

A THREE-YEAR STRATEGIC PLAN:

operationzim



A MESSAGE FROM THE CHIEF EXECUTIVE

Dear Friends and Supporters,

It is with great pleasure that I present to you the new strategic plan of CURE International UK, aptly named OPERATION ZIM. This comprehensive three-year initiative embodies our unwavering commitment to making a lasting impact on the lives of children in need, particularly in Zimbabwe, through the CURE Children's Hospital of Zimbabwe.

Our mission at CURE International UK has always been to provide life-changing surgical care to children with debilitating conditions. We believe that every child deserves a chance at a healthy and fulfilling life, and OPERATION ZIM will enable us to reach even greater heights in delivering on this vision. Over the course of the next three years, we aim to provide more paediatric surgeries than ever before, ensuring that no child is left without the essential medical care they require.

CURE Children's Hospital of Zimbabwe holds a special place in our hearts and CURE International UK has nurtured a profound and longstanding relationship with the hospital. Since its inception, we have supported the hospital in its mission to bring life-changing healing to the children of Zimbabwe.

It has been a beacon of hope for countless children and families in the region, offering exceptional surgical interventions and compassionate spiritual care. However, we recognise that there are still many children who remain in desperate need, waiting for their turn to receive life-transforming surgeries. OPERATION ZIM seeks to address this critical gap by expanding the hospital's capacity and resources, enabling us to reach more children and alleviate their suffering.

This strategic plan outlines our key objectives and the roadmap we will follow to achieve them. We will focus on supporting an increasing number of paediatric surgeries performed annually, enhancing the hospital's infrastructure and equipment, and investing in the professional development of our dedicated medical staff.

None of this would be possible without your unwavering support and generosity. I am deeply grateful to each and every one of our donors, volunteers, and partners who have stood by us throughout our journey. Your belief in our cause has been instrumental in bringing hope and healing to countless children, and I invite you to join us in this new endeavour. Together, we can make a tangible and lasting impact on the lives of children in Zimbabwe and create a brighter future for generations to come.

Thank you for your continued dedication to our mission; to heal the sick and proclaim the kingdom of God. Let us embark on OPERATION ZIM with passion, determination, and an unwavering commitment to changing lives, one surgery at a time.

With heartfelt gratitude,

FLORA GIBBONS

Chief Executive, CURE International UK

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identity

CURE UK's mission is based on our Christian ethos and social values; guided by our faith and driven by science and medicine. We carry out our mission by providing specialised surgical care to the most vulnerable children for the proclamation and demonstration of the gospel. Our desired outcome is that any and all children with treatable disabilities who need our services receive world-class, life-changing surgical treatment and the psychosocial/emotional support that they need. We want to see them, their families, and their communities empowered to thrive and reach their full potential. We are there for all people regardless of faith, gender, ethnicity or ability to pay.



PURPOSE

CURE provides world-class surgical care to the world's most vulnerable children for the proclamation and demonstration of the gospel.



VISION

A world where children living with disabilities reach their full potential through God's hope and healing.



MISSION

To heal the sick and proclaim the kingdom of God. —Luke 9:2



the CURE network

CURE International operates a global network of charitable children's hospitals in developing countries. At CURE's eight hospitals, we provide world-class surgical services for children with disabilities living in poverty. We also provide training and support for families, communities, and local healthcare systems to alleviate barriers facing disabled children. ***Because all of our care is sponsored, children and their families can focus on one thing: healing.***

Davao City
PHILIPPINES
est. 2014



Addis Ababa
ETHIOPIA
est. 2008



Niamey
NIGER
est. 2010



Kijabe
KENYA
est. 1998



Mbale
UGANDA
est. 2001



Lusaka
ZAMBIA
est. 2006



Blantyre
MALAWI
est. 2002



Bulawayo
ZIMBABWE
est. 2021



our pillars of practice

SERVING CHILDREN LIVING WITH DISABILITIES

From our founding 25 years ago, we have focused our mission to serve children marginalised and made vulnerable by conditions out of their control. We are here to serve children left behind by society.

PRACTICING WORLD-CLASS SURGICAL CARE

We provide no-cost surgical care to children living with disabilities from our eight children's hospitals around the world.

SHARING THE LOVE OF CHRIST WITH PATIENTS

Every day, our ministry teams share the gospel message and the hope of Christ with patients and their families through relevant and child-friendly resources.

TRAINING THE NEXT GENERATION OF SURGEONS

In addition to direct patient care, CURE has residency and fellowship programmes to provide sustainable care for patients in the countries where we serve.

