

**SPEECH BY THE KENYA MEDICAL TRAINING COLLEGE
CHIEF EXECUTIVE OFFICER, DR. KELLY OLUOCH,
DURING THE LAUNCH OF THE STRATEGIC PLAN 2023-2028, HISTORICAL BOOK AND FOREIGN
LANGUAGES CURRICULA, HELD AT THE KMTC HEADQUARTERS NAIROBI, ON 9TH NOVEMBER, 2023**

Cabinet Secretary for Health Madam. Nakhumicha S. Wafula

Principal Secretary, State Department for Public Health and Professional Standards Ms. Mary Muthoni

Chairperson of the KMTC Board of Directors Mr. Joseah K. Cheruiyot

KMTC Board of Directors

Representatives of various Government and private entities

Development partners

Members of the Fourth Estate

KMTC staff and students

Ladies and gentlemen

It is my honor to welcome you to this significant event for the College. Today, we will be unveiling the Fifth KMTC Strategic Plan. In addition, we will be launching our first Historical Book “the Journey to Greatness” and Foreign Languages Curricula for medical students. Madam Cs, I thank you for your presence and unwavering support to KMTC.

Your dedication to advancing training and healthcare in our country is a beacon of inspiration. Your continuous support to KMTC underscores the vital role our institution plays in shaping the future of healthcare professionals in the country and beyond. As we embark on this transformative journey, we eagerly anticipate your insights and guidance.

Madam CS, ladies and gentlemen.

Since its inception in 1927, KMTC has been on an upward trajectory, earning its rightful reputation as a premier medical training institution in Kenya and making visible footprints regionally and globally.

The College’s immense successes for almost a century now have been achieved through successive and deliberate Strategic Plans, anchored on the institution’s mission, vision and core values.

Reflecting on the past is not about dwelling in history, but about gleaning wisdom from our experiences to paint a clearer and more vibrant picture of the future.

Let me go back in time to review the extraordinary journey in the previous Strategic Plan period 2018- 2023. Despite the challenges posed by the unprecedented Covid-19 pandemic, the College demonstrated resilience, adaptability, and unwavering commitment to its mission.

One of the key lessons we learned was cultivating a high-performance organizational culture, which became our bedrock, enabling us to execute our core mandate. On the digital front, we enhanced our e-learning infrastructure

by utilizing emerging ICT opportunities. This ensured the continuity of teaching and learning activities during the challenging Covid-19 period when many institutions shut down.

Madam CS, Ladies and Gentlemen,

We invested significantly in our staff and student's development wellbeing since our greatest asset is human resource. Moreover, we embarked on a journey to embed a culture of quality in all our processes and procedures. This pursuit of excellence earned us recertification by KEBs to ISO 9001-2015 standards, a testament to our unwavering commitment to quality education. Additionally, our programmes were accredited by relevant regulatory bodies, re-affirming the credibility and standard of education we provide.

Strategic collaborations played a pivotal role in our growth. Our Partnerships facilitated the expansion of our campuses from 65 to 74, with 12 satellites.

Furthermore, we recognized the critical role of Science, Technology, and Innovation. Our research and consultancy efforts were meticulously aligned with national health research priorities, enhancing our contribution to the broader healthcare landscape.

As I reflect on these accomplishments, I am filled with immense pride. Our collective dedication and relentless pursuit of excellence have brought us here, providing the foundation upon which we build our future endeavors.

Madam CS, Ladies and Gentlemen,

Today marks a momentous juncture as we embark on a new chapter with the unveiling of the KMTC Strategic Plan for 2023-2028. The Plan is a blueprint; guiding us towards innovative horizons while steadfastly upholding our core mission, and progress towards the noble goal of Universal Health Coverage.

This moment is made even more profound by the meticulous groundwork that preceded its development. The Strategic Plan is a product of a comprehensive and inclusive process that involved extensive consultations. Notably, the leadership of the Ministry of Health, the KMTC Board of Directors, experts from government and private entities, the KMTC Management, staff, students, stakeholders and partners played a key role in the development of Strategic Plan 2023-2028.

Madam CS, Ladies and Gentlemen,

This Strategic Plan outlines our triple mandate of training, research, and consultancy, all poised for profound impact. We envision "a globally competitive institution for training human resource for health", setting new standards and leading the way in transformative learning.

Our mission is clear - to develop fit-for-purpose middle-level health professionals through transformative training, cutting-edge research, and impactful consultancy services. We are committed to shaping future healthcare leaders who are not just skilled but compassionate and innovative.

