District where 30 staff were trained on early detection of renal patients and 500 people screened. ➤ Successfully performed 75 gynaecological surgeries during the Medevac Medical Outreach Programme. ➤ Provided cataract surgeries to 800 beneficiaries through the Himalayan Cataract and Daybreak Vision Projects.



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SUPPORT PERIPHERAL HEALTH INSTITUTIONS

THs	KEY ACHIEVEMENT
CCTH	<ul style="list-style-type: none"> ➤ Collaborated with International institutions to conduct surgical specialist outreaches; <ul style="list-style-type: none"> ○ Himalayan Cataract Project \ National Cataract Outreach Programme – 8755 Screening with 934 Cataract Surgeries ○ Collaborated with Operation-Smile Ghana to provide free Cleft lip and palate- (54 surgeries). Staff are also involved in Operation Smile outreaches elsewhere in Ghana. ○ 56 ENT collaborative surgeries performed by University of UTAH (37) ○ Collaborated with Phoenix Children’s Hospital & Mayo Clinic Medical School, Arizona, USA to perform ENT surgeries.(19)



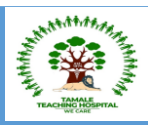
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SUPPORT PERIPHERAL HEALTH INSTITUTIONS

THs	KEY ACHIEVEMENT
CCTH	<ul style="list-style-type: none"> ➤ Also; <ul style="list-style-type: none"> ○ Collaborated with International Healthcare Volunteers to perform Obstetrics & Gynaecological surgeries. ○ Collaborated with Medevac Orthopaedics Team, Czech Republic, to perform Orthopaedic Surgeries (51) ○ Collaborated with Medevac Plastics Team, Czech Republic, to perform Plastic Surgeries(105)



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SUPPORT PERIPHERAL HEALTH INSTITUTIONS

THs	KEY ACHIEVEMENT
HTH	<ul style="list-style-type: none"> ➤ Conducted 22 out of planned 30 (73%) Specialist Outreach Services ➤ Conducted 74 (93% of the 80 planned) Medical outreach services ➤ 9,717 beneficiaries reached out through Outreach services



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SUPPORT PERIPHERAL HEALTH INSTITUTIONS

THs	KEY ACHIEVEMENT
STH	<ul style="list-style-type: none"> •Organized 16 specialist clinical outreaches to various communities •A total of 3100 benefited from the specialist clinical outreach program carried out •Undertook public education on various community radio stations and other social media platforms •Held Stakeholder engagements meetings with RHD, CHAG and other private health facilities on late referrals and other related concerns



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Support Peripheral Health Institutions

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Percentage of specialist's outreach visit carried out	75%(↑) 62% - = 2022 - = 2021 - = 2020	100% (↑) 91% (↑) 90% (↑) 84% - = 2020	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	68% (↓) 100% 100% 100% (↑) 100%	73.3% 2023 = - 50% 2021 = - 2020 = -	90% 2023 = - 2022 = - 2021 = - 2020 = -	70%	Total number of Specialist outreach carried out / Total visit planned*100
Number of beneficiaries during specialist outreach visit	55,308 (↑) 33,477(↑) 13,341(↑) 558 (↓) 2,606	20,831 (↑) 19,043 (↑) 13,045 (↓) 27,859(↑) 9,101 (↑)	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	28,127 (↑) 33,003 (↓) 38,896 (↑) 20,955 (↑) 8,276 (↓)	9,717 (↓) 11,488 (↑) 6,276 (↑) 2809 (↑) 686 (↓)	3,100 2023 = - 2022 = - 2021 = - 2020 = -		Count of clients seen during specialist outreach



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KEY CHALLENGES



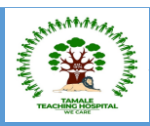
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CHALLENGES FOR ALL THs IN 2024

<input type="checkbox"/> CHALLENGES	<input type="checkbox"/> THs
<input type="checkbox"/> Late referral of patients from the peripheral facilities	<input type="checkbox"/> All THs
<input type="checkbox"/> Inadequate Accommodation for Staff	<input type="checkbox"/> All THs
<input type="checkbox"/> Burden of the payment of the 13th – month salary by teaching hospitals	<input type="checkbox"/> All THs
<input type="checkbox"/> Delays in NHIS Claims Reimbursement and low tariffs	<input type="checkbox"/> All THs
<input type="checkbox"/> Inadequate infrastructure and Ageing Vehicles and equipment	<input type="checkbox"/> All THs
<input type="checkbox"/> Inadequate vehicles	<input type="checkbox"/> All THs
<input type="checkbox"/> Inadequate Patients-Relatives’ Hostel	<input type="checkbox"/> All THs



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CHALLENGES FOR ALL THs IN 2024

CHALLENGES	THs
<input type="checkbox"/> MRI machine still not functioning and handed over	KATH, TTH, CCTH, HTH, STH
<input type="checkbox"/> 10% Retention of NHIS claims by NHIA	<input type="checkbox"/> All THs
<input type="checkbox"/> 13th Month Salary Payment to some Cadres	<input type="checkbox"/> All THs
<input type="checkbox"/> Payment for Utilities (ECG and Water)	<input type="checkbox"/> All THs
<input type="checkbox"/> Inadequate critical staff	<input type="checkbox"/> All THs



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KEY CHALLENGES AND MITIGATING STRATEGIES - KBTH

CHALLENGES	MITIGATING STRATEGIES
High input cost leading to under recovery of cost for most health care packages	<ul style="list-style-type: none"> • Dialogue with NHIA to review charges for services • Make recommendation to Parliament to review charges for goods and services every six months, considering the unstable inflation rates
Staff Attrition for Critical areas	Improve conditions of Service
Thirteenth Month Salary payment which was not budgeted for	Petition MOH to absorb the 13 th Month Salary payments and going forward make it productivity related
Non reimbursement of COVID-19 expenditure	Continue follow up and speak to relevant stakeholders to aid in funds recovery



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KEY CHALLENGES AND MITIGATING STRATEGIES - **KATH**

CHALLENGES	MITIGATING STRATEGIES
<p>High Institutional Maternal and Neonatal Mortality Rate</p>	<ul style="list-style-type: none"> ❖ Training support under the P4R have been provided for Eighteen (18) out of 20 top referral hospitals within greater Kumasi ❖ Anaesthesia tasked to provide active support at the NAKSA ICU with a duty Rota ❖ The Regional health directorate have been engaged to set up similar high level facilities to manage critical cases
<p>Limited collaboration with primary and secondary facilities leading to late referrals of patients</p>	<ul style="list-style-type: none"> ❖ Enhance clinical information sharing and exchange between KATH and other facilities ❖ Establish clear communication channels for effective support to the periphery ❖ Develop patient navigation programs that facilitate smooth transitions between facilities