REACHING REMOTE CHILDREN & COMMUNITIES

In partnership with local pastors, leaders, and governments, we host mobile clinics in remote regions to share the love of God and see patients who are most in need of care.



CURE International UK

CURE International UK (CURE UK) is a UK registered charity and member of the international consortium of Christian organisations and hospitals that is the CURE International Network. Whilst CURE International is the heart of global operations, CURE UK is the centre of UK and European operations, raising support through UK channels and leading strategic partnerships such as with the University of Oxford's world-leading Nuffield Orthopaedic Centre and The Royal College of Surgeons of England.

Our current strategic focus: OPERATION ZIM is to provide fundraising and project support to our principal partner, CURE Children's Hospital of Zimbabwe. CURE Zimbabwe is the first and only hospital in the country that is dedicated to serve vulnerable children and families through the provision of free orthopaedic, plastic, reconstructive and rehabilitative care. With your help, we can ensure that every child in Zimbabwe has access to the life-changing healthcare they desperately need.

CURE INTERNATIONAL UK BOARD:

Mr John O'Dowd FRCS Orth (Chair)
 Prof. Christopher Lavy OBE MD MCh FCS FRCS
 Mrs Rosemary Livingstone
 Mr Mervyn Thomas CMG
 Mr Louis Reid
 Mr Jheryl Cabey
 Mr Timothy Perkin



➤ 6-year-old Panenyasha (pictured before surgery) was treated for a bone condition at CURE Zimbabwe.

our focus

ACCESS TO SURGERY IN ZIMBABWE

Zimbabwe's healthcare system is lacking in terms of both access to healthcare and the quality of healthcare provided (174th of 195 countries measured; The Lancet, June 2018). Furthermore, the paediatric surgical workforce even smaller still, there are just five consultant paediatric surgeons in Zimbabwe. In April 2021, CURE International established a new specialised paediatric surgical hospital in Bulawayo, Zimbabwe to help meet the urgent needs in the region.

CURE Children's Hospital of Zimbabwe (CURE Zimbabwe) is now the first and only hospital in the country of 15 million people to provide specialised surgical and rehabilitative care for

children with treatable conditions regardless of their economic status. This is transformative, life-changing care.

Many studies have shown that treating a child's disability, especially in Low-and-Middle-Income Countries (LMICs) like Zimbabwe, significantly impacts the health, education, livelihood, social inclusion, and empowerment of that child at individual, family, and community levels. It eliminates a major obstacle for children already facing the challenges of growing up in an underserved area, and it contributes to the alleviation of poverty and social stigmatisation for them and their families.



CURE Children's Hospital of Zimbabwe

CURE Zimbabwe serves children and families through the following primary activities:



MEDICINE

CURE Zimbabwe provides world-class orthopaedic, plastic, reconstructive and maxillofacial surgical care for children with severe but treatable disabilities. We are the first hospital in Zimbabwe to receive SafeCare Accreditation (an independent, internationally recognised certificate of excellence), and our score places us in the top 0.5% of all hospitals assessed in sub-Saharan Africa (including both public and private facilities). This is a very significant achievement for such a young hospital. Our expert treatment also includes detailed preoperative care, post-surgical rehabilitation, physical therapy, mobility device fitting, and other ancillary services—all of which are integral to successful clinical outcomes.



MINISTRY & MOBILISATION

CURE Zimbabwe embraces our patients and their families by demonstrating God's love in word and deed and countering the harmful myths about disability with the truth of the Good News of Jesus Christ. Our ministry practices also include trauma-informed counselling and psychosocial support, which are developed with sensitivity to local context and culture. Our MOUs with like-minded organisations such as Higherlife Foundation and World Vision mean that we can have much deeper penetration into hard-to-reach areas of the country. Zimbabwe's mobile outreach programmes are developed with critical education, advocacy, training, and awareness-raising activities for local healthcare workers, pastors, political authorities, and partner organisations who are active at the community level. We are working to reduce stigma and increase understanding of children living with disabilities.



MULTIPLICATION

Training is an essential component of CURE Zimbabwe's ministry, and our surgeons are passionate about helping build up local surgical capacity through teaching. Our training programmes and health systems enhancement initiatives equip local providers with the tools and skills they need to improve the quality and accessibility of paediatric surgical and rehabilitative care. We want to help facilitate a resilient national healthcare system with high-quality, local, and sustainable capacity, which contributes to increased access to services and reduced barriers to care.

a hospital growing to reach & heal

After a very successful first two years of operations, CURE Zimbabwe is poised to ramp up its capacity to meet the growing demand for our services.