In pursuit of our vision and mission, we have set strategic goals that will shape our path ahead. The goals are: Enhancing Training Quality, Fostering Innovation in Research and Consultancy, Driving Digital Transformation, and Promoting Institutional Sustainability. These goals signify our unwavering commitment to excellence, innovation, adaptability, and long-term viability.

Our core values - accountability, integrity, responsiveness, equity, teamwork, professionalism, creativity and

innovation - are guiding principles that define us.

Madam CS, Ladies and Gentlemen,

In this strategic period, we aim to reach a student population of 70,000, equipping them with skills that not only cater to the international market but also strengthen our local workforce.

Our operational framework includes development of various curricula to meet local and global market demands. The foreign languages curricula (for French, Arabic and German) for medical students and graduates, which we are presenting here today, have been crafted to ensure that our students and graduates receive comprehensive training that cover beyond medical expertise. It will equip them with the ability to communicate and collaborate effectively in the global healthcare market. Our graduates will emerge as skilled medical professionals as well as ambassadors of our institution with the acquired language skills and cultural competence that are vital in the current healthcare landscape globally.

Our guiding theme, “Advancing Healthcare Education through Innovation, Research & Collaboration” encapsulates our ethos. In embracing these principles, goals, and values, we are not just envisioning the future, we are actively shaping it.

Madam CS, Ladies and Gentlemen,

As mentioned earlier, today marks a momentous occasion in the rich tapestry of our institution’s history. In addition to unveiling the KMTC Strategic Plan for the years 2023-2028, and Foreign language curricula, we will also be launching a historical book, ‘The Journey to Greatness’, which chronicles 96 years of our journey, achievements, and evolution.

The unveiling of this historical book alongside our Strategic Plan 2023-2028 provides us with a unique opportunity to reflect on our past, acknowledging the challenges we have overcome and the milestones we have achieved. In understanding where we come from, we gain valuable insights into the essence of our institution, the spirit that has guided us, and the principles that have steered our course.

Both the 2023-2028 Strategic Plan and The Journey to Greatness are firmly focused on the place of KMTC in fulfilling its mandate and living to its reputation as the largest middle-level medical training, research and consultancy institution regionally. While the book provides historical perspective, the Plan provides future projections. The historical book vividly captures the efforts made and milestones gained towards these noble goals while the Strategic Plan 2023-2028 reflects on how to position the College to play a greater role in these initiatives. In essence, today’s occasion is significant in the history of the College as the past meets the future.

Madam CS, Ladies and Gentlemen,

KMTC remains committed to support the Government in fulfilling its healthcare objectives and subsequently working together with other governments and like-minded agencies to realize the Universal Health Coverage goals at the regional, continental and global levels.

We eagerly look forward to embarking on this transformative journey in collaboration with all of you.

In conclusion

On behalf of the KMTC Management, Staff and Students, I extend our heartfelt gratitude to you, Madam Waziri. Under your visionary leadership, the healthcare sector has flourished, paving the way for institutions like KMTC to thrive. We deeply appreciate your commitment to advancing training and healthcare in the country.

To our partners and stakeholders, thank you once again for your invaluable contributions. With your support, we are confident that KMTC will continue to excel, shaping the next generation of healthcare leaders.

I now call upon the KMTC Board Chairperson Mr. Joseah Cheruiyot to give his remarks.

Thank you.

SPEECH BY THE
KMTC BOARD OF DIRECTORS CHAIRPERSON MR. JOSEAH K. CHERUIYOT,
DURING THE LAUNCH OF THE STRATEGIC PLAN 2023-2028, HISTORICAL BOOK AND FOREIGN LANGUAGES
CURRICULA, HELD AT THE KMTC HEADQUARTERS NAIROBI, ON 9TH NOVEMBER, 2023

Cabinet Secretary for Health Madam. Susan Nakhumicha Wafula

Principal Secretary, State Department for Public Health and Professional Standards Ms. Mary Muthoni

My fellow Board of Directors

KMTC Chief Executive Officer Dr. Kelly Oluoch

Representatives of various Government and private entities

Development partners

Members of the Fourth Estate

KMTC staff and students

Distinguished guests, ladies, and gentlemen,

Good morning, and welcome to Kenya Medical Training College.

It is my humble pleasure Madam Waziri to host you today to launch our Strategic Plan for the years 2023-2028 as well as our historical book, The Journey to Greatness and a Curricula for Foreign Languages for medical professionals.

This is my very first such task as KMTC Board Chairperson and I am delighted to have steered the development of these crucial documents.