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KEY CHALLENGES AND MITIGATING STRATEGIES - KATH

CHALLENGES	MITIGATING STRATEGIES
<p>Delays in procurement of goods , works and services</p>	<p>Apply appropriate sanctions to suppliers who fail to deliver and institute internal stimulation measures to expedite procurement processes</p>
<p>Broken Central Sewer Line</p>	<p>Engaging with consultant of Ministry of Sanitation and Water Resources in collaboration with Kumasi Metropolitan Assembly on its refurbishment</p>



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KEY CHALLENGES AND MITIGATING STRATEGIES - TTH

CHALLENGES	MITIGATING STRATEGIES
<ul style="list-style-type: none"> ● Erratic power supply and high cost of utilities (especially electricity) 	<ul style="list-style-type: none"> ● Put in place power-saving strategies across the hospital ● Begin discussions with MoH/NHIA for utility costs to be factored into NHIA tariff build-up.
<ul style="list-style-type: none"> ● Inadequate water supply 	<ul style="list-style-type: none"> ● Continue engagements with NRCC, MPs in Tamale to impress on GWCL to improve and sustain uninterrupted water supply the Hospital.
<ul style="list-style-type: none"> ● Inadequate/unavailability of essential medical equipment (MRI, Mammogram, CT, Fluoroscopy, C-arm, O-arm, CATHLab, Dialysis machines (Paediatric & HIV patients) etc) 	<ul style="list-style-type: none"> ● Follow-up on plans for the retooling of Teaching Hospitals by the MoH ● Continue engagements with development partners, corporate organisations and individuals to support in retooling.



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KEY CHALLENGES AND MITIGATING STRATEGIES - TTH

CHALLENGES	MITIGATING STRATEGIES
<ul style="list-style-type: none"> ● Overaged and inadequate number of official vehicles 	<ul style="list-style-type: none"> ● Enter into high purchase agreements with vehicle assembling/sales companies. ● Lobby MoH/GoG for support
<ul style="list-style-type: none"> ● Inadequate space for clinical work, offices and warehousing and especially the Phase III Project (Paediatric Complex) 	<ul style="list-style-type: none"> ● Continue engagements with the MoF and MoH for the construction of Phase III of the Hospital's expansion works ● Continue engagements with development partners, corporate organisations and individuals to support expansion works



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KEY CHALLENGES AND MITIGATING STRATEGIES - TTH

CHALLENGES	MITIGATING STRATEGIES
<ul style="list-style-type: none"> ● Inadequate skills-mix staff (Biomedical Engnrns, Radiographers/Sonographers, Pharmacists, Doctors and Procurement Mgrs.) 	<ul style="list-style-type: none"> ● Continue engagements with the MoH for the replacement essential staff
<ul style="list-style-type: none"> ● Low NHIA tariffs 	<ul style="list-style-type: none"> ● Continue engagements with the NHIA for the payment of realistic targets to cover actual costs of service delivery.
<ul style="list-style-type: none"> ● Delays in the approval of reviewed fees & charges for teaching hospitals 	<ul style="list-style-type: none"> ● Continue engagements with the MoH and MoF to expedite approval of the revised Teaching Hospitals' Fees & Charges Schedule



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KEY CHALLENGES AND MITIGATING STRATEGIES - TTH

CHALLENGES	MITIGATING STRATEGIES
<ul style="list-style-type: none"> ● Unavailability of a Patients-Relatives' Hostel 	<ul style="list-style-type: none"> ● Continue engagements with development partners, corporate organisations and individuals to support construction of patients' relative's hostel
<ul style="list-style-type: none"> ● Inadequate residential accommodation for staff 	<ul style="list-style-type: none"> ● Pursue engagements with MoH to complete outstanding residential accommodation blocks. ● Continue PPP engagements for the construction of residential accommodation blocks.



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KEY CHALLENGES AND MITIGATING STRATEGIES - CCTH

CHALLENGES	MITIGATING STRATEGIES
Funding challenges for key projects e.g. NICU, PICU, Renal Centre, etc.	Continue collaboration with key Partners
Sustainability of programme initiatives due to funding	Set up a Sustainability Fund for the Eye project
Illegal sale, development and encroachment of hospital lands	Continue with court issue and other measures to prevent illegal developments on the hospital land
Inadequate Staff Accommodation	Pursuing the PPP agreement for the construction of 270 accommodation units



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KEY CHALLENGES AND MITIGATING STRATEGIES - CCTH

CHALLENGES	MITIGATING STRATEGIES
Absence of Neonatal and Paediatric Intensive Care Units	Still engaging key stakeholders for support
Inadequate number of vehicles	Still engaging key stakeholders for support
Inadequate and ageing equipment eg. Power Generators and CSSD equipment, etc.	Work with MOH for replacement of obsolete equipment and machinery (CSSD, Generator Sets).
MRI Machines not functioning	Exploring Public Private Partnership possibilities



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KEY CHALLENGES AND MITIGATING STRATEGIES - HTH

CHALLENGES

MITIGATING STRATEGIES

- Inadequate infrastructure:**

Space for Clinical Services (Consulting Rooms, Wards, Seminar Rooms, Library, etc.)
Office space,
Accommodation for staff

- Feasibility study for a 500-bed infrastructure expansion completed by the Yonsei University-Industry Consortium submitted to KEXIM Bank, MOF, MOH
- Phase 1 of Rehabilitation of the Limb Fitting Centre for Family Health Centre completed and is being used
- Phase 1 of the new Pharmacy Complex Completed

- Inadequate Equipment & Medical Products**

Lobby MOH for additional Health Technology (Anaesthesia Machine, Laparoscopy Machines, etc.)



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KEY CHALLENGES AND MITIGATING STRATEGIES - HTH

CHALLENGES	MITIGATING STRATEGIES
<ul style="list-style-type: none"> • Inadequate Human Resources (Right Mix and Numbers) Additional Specialists (Radiologists, Paediatric Surgeons, etc.) Technical Staff (Sonographers, Radiographers, etc) Support Staff (Security, Orderlies, Estates, Artisans, etc) 	<ul style="list-style-type: none"> • Enrolled additional staff for Specialist training • Got accreditation to train Fellows in Surgery and OBGY • Lobbying MOH and MOF for Financial clearance to appoint additional staff



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KEY CHALLENGES AND MITIGATING STRATEGIES - **STH (1/3)**

CHALLENGES	MITIGATING STRATEGIES
Inadequate and Ageing Infrastructure	<ul style="list-style-type: none"> ● To engage MOH and partners for support in the renovation and expansion of existing infrastructure and construction of new ones
Late Referral of Patients or Presentation of Cases (Delays)	<ul style="list-style-type: none"> ● Intensifying collaboration with GHS, CHAG and other private health facilities through regular feedback visit to referring facilities. ● Increase public awareness on early presentation and attendance at the hospital.
Non-availability of essential medical equipment (MRI, Mammogram, C-arm, CathLab etc.)	<ul style="list-style-type: none"> ● Continue to engage MoH, MoF, Corporate organizations, benevolent individuals and other development partners on the retooling of the hospital. ● Procure some additional essential medical equipment to augment the current levels.



