



## Gertrude's Children Hospital & Oticon A/S

**Gertrude's Children Hospital is the oldest and largest private (non profit) hospital for children in Kenya. With the main hospital in Muthaiga, Nairobi, and 7 clinics outside Nairobi, it is a large and advanced organisation with 700 employees. Gertrude entered the SUSBIZ programme with the Danish partner, Oticon, in order to advance, structure, document and manage ongoing initiative and be in the forefront with global CSR standards. During the programme, new initiatives were also fostered with focus on work abundance of doctors, energy savings, waste management, health & safety, among other thing.**

Gertrudes Children's Hospital has always been well aware of its obligation to society, and the management has an ambitious strategy of being number one in managing all international CSR requirements. The process during the SUSBIZ Programme was anchored in top management and the necessary resources were allocated to drive the implementation during the 2½ years with SUSBIZ.

The hospital particularly excelled in effectively managing its labour, health and safety issues and extending this to include their suppliers and sub-contractors. The Gertrude Foundation formed a strategic partnership with Oticon A/S, to test hearing disabilities with children, and in the long run develop a

market for hearing impairments.

### Company facts

#### Gertrude's Children Hospital

- Est.1947
- 700 employees
- A trust and non-profit organisation
- 7 satellite clinics and slum outreach clinic
- The Gertrude Hospital Foundation

#### Oticon A/S

- Est. 1946
- More than 3000 employees world wide
- Products: Designs and manufactures hearing solutions, and specialised paediatric instruments.

### About SUSBIZ Kenya

SUSBIZ Kenya was a multi-stakeholder Corporate Social Responsibility (CSR) programme with partners from Federation of Kenya Employers, the Danish Business Authority and Danish Federation of Small and Medium Sized Enterprises.

The SUSBIZ Kenya Programme was implemented from 2011 – 2013 and facilitated integration of sustainable business development and strategic CSR in Kenyan companies, who had Danish business relations. The aim was to build capacity and show that socially and environmentally responsible business conduct create better companies.

#### The approach focused on:

- Participation of managers and workers
- Shift away from check lists of compliance, to implementing change management
- Develop local capacity to deliver workable solutions to integrate CSR into its business
- Business enhancement is realised through implementing CSR management

The SUSBIZ team worked with knowledge sharing through training workshops and in-house assistance with a focus on practical solutions. The activity flow through the Programme was: CSR assessment and initial audit reports -> action plan development -> training and in-house capacity building -> progress evaluation -> documentation and external communication.

# Community programme for providing hearing aids to children



Gertrude's Hospital decided to develop a strategic plan for its CSR and Foundation activities. One of the results was the collaboration with Oticon, to screen hearing in infants. The collaboration was part of a development programme focusing on access to health and hearing aids, but with long-term commercial aims for both parties.

## Gertrudes' Children Hospital Foundation

In collaboration with the SUSBIZ Team, the Gertrudes Foundation developed a strategic plan for its work running till 2017. This would ensure that the hospital's charity work would be aligned with, and support, its strategic orientation.

The outcome has been set policies and guidelines for the charitable work. Furthermore, these activities are now regularly reported to stakeholders and staff through quarterly magazines, annual reports and in the media.

Strengthening the communication about its CSR activities and the Foundations projects, has helped the hospital maintain its high quality image and ensure transparency in all its operations.

## Hearing screening for infants

Oticon wanted to slowly build the market in Kenya, and sought out Gertrude's Children Hospital as a partner to pilot a project in the local community.

The SUSBIZ programme came at a time, where this partnership was in its infancy stage, with the initial challenges of communication and initiating the next steps to get the project up and running. The SUSBIZ Team was able to support this partnership by facilitating communication, direction and follow-up.

The aim was to demonstrate the number of children



Doctor visits

who are hearing impaired, and how early detection and support can significantly improve the child's educational and social engagement throughout its life.

- Funding was obtained from Danish International Development Assistance (Danida) for screening hearing in infants and children at the hospital.
- 4000 children were successfully screened for hearing impairment
- Phase 2 of the project was underway at the finalisation of the SUSBIZ Programme. In this phase, the hospital planned to set up an audio logical centre. This would enable early detection of hearing impairment in children, and treat hearing problems.

The project had a successful start, and both Oticon and Gertrude's Hospital had clear well defined responsibilities and aims. For Gertrude's Hospital the project was an opportunity to strengthen its position and image, in relation to being at the forefront of delivering health services for children.

# Strategic labour, health and safety management



During the SUSBIZ programme the hospital further organised its labour, health and safety activities. The management system approach allowed for structured and continuous improvements.

## Health & Safety Committee

Through the SUSBIZ Programme members of the health & safety committee were trained in hazard identification, risk assessments and appropriate follow-up. One of the results were that the committee members themselves should monitor the health and safety in the hospital as part of quarterly meetings. The committee has now put structures in place for reporting, mitigating and preventing occupational accidents. This ensures that employees know where to report about accidents and risks and ensure that this data is analysed and utilised to prevent future occurrence.

## Employee handbook

To further improve employees understanding of what was expected of them and the hospital's health and safety measures, the employee handbook was updated on all relevant labour, health and safety issues, and made available on the employee intranet.

## Uniform standards in satellite clinics

The hospital have 7 satellite clinics based in remote areas of Nairobi. It was clear to the management, that appropriate and uniform policies and procedures – equivalent to the policies and procedures implemented in the hospital – had to be in place in all satellite clinics. Hence, a clear structure was developed for rolling out policies and obtaining feedback on their implementation. Health and safety issues were managed appropriately and to further strengthen this, safety teams would be placed in every unit and trained to undertake health & safety risk assessments.