1. EXPANSION OF SURGICAL TEAMS

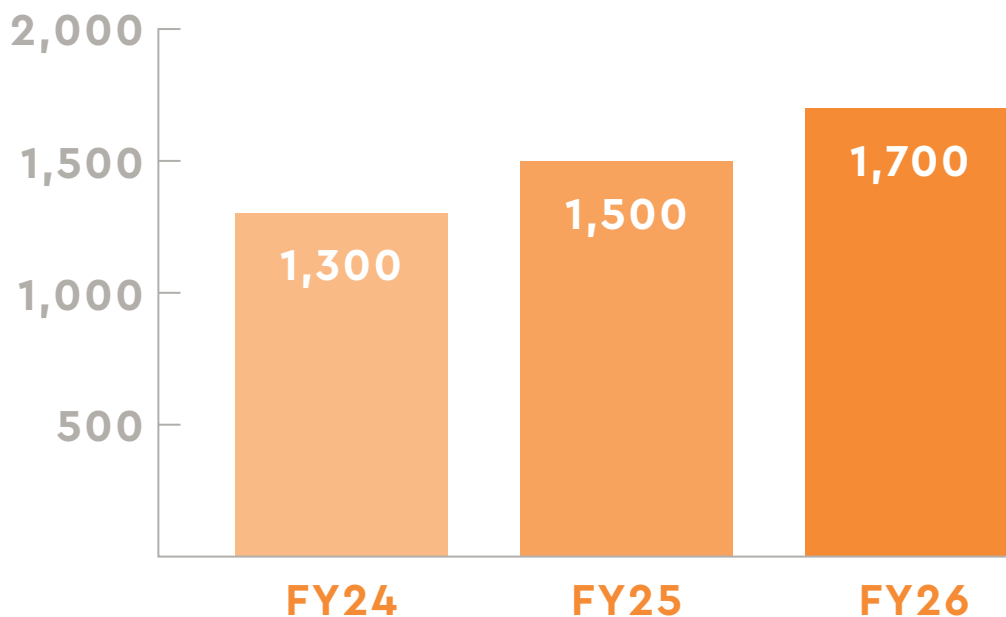
Surgical specialists adding skill and capacity to CURE Zimbabwe.

CURE Zimbabwe currently has the privilege of employing two out of the five consultant paediatric orthopaedic surgeons practicing in the country. Furthermore, we have recently welcomed a highly skilled specialised plastic and reconstructive surgeon, as well as a consultant anaesthetist, to our team.

Looking ahead to autumn 2023, we are excited to announce the upcoming addition of a new paediatric orthopaedic surgeon, who specialises in limb reconstruction. This exceptional team will further enhance our surgical capacity, allowing us to provide care for an increasing number of children with treatable disabilities, reaching more individuals than ever before.

CURE Zimbabwe Surgical Projections

with a view to providing 2,000 procedures annually in 5 years' time.



One fiscal year runs from July 1st of the previous year through June 30th of the named year.

a hospital growing to reach & heal

After a very successful first two years of operations, CURE Zimbabwe is poised to ramp up its capacity to meet the growing demand for our services.

2. CURE ZIMBABWE FACILITIES EXPANSION:

New and upgraded hospital buildings to increase capacity and improve infrastructure.

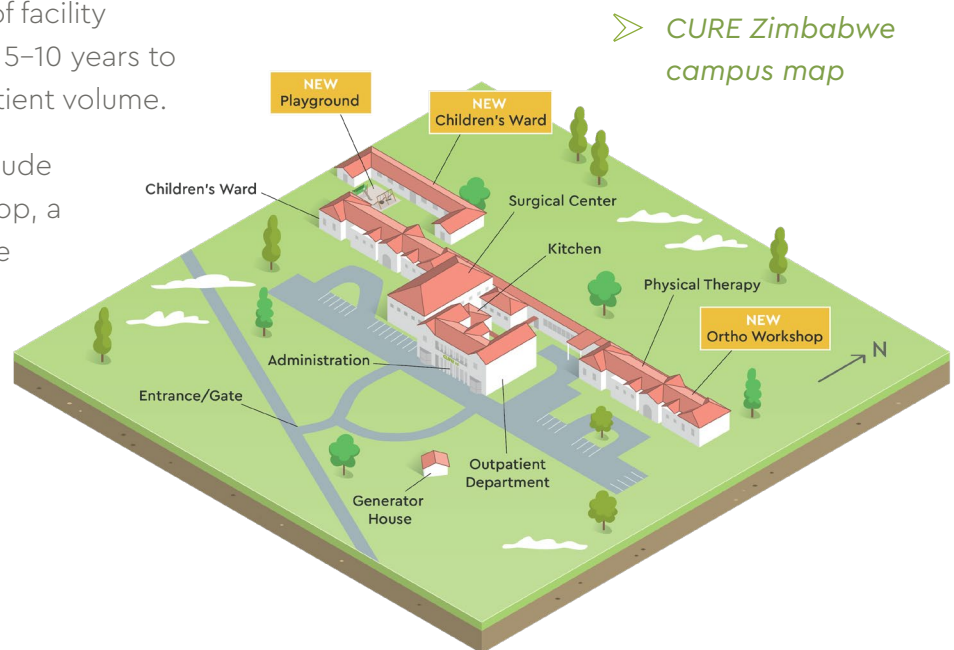
January 2023 – CURE Zimbabwe opened a third Operating Room (OR) in support of an expanded scope of surgical services (primarily the addition of a scalable, standardised plastic/reconstructive service line at the hospital). This will further expand critical access to care and reduce the wait time for vulnerable children who need surgery.