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KEY CHALLENGES AND MITIGATING STRATEGIES - **STH (2/3)**

CHALLENGES	MITIGATING STRATEGIES
High Institutional Maternal and Neonatal Mortality Rate.	Intensify clinical outreach support and specialist mentorship programmes to primary and secondary healthcare facilities in the catchment area.
Delays in the Execution and Completion of Projects	Continue to lobby MoH to reactivate all stalled projects.
Inadequate and Overaged Vehicles	<ul style="list-style-type: none"> ● Pursue high purchase agreement with local vehicle assembling companies and other dealerships. ● Lobby MoH and other partners for additional vehicle support.
Inadequate Storage Space for Pharmaceutical Products and other Hospital Supplies	Engage MoH and other corporate organizations for the construction of a pharmacy warehouse.



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KEY CHALLENGES AND MITIGATING STRATEGIES - STH (3/3)

CHALLENGES	MITIGATING STRATEGIES
High Cost of Utility Bills	Continue to engage MoH and MoF on the absorption of utility bills for teaching hospitals.
High Attrition Rate among Staff (particularly, the Youthful Workforce)	Intensify motivation and staff welfare packages in consultation with the various unions, especially the GRNMA and GMA.
Inadequate Staff Accommodation	Explore Public Private Partnership (PPP) arrangements with corporate organizations for the construction of office and residential housing units for staff.
Difficulty in payment of 13th month allowance	Continue to engage MoH/MoF to absorb the allowance.



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OUTLOOK FOR 2025



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OUTLOOK FOR 2025 FOR ALL THs

PLAN	THs
1. To Reduce Institutional Maternal and Neonatal Mortalities	ALL THs
2. Lobby for support for needed equipment and infrastructure	ALL THs
3. Dialogue with key Stakeholders on the issue of 10% Retention of NHIS claims by NHIA	<i>TTH, KATH, HTH CCTH & STH</i>
4. Lobby MOH for financial clearance to employ critical staff such as Sonographers, Radiographers, Porters/Orderlies and Security	ALL THs
5. Strengthen collaboration with other institutions	ALL THs



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OUTLOOK FOR 2025 - **KBTH**

WAY FORWARD/OUTLOOK FOR 2025

1. Urgently work to address challenges leading to poor maternal and child mortality
2. Continue to offer support to peripheral facilities
3. **Strengthen outreach services**
4. Prioritize **customer service training** to enhance customer satisfaction
5. Continue to deliver excellent health care through the monitoring of Key Performance indicators against set target leading to quality outcomes



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OUTLOOK FOR 2025 - KATH

WAY FORWARD/OUTLOOK FOR 2025

- Continue the provision of quality health care, leading to better health outcomes, especially in maternal and child health
- Intensify efforts and adopt new strategies to reduce maternal deaths
- Continue the provision of infrastructure for clinical training of students
- Strengthen outreach services
- Continue to provide support for facilities within our catchment area
- **Intensify the digitalization agenda** of operations of the Hospital
- **Strengthen collaboration with other institutions**
- Enrol more staff into various local programs as part of **capacity building**
- Conduct operational research into emerging diseases and attract research partnerships



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OUTLOOK FOR 2025 - TTH

WAY FORWARD/OUTLOOK FOR 2025

- **Develop a new medium term strategic plan** for the hospital
- Strengthen disciplinary structures and **improve professionalism among staff**
- Expand the range of specialties and subspecialties while enhancing the efficiency of existing services for improved outcomes.
- **Ensure uninterrupted advanced imaging and laboratory services while expanding the range of services.**
- **Continue to Engage MoH** increase stock of official and residential facilities for staff
- Improve Implementation of agreed conditions of service and establish a welfare scheme for staff.



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OUTLOOK FOR 2025 - TTH

WAY FORWARD/OUTLOOK FOR 2025

- Vigorously pursue the construction of **Phase III of the Hospital's expansion project**
- **Explore Public-Private Partnerships (PPP) arrangements** to support the expansion and maintenance of infrastructure and equipment.
- **Establish a research fund** and increase budgetary allocation for research.
- Strengthen existing partnerships and **forge new collaborative initiatives.**



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OUTLOOK FOR 2025 - TTH

WAY FORWARD/OUTLOOK FOR 2025

- Strengthen existing partnerships with emphasis on research capacity building and funding
- **Improve and ensure uninterrupted supply of commodities** (drugs and non-drugs).
- Improve and ensure uninterrupted supply of utilities



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OUTLOOK FOR 2025 - CCTH

WAY FORWARD/OUTLOOK FOR 2025

- Complete discussions with National Blood Service on **establishment of a Centre for blood fractionation at CCTH**
- **Continue seeking partnerships** to increase availability of dialysis chairs and consumables
- **Improve on antimicrobial stewardship**
- Continue with mentoring of peripheral facilities
- Engage stakeholders to improve on patient-specialist ratio
- **Engage stakeholders** on the full operationalization of infectious disease centre



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OUTLOOK FOR 2025 - CCTH

WAY FORWARD/OUTLOOK FOR 2025

- Intensify endo-laparoscopy training and service
- Complete and use the Surgical Eye Training centre
- Follow up for the completion of the expansion of the Accident and Emergency and the construction of a new Trauma Centre
- Continue to build staff capacity to provide specialist and subspecialist service
- Improve health research



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OUTLOOK FOR 2025 - HTH

WAY FORWARD/OUTLOOK FOR 2025

- Continue lobbying for the “**Ho Teaching Hospital Infrastructure Expansion**” Project to alleviate the infrastructure deficit.
- **Scale up service delivery** at the Ho Teaching Hospital Annexe by **introducing VIP services** there.
- **Vigorously engage key stakeholders** such as the Ministry of Health, Sister Teaching Hospitals, the Ministry of Tourism, and the Ministry of Foreign Affairs, etc., **to develop health tourism** as a product under the Ministry of Tourism, just like ecotourism, and introduce other incentives to attract international patients.
- **Review Hospital’s Strategic Plan** to emphasize Medical Tourism vision by the Board



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OUTLOOK FOR 2025 - HTH

WAY FORWARD/OUTLOOK FOR 2025

- Improve **Capacity building** in Research, Leadership & Management Development
- **Complete projects** e.g. the Phase 2 of pharmacy complex, the Family Health Centre and the Emergency Expansion Project
- **Acquire** ISO 15189:2022 **Accreditation** for the Laboratory and Joint Commission International Accreditation to put the Hospital on the Medical Tourism radar
- **Acquire accreditation for residency training for Paediatrics and Maxillofacial Surgery**



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OUTLOOK FOR 2025 - **STH (1/2)**

WAY FORWARD/OUTLOOK FOR 2025

- **Strengthen governance structures** to enhance efficiency and productivity.
- Promote client care culture, improve staff attitude and discipline.
- **Intensify measures for retooling, expansion** of existing infrastructure and build new ones
- **Strengthen Planned Preventive Maintenance (PPM)** activities on essential equipment
- Institute measures to **attract and retain highly skilled health professionals**.
- **Intensify resource mobilization**, expenditure control and reduction in wastage.
- Intensify sustainable (green) health activities in the operations of the hospital.