Health & Safety Committee



Fire Safety Training

## Fire safety

To improve fire preparedness, the hospital implemented a process for training all staff on fire safety, and conduct fire drills once a year. The hospital is now safer as employees know how to handle fires in emergency situations.

## Food safety

In the hospital industry, food safety is of paramount importance. It can greatly affect the image of the hospital, if patients get sick from poor food hygiene. Gertrudes did not have apparent food safety concerns, but to be on the forefront, preventive measures were developed in the form of food audits of the outsourced cafeteria and canteen.

# Supply chain management



Various functions at Gertrude's Childrens Hospital were outsourced to sub-suppliers. Hence, guidelines needed to be in place in order for the hospital to effectively ensure appropriate CSR standards at outsourced functions.

## Supplier Code of Conduct

Gertrude's Childrens Hospital advanced their CSR management to the next tier of their relations and responsibilities by extending their health and safety policies to include their suppliers.

The hospital developed a code of conduct for suppliers, ensuring they uphold international labour standards, human rights and health and safety regulations. This is now being used as a baseline for selecting suppliers and have created better control of the supply chain. An additional positive effect from this has been that the hospital has secured better quality from suppliers.

## Training of sub-contractors

As much of the personnel present at the hospital is employees from outsourced functions, the hospital realised that these employees needed to be included in emergency preparedness procedures. Hence,

health & safety procedures were expanded to include training for sub-contractors – such as security staff and cleaners – in fire safety and first aid, significantly increasing the availability of personnel capable of acting correctly in case of fire and other emergency situations.

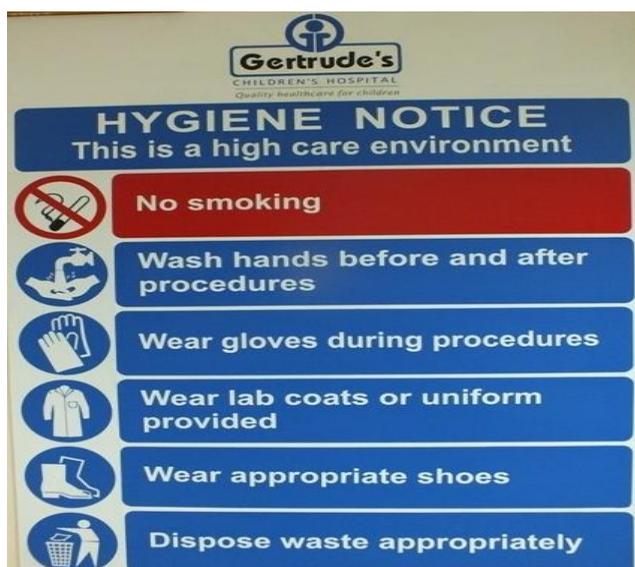


Exercise for staff at Gertrude's

## Staff wellbeing

One of the challenges in the labour force of Gertrude's related stress due to heavy work loads. Several initiatives were taken in order to manage this challenge:

- Stress related injuries and disease is now included in procedures for work related injuries and illnesses
- Campaigns were organised to educate on the effects of doctors health and patient care when working extensive overtime
- A 6 month wellness pilot programme was organised for staff of the hospital. 50 members of staff partook, and are now more aware of the benefits of exercise. Additionally the programme included education on good posture and how to carry out their manual work safely and avoid occupational illness and injuries like lower back pain.



Hygiene notices at Gertrude's

# Waste management and energy savings



The hospital began managing its environmental impact, by conducting audits and initiating investment plans. This paved the way for reduced environmental impact and realisation the related cost savings.

## Correct disposal of hazardous waste

Burning clinical waste correctly is crucial to waste management in the hospital industry. The hospitals incinerator did not burn at the legal requirement of 1200 degrees. Hence, Gertrude's looked into purchasing a new incinerator, but as this would be a very heavy investment, it was not a realistic solution. To tackle the problem, the hospital identified an licensed company able to combust the hazardous waste at the required temperature, and outsourced the task.

## Electricity saving plan

Energy savings was another potential area of improvement at the hospital. Hence, an energy audit was conducted to map the potential energy savings. A long term investment plan was then approved by the management. Upon complete implementation, the plan will reduce energy consumption by 30%. One of



Laboratory at Gertrude's Childrens Hospital



Entrance to Gertrude's Childrens Hospital



Waiting room at Gertrude's Childrens Hospital

the future initiatives will be to replace the boiler in the laundry room.

## Registration with the National Environmental Management Authority

In addition to the energy audit, environmental audits were conducted at the hospital and its satellite clinics. The audits enabled the hospital to register the workplace with the National Environmental Management Authority (NEMA). This allowed the hospital to operate under the legal provisions of the NEMA and the government.

# Key learnings and continuous improvements



Today CSR has become an integrated part of Gertrude's management system. On all key areas performance is measured and discussed in the CSR/OHS committee and with the board of directors. Stress and occupational health and safety has been improved but it is still difficult to keep the same doctors for a long period of time.

Hospital waste is being handled in a more safe and environmental way and a very ambitious energy saving plan is going to be implemented in 2014.

A suppliers code and close follow up shall ensure that food safety and health and safety meet top standards.

The Gertrude Foundation managed to develop a strategic partnership with Oticon with a good potential for further support to wellbeing of children and with a long term business prospect for both Oticon and Gertrude's Children Hospital.

There is no doubt that Gertrude's is now able to set new standards in Kenya for hospital management, CSR requirements and quality performance. With external CSR communication on the agenda Gertrude's will show the way for other local hospitals.

*We have learnt a lot from partaking in the SUSBIZ programme, and received a lot of inspiration from other participants and the SUSBIZ Team along the way. It was a good investment. We have a very different understanding now of what CSR is all about. It has become part of our planning and budgeting process, and we are looking at it as an investment with returns”.*

**Dr. Machogu**