Madam Waziri, Ladies and Gentlemen,

The College stands where it is today - the best middle-level training institution in Kenya and beyond - because of effective planning.

I want to talk about the importance of a Strategic Plan and how it is reflected in one of the most significant books of all time, the Bible. Nehemiah, a man of faith, was confronted with a massive undertaking: the reconstruction of the city walls, which were essential for the security and prosperity of Jerusalem. His story offers valuable lessons that resonate with the principles of strategic planning.

Today marks a momentous occasion and significant milestone in the development and progress of our institution. I am delighted to present to you the KMTC Strategic Plan 2023 – 2028. The Plan outlines the strategic vision and goals for the College in execution of its mandate.

The Strategic Plan is a framework through which the College shall apply its resources and strengths to exploit available opportunities and address challenges that might hinder the institution from achieving its objectives. The Plan provides a solid foundation for the training of certificates, diplomas and higher diplomas in different programmes.

Madam Waziri, Ladies and gentlemen,

The process of developing this Plan has given us the opportunity to take stock of performance, successes and lessons learnt in the implementation of the previous Strategic Plan 2018-2023. The government's health agenda has guided the formulation of our vision and goals, and to articulate our strategies in response to the dynamic environment as an active player in intellectual, social and economic development.

This alignment finds its roots in the Government's Bottom-Up Economic Transformation Agenda and the Kenya Vision 2030 Fourth Medium Term Plan.

Madam Waziri, Ladies and gentlemen,

As we unveil this Strategic Plan, we reaffirm our dedication to shaping the future of healthcare training, not just locally, but also globally. It is a testament to our enduring mission of producing well-rounded, compassionate, and highly skilled healthcare professionals who will make a meaningful impact in the world.

This Plan's Key Results Areas attest to our commitment to health professions' education aimed at enriching the learning experience for students, enhancing their practical skills, facilitating lifelong training and producing fit-for-purpose health professionals in a globally competitive environment.

I reaffirm our commitment to ensure the College continues to make giant strides as outlined in the Strategic Plan.

Madam Waziri, Ladies and gentlemen,

We shall continue to engage in cutting edge research to advance knowledge and innovation. The Board will provide policy direction and an enabling atmosphere in which our human, financial as well as physical resources will be appropriately allocated and deployed in pursuit of our mandate. Similarly, we aim to develop world-class infrastructure to support our academic endeavours in an information age.

In order to steer the College steadily ahead, partnership will be a key ingredient of the College's growth. As our historical book indicates, partnership has been a key pillar of KMTC's growth and evolution.

Through enhanced partnerships, KMTC will take health training opportunities closer to the community, also raise resources and accelerate the actualization of the UHC dream.

The College will continue engaging the community, national and county governments as well as the private sector, donor agencies and like-minded organizations in a mutually symbiotic relationship. I wish to sincerely thank all the partners who have collaborated with us in our 96-year history and look forward to enhanced relationships.

Today's rapidly changing healthcare environment necessitates the adoption of digital transformation to improve customer experience, reduce costs, enable integration of processes, enhance data-driven decision-making and increase the College's competitive advantage.

In this regard, I assure you Madam Waziri that KMTC is committed to enhanced digital transformation in tandem with evolving technologies.

Madam Waziri, Ladies and gentlemen,

Our Strategic Plan envisions our institution as a pillar of excellence in the healthcare sector, and one key element of this vision is the incorporation of specialized language curricula for medical students and graduates.

The launch of the Foreign Languages Curricula for French, Arabic and German is a launching pad to the achievement of one of the key result areas in the 2023-2028 Strategic Plan. As one of the initiatives to improve the quality of training, the College will expand transformative opportunities for students and graduates both locally and abroad.

According to our Plan, the College will establish a Language and Examination Centre for international languages and professional examinations. The journey towards this goal begins right here.

Madam Waziri, Ladies and gentlemen,

Yet another landmark in today's occasion is the launch of our historical book, *The Journey to Greatness*.

We cannot confidently march forward without re-evaluating the journey travelled so far, learning from best practices and discarding setbacks. The book takes us back in time to 1927 when KMTC began its humble journey with four students to over 62, 000 in 2023, spread in 74 campuses in 47 counties.

As poet and author Maya Angelou famously remarked, if you do not know where you have come from, you do not know where you are going.

Beyond the historical narratives, this book is an invaluable educational document that enlightens aspiring medical health practitioners on a wide range of courses offered at the College. It highlights the initiatives that the College has made towards fulfilling the national, regional, continental and global aspirations for Universal Health Coverage. It serves as a bridge between our storied past and our ambitious future, connecting the wisdom of yesteryears with the aspirations of tomorrow.