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OUTLOOK FOR 2025 - STH (2/2)

WAY FORWARD/OUTLOOK FOR 2025

- Continue to **build Staff Capacity** & Scale up academic and operational research activities with a dedicated research fund
- **Strengthen collaboration** with local and international organizations in the area of research and innovation.
- **Constitute an Institutional Research Review Board (IRB).**
- Scale-up clinical outreach and support services to communities in catchment area.
- **Intensify mentorship** and specialist outreach services to primary and secondary facilities.
- Strengthen collaborations with primary and secondary level facilities to enhance network of practice.
- Provide public health education through social and traditional media (TV, Radio, Print, Facebook etc)



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ACKNOWLEDGEMENT

- ❖ Ministry of Health
- ❖ All Regional Coordinating Councils
- ❖ Partners
- ❖ Regional Health Administrations
- ❖ All Medical Schools
- ❖ All Boards Members
- ❖ All Hospital Management Members
- ❖ Hardworking Staff of THs
- ❖ All other institutions / stakeholders / Partners /Philanthropists etc.

THANK YOU (End of Presentation)



*See Appendix Below For Performance on other
THs KPIs*



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2024 JOINT ANNUAL PERFORMANCE REPORT



SELECTED HR TREND

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Total Staff	7,248 (3.07%↑)	6,459 (19.86%↑)	3,388 (5.1%↑)	1,949 (0.40%↑)	1,684 (3.4%)	1,812 (35.5%↑)
	7,032 (2.38%↓)	5,389 (1.81%↑)	3,225 (5.5% ↓)	1,942 (1.41% ↑)	1,628 (3.2%↓)	1,337 (8.0%↑)
	7,204 (0.20%↑)	5,293 (1.71% ↓)	3,411 (11%↑)	1,915 (6.6% ↓)	1,682 (4.5%↑)	1,238 (1.2%↓)
	7,189 (9.0%↑)	5,385 (1.98%↑)	3,073 (10.1%↑)	2,051 (14.5%↑)	1,610 (41.1% ↑)	1,253
	6,590 (9.9%↑)	5,280 (8.71%↑)	2,790 (15.9% ↑)	1,792 (10.1%↑)	1,141 (35.2%↑)	2020 = -



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SELECTED HR TREND - DOCTORS

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Total Doctors	1,078 (25.6%↑)	669 (17.78%↑)	501 (14.6% ↑)	274 (1.8%↓)	230 (66.7%↑)	81 (47.3% ↑)
	858 (26.92%↑)	568 (6.97%↑)	437 (2.2% ↓)	279 (25.8%↓)	138 (3.5%↓)	55 (3.8% ↑)
	676 (10.27%↑)	531 (23.8% ↓)	447 (116%↑)	376 (25.75% ↑)	143 (37.5% ↑)	53 (10.4% ↑)
	589 (15.00%↑)	697 (15.9%↑)	207 (56.8%↑)	299 (2.8%↑)	104 (55.2%↑)	48
	590 (11.53%↑)	601 (13.2↑)	132 (7.7%↓)	291 (9.4% ↑)	67 (91.4%↑)	2020 = -
Consultant, Senior Specialist and specialists	435 (128.94%↑)	344 (17.81%↑)	97 (2.1%↑)	110 (5.8%↑)	59 (18%↑)	21(5.0% ↑)
	190 (26.64%↓)	292 (6.96%↑)	95 (28.4%↑)	104 (36.8%↑)	50 (25.4%↓)	20(No change)
	259 (18.26%↑)	273 (17.02% ↓)	74 (37.0%↓)	76 (No change)	67 (45.7%↑)	20 (17.6% ↑)
	219 (36.87%↑)	329 (28.52%↑)	54 (58.8%↑)	76 (11.8%↑)	46 (360% ↑)	2021 = 17
	160 (27.9%↓)	256 (16.9%↑)	34 (5.6%↓)	68 (5.6% ↓)	10 (25%↑)	2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



TREND ANALYSIS OF TOTAL DOCTORS

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Consultants	164 (221.57%↑)	75 (31.6%↑)	43 (10.3% ↑)	12	31 No Change	3 (50% ↑)
	51 (50.01%↑)	57 (14.0%↑)	39 (62.5% ↑)	12 (100%↑)	31 (87.5%↓)	2(100% ↑)
	34 (13.33%↑)	50 (1.7% ↑)	24 (No change)	6 (No change)	8 (33.3%↑)	1(No Change)
	30 (7.14%↑)	60 (1.6%↓)	24 (↑)	6 (50%↑)	6 (200% ↑)	1
	28 (7.69%↑)	61 (13%↑)	2 (No change)	4	2 (100%↑)	2020 = -
Senior Specialist	62 (37.78%↑)	112(36.59 dec)	10 (9.1% ↓)	19 (11.8% ↑)	6 (50%↑)	7 (16.7% ↑)
	45 (2.17%↓)	82 (18.8%)	11 (120%↑)	17 (19.0% ↓)	4 (no change)	6 (200% ↑)
	46 (15.0%↑)	69 (8.2% ↓)	5 (No change)	21 (No change)	4 (50%↓)	2
	40 (14.89%)	85 (19.7%↑)	5 (16.7%↓)	21 (113%↑)	8 (100% ↑)	2
	48 (2.1%↑)	71 (9%↓)	6 (50%↑)	9 (12.5%↑)	4	2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



TREND ANALYSIS OF TOTAL DOCTORS

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Specialist	209 (122.34%↑) 94 (47.48%↓) 179 (26.95%↑) 141 (80.76%↑) 78 (39.3%↑)	272 (77.8% ↑) 153 (0.65%↓) 154 (16.3% ↓) 184 (48.29%↑) 124 (6%↑)	44 (2.2% ↓) 45 45 (80%↑) 25 (3.8% ↓) 26 (13.3%↓)	79 (5.3% ↑) 75 (53.1%↑) 49 (No change) 49 (10.9%↓) 55 (8.3% ↓)	22(52.2%↓) 46 (16.4%↓) 55 (120% ↑) 25 (525% ↑) 4 (33.3%↑)	11(8.3%↓) 12 (29.4%↓) 17 (21.4% ↑) 2021 = 14 2020 = -
Residents	571(82.43%↑) 313(5.72%↓) 332(14.43%↓) 388 (240%↑) 114 (44.4%↓)	430 (30.3% ↑) 330 (6.11%↑) 311 (32.3% ↑) 235 (22.40%↑) 192 (5.9%↓)	124 (129.6% ↑) 54 (145.5% ↑) 22 (100%↑) 11 (57.14%↑) 7 (No change)	60 (81.8% ↑) 33 (34.0% ↓) 50 (31.58%↑) 38 (38.7%↓) 62 (29.2% ↓)	39 (21.9% ↑) 32 (52.4%↑) 21(133.3% ↑) 9 (350% ↑) 2	2024 = - 2023 = - 2022 = 1 2021 = - 2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