May 2023 - CURE Zimbabwe opened its new 40-bed children's ward. The ward has immediately expanded access to healthcare for vulnerable children and families while improving patient flow, operational efficiency, and patient safety. CURE Zimbabwe's overall bed capacity will increase by more than 230%, reducing the wait time for children who need surgery and allowing the hospital to complete up to 2,000 paediatric surgical procedures per year in the future.

In FY24* – the hospital will be releasing its comprehensive Master Site Plan of facility upgrades to be made in the next 5–10 years to facilitate growth and increase patient volume.

New and upgraded buildings include a Prosthetics & Orthotics Workshop, a Pharmacy, Laboratory, Warehouse (with Biomed Shop and Maintenance), Outpatient building and waiting area, Conferencing centre and Chapel.

*1st July 2023 – 30th June 2024



operation zim

A STRATEGIC PLAN

*OPERATION ZIM is a strategic plan to substantially increase CURE UK's support for surgeries at CURE Zimbabwe Children's Hospital, over the next three years.**

CURE Zimbabwe is working to bridge the current and considerable gap of specialised surgical services available in Zimbabwe. CURE Zimbabwe remains the first and only hospital in the country dedicated to treating the orthopaedic and maxillofacial needs of children with treatable disabilities—regardless of their economic status.

As the good news of CURE Zimbabwe's unique treatment capability spreads, we are seeing greater numbers of patients coming to the hospital in search of healing. As its surgical wait list continues to grow (currently at 5 months), we are acutely aware of the necessity for greater capacity—both immediately for today and exponentially for tomorrow. The hospital has grown its team of surgical specialists and is now expanding the hospital's facilities.

CURE Zimbabwe expects to dramatically increase its surgical volume over the next three years, and we want to help fund this growth of surgeries. Specifically, CURE UK will raise funds to sponsor 400 children's surgeries at CURE Zimbabwe over the next three years.

CURE UK has been a key partner for CURE Zimbabwe since its inception. We and our donors have helped to build, equip and open the hospital. Now, we plan to use this support to fund life-changing paediatric surgeries there.

CURE Zimbabwe provides world-class, comprehensive care to treat children suffering from a variety of life-limiting yet treatable conditions. As we provide sponsorship for this care available, children and their families can focus on one thing: healing.

**This is a strategic plan for our next three financial years, 1st July 2023 – 30th June 2026*

operation zim goals

We have defined three goals to help us achieve our strategic aim to support CURE Zimbabwe to reach and heal more children than ever before.

GOAL 1: LIFE-CHANGING SURGERIES FOR CHILDREN IN ZIMBABWE

OPERATION ZIM's main goal is to provide surgery sponsorship for children receiving treatment at CURE Zimbabwe.

Over the next three years, we will help CURE Zimbabwe to provide more specialised orthopaedic, plastic and reconstructive surgical care for children with treatable disabilities like clubfoot, neglected trauma, bowed legs, burn contractures, and cleft lip and palate.

Each surgery funded includes surgical care, spiritual care, and other aftercare, including physiotherapy. The average stay in our hospitals is six days, and most children require multiple surgeries. The more surgeries that we can make possible with our donor's support, the more children will be able to leave CURE Zimbabwe walking, running, smiling, and knowing that they are LOVED.

As the hospital develops and expands its services, increasing surgical capacity to heal more children, CURE UK will fundraise to support these additional surgeries.

OPERATION ZIM Timeline

FY24-FY26 runs from 1 July 2023 — 30 June 2026

*FY24
goal*

sponsor 80 surgeries

*FY25
goal*

sponsor 140 surgeries

*FY26
goal*

sponsor 180 surgeries

operation zim goals

We have defined three goals to help us achieve our strategic aim to support CURE Zimbabwe to reach and heal more children than ever before.