The separate documents to be launched today, are joined at the hip, both literary and metaphorically. The Historical book weaves through time and documents the history of KMTC up to the year 2023. The Strategic Plan 2023-2028 picks the baton from exactly the same spot in time to project the future of the College in the next five years – right into the much-anticipated centennial celebrations. The Strategic Plan and the historical book are, therefore, the bridge to the coveted landmark.

In conclusion madam Waziri,

I take this opportunity to thank our stakeholders for the valuable input and participation during the development of these crucial documents.

I thank the KMTC staff and students led by the Chief Executive Officer Dr. Kelly Oluoch, for the significant role they play in the growth of our institution.

I thank the members of the College Board of Directors for their commitment to good governance and stewardship, vital for overseeing, monitoring the development, implementation as well as evaluation of this Plan.

I extend my appreciation to you, Madam Waziri, for the support you have provided the College, enabling us to fulfil our mandate. Your input, enthusiasm, and commitment will be instrumental in making our vision a reality.

I invite you to join hands with us to support this unique medical training institution as it makes its contribution to the achievement of the government's Universal Health Coverage as a national and global development agenda.

We express our sincere thanks to His Excellency President Dr. William Ruto for the unwavering support and dedication to the betterment of our country. We are grateful for President's role in shaping a brighter future for the healthcare professionals of tomorrow and for the support given to the College.

It is now my pleasure to invite you Madam Waziri to give your remarks.

Asanteni sana, and God bless you all!

REMARKS BY
MINISTRY OF HEALTH CABINET SECRETARY, Ms. NAKHUMICHA S. WAFULA
DURING THE LAUNCH OF THE KMTC STRATEGIC PLAN 2023-2028, HISTORICAL BOOK, THE JOURNEY
TO GREATNESS AND FOREIGN LANGUAGE CURRICULA, HELD AT KMTC HEADQUARTERS NAIROBI ON 9TH
NOVEMBER, 2023 AT 10:00AM

Principal Secretary in the Ministry of Health

Members of Parliament

Governors

Chairperson of the KMTC Board, Mr. Joseah K. Cheruiyot

KMTC Board Directors

Chief Executive Officer of KMTC Dr. Kelly Oluoch

Representatives of Government entities

Development Partners

KMTC Staff, Students, invited guests

Members of the Fourth Estate

Ladies and Gentlemen

I am delighted to join you during the launch of crucial guiding instruments destined to contribute to the development of our country. I thank the KMTC family led by the Board Chairperson for the warm welcome accorded to me.

Today, we come together to commemorate a significant moment - the unveiling of the Strategic Plan for the Kenya Medical Training College for the years 2023-2028, the launch of a historical book titled “The Journey to Greatness” and foreign language curricula.

Ladies and Gentlemen,

This launch comes at an opportune time when the country has prioritized provision of universal health coverage, strengthening Primary Health Care and how communities can access health services.

The top priority, as outlined in this Strategic Plan, is to establish a robust framework for quality training. Quality medical education is the cornerstone of a strong healthcare system, and our graduates play a pivotal role in our nation's health and well-being.

This Strategic Plan aligns with the Kenya Health Policy 2014-2030, the Government's Bottom-Up Economic Transformation Agenda, Kenya Vision 2030, East Africa Community Vision 2050, Africa Union Agenda 2063, and the United Nations Sustainable Development Goals. It upholds Article 43 (1)(a) of the Kenyan Constitution, which guarantees the right to the highest standards of health and reaffirms the College's role in developing

competent health professionals.

It lays out a comprehensive strategy to enhance staff development, foster academic research, innovation and consultancy, drive digital transformation and promote institutional sustainability.

Additionally, the Plan includes the alignment of College programmes with global health challenges and opportunities, infrastructure development, pursuit of practicum opportunities for all students, and the strengthening of partnerships and collaborations.

Ladies and Gentlemen

I am aware of the strategic role that the Kenya Medical Training College plays in contributing to the achievement of the nation's development agenda and aspirations.

Towards this, the Ministry of Health has harmonized and is implementing several policy reforms and programmes in the health sector. Indeed, the KMTC Strategic Plan is aligned towards supporting these health reforms which will ensure H.E President Ruto delivers on his promise to Kenyans of realizing the constitutional right to health by all.