TREND ANALYSIS OF TOTAL DOCTORS

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Medical Officers	362 (44.81%↓)	243 (12.0%↓)	105 (43.5% ↓)	30 (55.9%↓)	52 (53.2%↓)	60 (71.4%↑)
	656 (53.6%↑)	276 (9.1%↑)	186 (7.0%↓)	68 (74.4% ↑)	111 (46.1%↑)	35 (6.1%↑)
	427 (15.40%↑)	253 (14.29%↑)	200 (40.8%↑)	39 (15.22%↓)	76 (31.0% ↑)	33 (6.5%↑)
	370 (704%↑)	133 (13.07%↓)	142 (56.04%↑)	46 (21.1%↑)	58 (1.8%↑)	31
	46 (42.5%↓)	153 (41.6%↑)	91 (16.7%↑)	38 (15.2%↑)	57 (111.1%↑)	2020 = -
House Officers	189 (6.44%↓)	169 (28.0% ↑)	175 (2.8 %↑)	74	80 (27.9%↓)	84 (15.2%↓)
	202 (12.2%↓)	132 (36.2% ↓)	180(16.1%)	74 (64.9%↓)	111 (58.6%↑)	99 (30.3%↑)
	230 (19.79%↑)	207 (28.57%↑)	151 (19.3%↓)	211 (51.8%↑)	70 (9.1%↓)	69 (5.5%↓)
	192 (7.26%↑)	161 (7.33%↑)	187 (32.6%↑)	139 (13.0%↑)	77 (2.5%↓)	73
	179 (6.6%↑)	150	141 (31.6%↓)	123 (8.9%↑)	79 (16.2%↑)	2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



SELECTED HR TREND - NURSES

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Professional Nurses	2,262 (27.08%↑)	1,792 (14.95%↑)	1,125 (7.5%↓)	649 (7.5%↓)	548(3.5%↓)	680 (68.3% ↑)
	2,208 (9.61%↓)	1,559 (1.70%↓)	1,216 (5.9% ↓)	702 (4.7%↓)	567(2.7%↓)	404 (2.2%↓)
	2,443 (5.75%↑)	1,586 (4.40%↓)	1,292 (5.6%↑)	737 (6.0%↓)	583 (6.2%↑)	413 (3.1%↓)
	2310 (7.5%↑)	1,659 (8.79%↑)	1,223 (37.6%↑)	784 (21.9%↑)	549(47.7%↑)	426
	2,147 (6.8%↑)	1,525 (7.6%↑)	889 (1.7%↓)	643 (14.4%↑)	394 (55.7%↑)	2020 = -
Specialist Nurses (Members & Fellows Only)	58 (23.40%↑)	49 (63.33%↑)	47 (56.6%↑)	19 (35.7%↑)	27 (58.8%↑)	5
	47 (113.63%↑)	30 (36.36%↑)	30 (76.5%↑)	14 (250%↑)	17 (88.0%↑)	5
	22 (22.22%↑)	2022 = 22 (-)	17 (183.3%↑)	4 (33.3%↑)	9 (28.0%↑)	5
	18	2021 = 22 (-)	6	3 (200%↑)	7 (133.3%↑)	2021 = -
	2020 = -	2020 = -	2020 = -	1	3	2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



SELECTED HR TREND - NURSES

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Enrolled Nurses	336 (7.69%↓)	138 (0.73%↑)	172 (46.4%↓)	35(5.4%↓)	100 (6.5%↓)	130(3.0%↓)
	364 (22.22%↓)	137 (22.60%↓)	321 (86.6% ↑)	37 (47.9%↓)	107(21.3%↓)	134(5.5% ↑)
	468 (8.58%↑)	177 (11.94%↓)	172 (1.7%↓)	71 (2.9%↓)	136 (17.1%↓)	127(5.9%↓)
	431 (10.50%↓)	201(12.23%↓)	175 (3.54%↑)	69 (1.4%↓)	164 (28.1%↑)	135
	482 (26.20%↑)	229 (9.8%↓)	169 (3.4%↓)	70 (17.6%↓)	128 (1.5%↓)	2020 = -
Midwives	589 (15.04%↑)	588 (58.49%↑)	296 (52.6%↑)	183 (5.2% ↓)	155 (6.6%↓)	442(96.4%↑)
	512 (10.01%↓)	371(4.13%↓)	194 (39.9%↓)	193 (16.5% ↓)	166 (1.2%↑)	225(5.9% ↓)
	569 (34.51%↑)	387 (1.53%↓)	323 (14.9%↓)	231 (10.5%↑)	164 (9.3%↑)	239(13.8%↑)
	423 (4.40%↑)	393(2.48%↓)	281 (44.1%↑)	209 (27.4%↑)	153 (35.4%↑)	210
	405 (0.30%↑)	403 (4.3%↓)	195 (8.3%↑)	164 (7.9%↑)	113 (37.8%↑)	2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



SELECTED HR TREND - PHARMACISTS

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Pharmacist	103 (11.96%↑)	111 (60.87%↑)	49 (4.3%↑)	19 (9.5% ↓)	20 (9.1%↓)	12(No change)
	92 (8.00%↓)	69 (12.66%↓)	47 (2.2% ↑)	21 (4.5% ↓)	22 (4.3%↓)	12(7.7%↓)
	100 (9.90%↓)	79 (3.7%↑)	46 (15%↑)	22 (12% ↓)	23	13(13.3% ↓)
	111 (14.43%↑)	82(49.09%↑)	40 (90.5%↑)	25 (66.7%↑)	23 (21.01%↑)	15
	97 (3.00%↓)	55 (3.5%↓)	21 (4.5%↓)	18	19 (137.5%↑)	2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

Provide Outpatient Services

KEY INDICATORS	PERFORMANCE						MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH	
Total OPD Attendance	448,722 (2.22%↑)	346,106 (6.11%↑)	176,769(1.9%↓)	165,640(4.17% ↓)	212,129 (0.49%↑)	102,300(14.0%↓)	Total no. of client attending OPDs
	438,968 (5.87%↑)	326,178(4.4%↑)	180,107 (3.8%↑)	172,839(1.41% ↑)	211,104 (8.4%↑)	118,985(0.4%↓)	
	414,625 (1.16%↑)	312,305 (32.0%↑)	173,510(29.4%↑)	170,441(11.86%↑)	194,717 (20.4%↑)	119,499(22.7%↑)	
	360,245 (18.27%↑)	286,546 (21.1%↑)	134,116 (69.1%↑)	152,364 (21.1%↑)	130,740 (20.4% ↓)	97,399 (%)	
	380,297 (0.4%↓)	236,636 (33%↓)	79,330 (23.7%↓)	125,772 (25.2%↓)	164,173 (2.7% ↑)	2020 = -	
Total specialist OPD attendance	375,895 (16.95%↑)	278,240 (5.83%↑)	65,172 (2%↑)	86,402 (3.5%↓)	69,025 (8.9%)	70,887(9.4↓%)	Total no. of client attending specialists' clinics
	321,412 (6.47%↑)	262,917 (2.55%↑)	63,691(11%↓)	89,505 (2.8% ↑)	63,406 (6.7%)	78,227(1.1↑%)	
	301,856 (6.27%↑)	256,371 (10.02%↑)	71,348(6%↑)	87,063 (13.%↑)	59,445 (10.8%)	77,397	
	284,025 (6.51%↑)	233,019(22.22%↑)	67,292(129%↑)	76,990 (14.5%↑)	53,640 (%)	2021 = -	
	266,657	190,657	29,334	67,266	2020 = -	2020 = -	



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Accident And Emergency Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH	
Accident & Emergency Mortality Rate	14.42%(↑)	17.45 (↓)	35.9% (↓)	2.5% (↓)	12.4% (↑)	0.88%(↑)	Death at the accident & emergency ward /Death at the emergency ward + discharge at the accident & emergency ward *100
	10.40%(↓)	18.46 (↓)	36.8% (↑)	2.8 (↑)	10.3% (↑)	0.76%(↓)	
	16.71%(↓)	18.73 (↓)	28.2%(↑)	2.4 (↓)	8.7% (↑)	0.92%(↓)	
	17.21%	19.15 (↓)	13.8(↓)	8.9	8.0% (↓)	1.69%	
	2020 = -	19.59	25.3	8.9	8.5%	2020 = -	



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Number of admissions	53,765 (18.80%↓)	28,470 (5.52%↓)	23,876 (1.8%↑)	12,309 (1.98%↓)	10,936 (7.1%↓)	11,206 (2.1% ↑)	12,000	Total no. of clients admitted.
	66,216 (9.10%↑)	30,133 (1.15%↑)	23,464 (11.3%↑)	12,557 (0.51%↓)	11,769 (4.94% ↓)	10,979 (1.5↓%)		
	60,689 (73.83%↑)	29,790 (0.60%↓)	21,077 (7.9%↑)	12,622 (2.38%↓)	12,380 (12.0% ↑)	11,145 (2.1% ↑)		
	34,912 (11.1%↓)	29,968 (3.51%↑)	19,535 (4%↑)	12,930 (22.2%↑)	11,051 (10.5%↑)	10,918		
	40,875 (17.7%↓)	28,951 (16.2%↓)	18,780 (16.2%↓)	10,578 (4.6%↓)	9,999 (4.6%↑)	2020 = -		
Specialist nurse to admission ratio	1:927 (↓)	1:581 (↓)	1:508 (↓)	1:648 (↓)	1:456(↓)	1:2,241 (↑)	-	Total number of specialist admissions/number of trained nurse specialists (membership & fellowship)
	1:1,409 (↓)	1:1,004 (↓)	1:782 (↓)	1:897 (↓)	1:692 (↓)	1:2,196 (↓)		
	1:2,759 (↑)	1:1,354 (↓)	1:1240 (↓)	1:3,156 (↓)	1:1,376(↓)	1:2,229 (↓)		
	1:1,940 (↓)	1:1,362 (↓)	1:3,256	1:4,310 (↓)	1:1,579(↓)	2021 = -		
	2020 = -	1:2,227	2020 = -	1:10,578	1:3,333	2020 = -		
Bed occupancy rate	51.00%(↓)	75.08% (↑)	60.9% (↓)	59.9% (↑)	73.5% (↑)	45.1%(↓)	75%	No. of client days / No. of beds * No of days in the period
	57.50%(↓)	70.75%(↑)	64.1% (↑)	57.50% (↑)	68.6% (↓)	49.0% (↑)		
	61.0% (↓)	69.15% (↑)	59.7% (↑)	54.0% (↑)	69.0% (↑)	48.5%(↑)		
	66.1% (↑)	62.63% (↓)	56.0% (↑)	52.2% (↓)	62.2% (↓)	45.2%		
	53.2% (↓)	63.58% (↓)	47.2%(↓)	55.5% (↑)	65.5% (↓)	2020 = -		



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Average length of stay in the facility	8.7(↓)	8.0 (↑)	8.7 (↑)	6.3 (↑)	7.6 (↑)	5.2 (↑)	6 Days	No. of client days / No. of Discharges + Deaths
	14(↑)	7.0	7.5 (↓)	6.0 (↑)	6.6 (↑)	5.03 (↑)		
	5.2 (↓)	7.0	7.6	5.5 (↓)	6.0 (↓)	4.9 (↑)		
	11.4 (↑)	7.0 (↓)	7.6 (↓)	5.6 (↓)	6.1 (↑)	4.5		
	8.5 (↑)	8.0 (↑)	8.2	5.9 (↑)	5.6 (↑)	2020 = -		



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Surgical Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs - TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Theatre Deaths Rate	0.01%(↓)	0.26%(↓)	0.31% (↑)	0.51% (↑)	0.6% (↑)	0.25%	5%	Total No. of deaths at the theatre (Including Recovery ward) / Total Surgeries * 100
	0.02% (↑)	0.30%(↓)	0.23%	0.10%	0.20% (↓)	0.31%		
	0.01% (↓)	0.47% (↑)	0.23% (↓)	0.10%(↓)	0.40% (↑)	0.24%		
	0.07% (↑)	0.27% (↓)	0.33% (↑)	0.40%	0.11% (↓)	2021 = -		
	0.04%	0.35%	0.24%	0.10%	0.40%	2020 = -		



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Maternal Health Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENTS
	KBTH	KATH	TTH	CCTH	HTH	STH		
Total Deliveries	5,524 (10.08%↓)	3,922(17.06%↓)	5,646 (12.9%↓)	2,750 (4.4%↓)	1,619 (10.8%↓)	2,140(0.33% ↑)	-	Total No. of Deliveries undertaken
	6,143 (15.53%↓)	4729(12.9%↓)	6481(18.3%)	2,877(12%↓)	1816 (4.2%↓)	2,133 (3.7% ↓)		
	7,273 (7.36%↓)	5429 (8.1%↓)	7934 (5.2%↓)	3269(7.0%↑)	1,896(3.5% ↓)	2,214 (3.5% ↓)		
	6,774 (7.9% ↓)	5909 (5.4%↓)	8369(7.8%↑)	3,055 (6% ↑)	1,964 (3.9% ↑)	2,294		
	7,359 (11.1%↓)	6247(8.3%↓)	7763(12.2%)	2,883(4.8%↓)	1,891(4.5%↑)	2020 = -		
	8,275 (9.5%↓)	6814(16.1%)	8,837(7.3%↑)	3,027(4.2%)	1,809(7.3%↓)			
Partograph use rate	91%(↑)	30.77%(↑)	68.8%(↑)	63.00% (↑)	100%	100%	60%	Deliveries done with use or support of Partograph / Total deliveries * 100
	56%(↓)	33.3%(↑)	34%(↓)	62.01% (↑)	100%	100%		
	60%(↑)	32.2%(↓)	44.4%(↓)	47.60% (↓)	100%	100%		
	52%(↑)	44.4% (↓)	100%	48.5% (↓)	100%	100%		
	50% (↓)	74% (↓)	100%	48.7% (↑)	100%	2020 =		