The Government of Kenya is committed to fulfilling its promise to its citizens of providing the highest attainable standards of health. We are committed to ensuring social economic transformation of our country through access to equitable, affordable and high quality healthcare for all.

Aware of this objective, the College has set a roadmap to ensure availability of a skilled and market ready healthcare workforce, of which as we know, is a key health system building block without which we cannot achieve Universal Health Coverage. The Strategic Plan will guide the College in its production of a skilled, responsive, fair and efficient health workforce, which is a cornerstone of the UHC vision of integrating preventive and promotive service within communities.

Ladies and Gentlemen

I note with appreciation that KMTC has been making great strides in the field of health care service delivery. The Strategic Plan which is heavily anchored on the community health approach, is key in the achievement of our country's Universal Health Coverage goals. The community health approach is the foundation of preventative health care mainly because 70% of the cases attended to by our hospitals are preventable. The plan lays a solid foundation for medical training with a focus on preventive and promotive courses that will empower people on self-care and wellness.

With KMTC supplying more than 85% of the health workforce in Kenya, its graduates are at the center of providing medical care services at Levels I, II and III facilities. I call upon KMTC to remain true to the commitments in the Plan, having in mind that quality training remains a hallmark in training our healthcare workforce. My Ministry will continue supporting the College and collaborate with like-minded partners towards addressing the soaring demand for customer centered quality healthcare. By working together, we will actualize the vision of increasing

the number of specialized healthcare workers to meet the demand and improve the worker population ration, especially in hard to reach areas.

Ladies and Gentlemen

Recently, H.E the President assented to the Social Health Insurance Act, the Digital Health Act, the Primary Healthcare Act, and the Facility Improvement Financing Act. The Strategic Plan we are launching today places the College on a path to supporting the recently accented to Health Acts. The laws are aimed at reshaping the country's healthcare landscape by fostering an all-inclusive and comprehensive accessibility, financial inclusion, technological integration, and dedicated funding, towards a transformative healthcare era for in the country. These laws will ensure that the health system in the country is not a privilege of a few but the right of every Kenyan who requires affordable medical care.

Ladies and Gentlemen

As the Board Chairperson has mentioned, our health workforce across different cadres are now migrating to work in other countries. Therefore, the Strategic Plan ignites a new era of opportunity for our graduates as it provides a framework for the College's efforts in advancing health training for the next five years. As we embark on a journey to enhance our healthcare system and prepare our students and graduates for the global market, it is important to emphasize the need for language curricula. Our collaboration with other countries knows no boundaries and therefore our commitment to providing language education tailored to medical professionals is quite commendable. This initiative will not only equip our future healthcare leaders with the linguistic skills necessary for international cooperation but also enable us to deliver world-class medical care on a global scale.

The launch of the foreign language curricula is therefore significant in producing workforce that is prepared, competitive and ready to take up international employment opportunities. I call upon our trainees and healthcare workers to take advantage of this opportunity to sharpen their language skills and build confidence to join foreign employment markets. The global outlook of the KMTC training proudly reaffirms our commitment to fostering international collaboration, enhancing the quality and accessibility as well as strengthening healthcare systems through strategic partnerships.

Ladies and Gentlemen

I am aware that the development of the Strategic Plan has been informed by KMTC's rich history of providing high-quality medical training, spanning 96 years. The historical evolution of the College is great testament of the sustenance of the quality training offered by KMTC. As chronicled in the historical book *"The Journey to Greatness"*, KMTC has grown to be a premier institution that is responsive to the changing health needs of the society and one that embraces innovation. The College's extensive history is indeed a demonstration of its enduring legacy and resilience, that have shaped the College over the years.

The College celebrates its 96th anniversary today having tremendously grown since its establishment in 1927 with four students, to where it is today with over 62,000 learners. The remarkable journey of this institution is

worth documenting and making available in libraries across the country. To this end, I would like to extend my appreciation to the Board and Management for preserving KMTC's history through this publication, making the College one of the first government institutions to document its history.

Ladies and Gentlemen

In conclusion, the documents we are launching today solidify KMTC's position as a leading provider of medical training in Kenya and beyond.

It is our collective commitment to ensure that KMTC continues to be a beacon of excellence in medical education and healthcare advancement.

To achieve this goal, I encourage all players to join hands towards a progressive, responsive, sustainable and more prosperous future for Kenya's medical education and healthcare system.

It is therefore my great pleasure to unveil the Kenya Medical Training College Strategic Plan for the years 2023-2028, the Historical Book *"The Journey to Greatness"* and the Foreign Language Curricula.

Congratulations on a job well done!

Thank you.