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Maternal Health Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Caesarean Section Rate (%)	50.00%(↓) 52.60 % (↑) 48.0% (↓) 49.9%(↑) 49.3% (↑)	54.92% (↑) 54.60% (↑) 50.47% (↓) 50.81% (↓) 44.51% (↑)	37.6 (↓) 40% (↑) 36.4%(↑) 36% (↑) 28% (↓)	57.30 (↑) 52.69% (↑) 50.35% (↓) 51.4% (↓) 53.3% (↑)	49.00% (↑) 46.8%(↑) 46.0% (↓) 50.1% (↑) 44.6%(↑)	53.8% (↑) 47.1% (↑) 45.5% 2021 = - 2020 = -	40%	No. of women delivered by CS in a specified time period / Total no. deliveries within a specified time period
Still birth rate / 1000 Live Births	40 (↑) 33 (↓) 45 (↑) 41(↑) 31 (↓)	19.7 (↓) 25.6 (↑) 18.1 (↓) 19.0 (↓) 121.30 (↑)	34.8 (↑) 34.6 (↑) 33.6(↑) 16.1 (↓) 35.8 (↑)	32 (↓) 37 (↑) 35 (↓) 42 (↑) 31 (↓)	43.0 (↑) 41.9 (↑) 35.3 (↑) 33.6 (↑) 29.1(↑)	26.3(↓) 27.1(↓) 36.8 (↑) 35.9 2020 = -	15/1000 LB	No. of babies born with no signs of life / Total no. of birth in the specific period
Fresh Still birth rate / 1000 Live Births	87 (↓) 106 (↓) 125 (↓) 141 2020 = -	19.66 (↓) 25.57 (↑) 18.48 (↓) 18.71(↓) 36.76	40.1 (↓) 49.1 (↑) 37.6 (↑) 36.3 (↓) 45.7	40.9 (↑) 40.0 (↓) 46.6 (↑) 35.1 (↓) 42.7	21.0 (↑) 13.9 (↑) 11.6 (↑) 9.7 (↑) 7.9	13.4 (↑) 8.4 (↓) 18.2 (↑) 16.6 2020 = -	-	



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Child Health Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Institutional Infant mortality rate /1,000 LB	172.0(↓)	139.7 (↑)	84.3 (↑)	50.0 (↓)	42.0 (↓)	35.09 (↑)	15/1000 LB	No. of children dying under one year of age during a year / Total live births in a year * 1000
	495.0(↓)	130.44(↑)	71.4 (↑)	67.0 (↓)	43.9 (↓)	34.51(↓)		
	82.0 (↑)	122.81(↓)	66.2 (↑)	77.0 (↓)	59.2 (↑)	37.68(↑)		
	71.0(↑)	125.9 (↓)	60.3 (↑)	88.0 (↓)	33.4 (↓)	29.79		
	55.0 (↑)	134.71 (↑)	38 (↓)	89 .0 (↓)	58.9 (↑)	2020 = -		
Institutional Neonatal mortality rate /1,000 LB	162.0 (↑)	97.0 (↑)	46.3 (↑)	40.0 (↓)	35.5 (↓)	33.32 (↑)	25/1000 LB	No. of Deaths from 0-28 days / Total No. of live births
	147.0 (↓)	94.50 (↑)	34.4 (↓)	58 .0 (↓)	37.2(↓)	33.12 (↓)		
	55.0 (↑)	91.83 (↑)	49.4(↓)	67.0 (↓)	54.0 (↑)	33.14 (↑)		
	46.0 (↓)	74.58 (↓)	62.9 (↑)	78.0 (↓)	50.1 (↓)	23.22		
	52.0 (↓)	102.05 (↑)	57 (↑)	81.0 (↑)	52.6 (↑)	2020 = -		



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

Provide Child Health Services

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Under Five Mortality Rate (/1000 LB)	139.0(↑)	168.9 (↑)	95.9 (↑)	55.0 (↓)	49.2 (↓)	13.85 (↑)	-	
	136.0 (↑)	154.7(↑)	92.9 (↑)	72.0 (↓)	52.3 (↓)	13.53 (↑)		
	131.0 (↓)	144.83 (↑)	89.5(↑)	80.0 (↓)	69.6 (↑)	8.17 (↓)		
	139.0 (↑)	143.9 (↑)	75.2 (↑)	95.0 (↓)	55.7 (↓)	14.45		
	132.0 (↓)	121.30 (↑)	67.0 (↑)	106.0 (↑)	65.8 (↑)	2020 = -		



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Pharmaceutical Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Tracer Medicines Availability (%)	92.00%(↑)	97.00% (↑)	98.0% (↑)	91.20% (↓)	94.50% (↑)	79.0%(↓)	90%	Tracer Medicines available / Total medicines in the tracer medicines list * 100
	85.00%(↑)	96.40% (↑)	97.1% (↓)	93.10% (↑)	92.8% (↑)	88.0%(↑)		
	79.00%(↓)	96.00% (↑)	98.0% (↑)	86.25% (↓)	92.1% (↓)	82.0 %		
	92.3% (↑)	92.00% (↑)	90.0% (↑)	95.00% (↑)	92.5% (↑)	2021 = -		
	90.00% (↓)	91.00%	88.6% (↓)	84.62% (↓)	86.6% (↑)	2020 = -		
Percentage antibiotic prescribed	13.00%(↓)	15.00%(↓)	30.0% (↑)	8.60% (↓)	31.20% (↓)	52.86% (↑)	35%	Total number of antibiotic / Total of medicines on a prescription * 100
	16.40%(↑)	17.90%(↑)	17.93% (↓)	10.25% (↑)	36.20%(↓)	42.86% (↓)		
	14.80%(↓)	10.00%(↓)	50.00%(↑)	8.50% (↓)	34.30% (↓)	46.00%		
	16.90% (↓)	23.80% (↓)	42.50% (↓)	11.60% (↓)	36.80% (↑)	2021 = -		
	18.50% (↑)	29.20% (↓)	47.00% (↑)	17.00% (↑)	29.00% (↓)	2020 = -		



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Diagnostics Services

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE					
	KBTH	KATH	TTH	CCTH	HTH	STH
Total laboratory Investigations	349,717(7.10%↑)	264,826 (6.83%↑)	151,953 (0.2% ↑)	393,955 (24.15%↓)	128,635 (8.03%↑)	688,499(8.03%↑)
	326,532 (13%↓)	247,903 (4.85%↑)	151,653 (6.9% ↑)	519,363 (6.97% ↓)	128,740(21.3%↑)	637,340(10.2%↑)
	420,181(29.86%↓)	236,428 (10.48%↑)	141,886 (9.4% ↓)	558,298 (209.5%↑)	108,103 (4.7% ↓)	578,337
	599,133 (187%↑)	214,001 (14.1% ↓)	156,673 (235.1% ↑)	180,415 25.4% ↓)	113,393 (59.7%↓)	2021 = -
	782,994 (22.4%↑)	249,205 (22.6%↓)	46,752 (62.4%↓)	241,858 (17.1%↓)	281,495 (21.3%↑)	2020 = -
Total Radiology Investigations	32,603 (33.69%↑)	71,572 (15.15%↑)	23,846 (16.5% ↓)	24,506 (7.69% ↑)	28,085 (32.5%↑)	25,085(32.5%↑)
	25,883 (3.65%↑)	62,158 (7.33%↑)	28,549 (38.9% ↑)	22,758 (9.48%↑)	22,329 (1.2%↑)	18,927(37.0%↓)
	42,356 (40.72%↑)	57,915 (4.16↑)	20,548(37.7% ↑)	20,787 (0.97% ↑)	22,058 (12.6% ↑)	13,820
	30,099 (46.43%↑)	55,601 (12.16↑)	1,9149 (21.3%↓)	20,587 (13.1% ↓)	19,585 (8.8%↑)	2021 = -
	20,554 (38.2%↓)	49,575 (9.4%↓)	18,962 (32.5% ↓)	23,697 (16.8%↑)	18,009 (1.9%↓)	2020 = -



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Provide Staff Development & Training & Staff Welfare Support

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Consultant to Resident Doctor ratio	1:3(↓) 1:6 (↑) 1:9.7 (↑) 1:4.1 (↑) 1:0.7 (↓)	1:6 (↓) 1:6 (↑) 1:2 (↓) 1:3 (↑) 1:2	1:3 (↑) 1:2 (↑) 1:1 (↓) 1:2 (↓) 1:3	1:5 (↑) 1:1.4 (↓) 1:1.9 (↑) 1:1.4 (↓) 1:5 (↑)	1:1.5 (↑) 1:8 (↑) 1:3 (↑) 1:1.5 (↑) 1:1	2024 = - 2023 = - 2022 = 3:1 2021 = 2020 =	1:3	Number of Consultant and Senior Specialist / total number of Resident Doctors



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH	
IGF Revenue	219,952,305.00	222,619,078.51	59,396,934.38	55,396,439.28	49,429,604.48	37,499,839.46	Total revenue collected
	184,796,291.00	182,573,348.15	52,239,455.69	48,472,268.32	45,859,024.24	25,734,085.17	
	150,906,358.24	115,819,364.10	36,902,417.15	32,100,188.39	30,406,401.19	21,231,077.96	
	134,049,354.00	94,240,353.99	24,723,816.17	24,217,381.36	20,218,627.01	16,809,657.72	
	116,156,035.59	73,716,476.98	18,664,708.74	22,268,693.6	15,868,137.07	2020 = -	
REMARKS (% change)							
<i>IGF Revenue</i>	2024=19%↓ 2023=22%↑ 2022=4.28%↑ 2021=15.4%↑ 2020=4.4%↑	2024 = 21.93%↑ 2023 = 57.64%↑ 2022 = 11.62%↑ 2021= 27.84%↑ 2020 = 7.2%↓	2024 = 13.7% ↓ 2023 = 41.6 % ↓ 2022 =49.23% ↑ 2021 = 32.5% ↑ 2020 =10.6%↓	2024 = 14.3%↑ 2023 = 51.0%↑ 2022 = 32.6%↑ 2021 = 8.8% ↑ 2020 = 3.2%↑	2024 = 7.8↑ 2023=50.8%↑ 2022=50.4%↑ 2021 = 27.4%↑ 2020 = 1.4%↑	2024 = 45.7%↑ 2023= 21.2% ↓ 2022 = 26.3% 2021 = - 2020 = -	



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH	
IGF Expenditure	277,396,364.00	223,968,055.65	59,013,964.08	51,008,517.62	55,938,759.53	32,532,465.20	Total expenditure made
	264,576,949.00	178,724,028.89	46,619,815.31	47,883,472.00	40,864,667.26	25,867,789.33	
	350,483,230.64	114,574,735.55	30,369,963.23	30,558,100.96	29,157,675.38	16,165,116.76	
	144,708,918.00	93,181,607.40	21,156,090.47	24,665,476.40	17,002,246.15	12,030,892.77	
	117,988,200.00	80,213,699.25	19,020,975.04	24,832,641.11	16,336,544.40	2020 =	
	REMARKS (% change)						
<i>IGF Expenditure</i>	2024 = 5%↓ 2023 = 25%↓ 2022 = 142.1%↑ 2021 = 23%↑ 2020 = 47%↑	2024 = 25.32%↑ 2023 = 55.98% 2022 = 10.42%↑ 2021 = 16.17%↑ 2020 = 1.05%↓	2024 = 26.6%↓ 2023 = 53.5%↑ 2022 = 43.6%↑ 2021 = 11.2%↑ 2020 = 19.46%↑	2024 = 6.53%↑ 2023 = 55.9%↑ 2022 = 23.9%↑ 2021 = 0.7%↓ 2020 = 19.6%↑	2024 = 36.9%↑ 2023 = 40.2%↑ 2022 = 71.5%↑ 2021 = 4.1%↑ 2020 = 7.5%↑	2024 = 25.8%↓ 2023 = 60.02%↑ 2022 = 34.4%↑ 2021 = - 2020 = -	



GHANA TEACHING HOSPITALS

2024 JOINT ANNUAL PERFORMANCE REPORT



Support Peripheral Health Institutions

BLACK = 2024, RED = 2023, GREEN = 2022, PURPLE = 2021, BLUE = 2020

KEY INDICATORS	PERFORMANCE						THs TARGETS	MEASUREMENT
	KBTH	KATH	TTH	CCTH	HTH	STH		
Percentage of mentorship visits carried out	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	225% 2023 = - 2022 = - 2021 = - 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	70%	Mentorship visit carried out / Total mentorship planned*100
Number of beneficiaries during mentorship visits	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	1,497 2023 = - 2022 = - 2021 = - 2020 = -	1,962 2023 = - 1,561 (↑) 1,372 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	2024 = - 2023 = - 2022 = - 2021 = - 2020 = -	-	Count of clinicians benefitting during mentorship visits