GOAL 2: SUPPORTING CURE ZIMBABWE TO BUILD ITS CAPACITY

As well as directly supporting surgeries at CURE Zimbabwe, CURE UK has a secondary goal to support projects and activities to build the hospital's capacity and also healthcare services in Zimbabwe in general.

Focus areas:

- ▶ Supporting surgical training initiatives, including sub-speciality orthopaedic training courses for CURE and local surgeons.
- ▶ Supporting healthcare workforce training initiatives at CURE and locally to elevate capacity, experience, and skill for healthcare professionals including nurses and doctors, to treat children with disabilities.
- ▶ Supporting capital projects to improve, upgrade and expand hospital infrastructure and equipment in line with the hospital's 10-Year master site plan.

GOAL 3: A STRONG CURE UK TO BETTER SUPPORT THE NEEDS OF CURE ZIMBABWE

Through our strategic focus we can provide more impactful fundraising, communications, and project activity, responsibly using charitable funds for improved outcomes for children with disabilities in Zimbabwe.

Focus areas:

- ▶ Create a strong identity for CURE UK with clear strategic and fundraising goals.
- ▶ Have a robust fundraising, communications, and social media strategy.
- ▶ Use the charity's resources effectively.
- ▶ Represent the CURE Network and build relationships in the UK for the benefit of CURE Zimbabwe and the wider network.
- ▶ Provide meaningful communications for our donors to demonstrate the impact of their giving.
- ▶ Ensure the charity is governed in line with the Charity Commission's good practice guidelines.

how will we achieve this?

1. Implement CURE International UK's three-year strategic plan and OPERATION ZIM goals.
2. Diversify and Grow Financial Base of Support including developing a major gifts programme to support OPERATION ZIM.
3. Develop engaging and impactful campaigns to raise funds and awareness for OPERATION ZIM.
4. Work with organisations, corporates, and individuals with a shared interest in Zimbabwe to deepen connections and relationships for the benefit of the hospital.
5. Prioritise the use of funds to support the strategic plan and achieve CURE's integral mission.
6. Provide connecting and useful communications to our donors and stakeholders about CURE Children's Hospitals, particularly our priority partner hospital, CURE Zimbabwe.
7. Actively promote and advocate for CURE Zimbabwe and the wider CURE Network across the UK, including building partnerships with corporates, like-minded organisations, churches, and medical associations.
8. Adhere to the seven principles of the charity governance code of conduct – leadership; integrity; decision making, risk and control; board effectiveness; diversity; openness and accountability; all underpinning organisational purpose.

➤ *Liam, age 4, was treated for burn contractures on his hand at CURE Zimbabwe.*



zim stories

NYASHA'S STORY

"My mother spent five years carrying Nyasha everywhere."

Sixteen-year-old Nyasha was born with cerebral palsy, which is a condition that affects muscle control. As a result, she developed clubfoot at the age of three. In addition, the unnatural curvature of her legs forced her to walk on the sides of her feet for years, which made getting around very difficult. "My mother spent five years carrying Nyasha everywhere. She would take her to school on her back and bring her back home when she was done. It's been a long time coming, but we are happy that Nyasha is receiving treatment," Nyasha's sister, Tracey, told us.

Nyasha has been in and out of hospitals all of her life, but none were able to offer treatments with long-term viability. Thankfully, the local hospital referred her to CURE Zimbabwe for specialised surgical care that could provide a lasting impact. In just a few months, Nyasha returned home fully healed! "When I grow up, I want to be an orthopaedic doctor because of my condition. I want to understand how the legs work and help others who are like me," Nyasha shared with a determined smile. Because of support from our donors and partners, CURE Zimbabwe can continue to help children like Nyasha.



BEFORE —————> **AFTER**

A HISTORIC HOMECOMING

UK-trained doctor is the first native-born surgeon to return to practice paediatric orthopaedics in the Sub-Saharan country.

Tongai Chitsamatanga became the country's first Zimbabwean in history to return to the country to serve as a full-time fellowship-trained paediatric orthopaedic surgeon!



"It is a personal milestone, as well as a proud professional achievement, for me to be able to return to my beloved Zimbabwe to improve the health of children. Paediatric Orthopaedics is my passion,"

said Dr. Chitsamatanga. ***"I hope to heal, and maybe even inspire, many children who live in the country where I grew up."***

Dr. Chitsamatanga grew up in Bulawayo and later moved to Harare for medical school. After an internship, he worked at a mission hospital for six years. It was while he was at the mission hospital that he realised God's calling was for him to do similar work in the future. He trained in General Orthopaedics with the College of Surgeons of East, Central, and Southern Africa (COSECSA), graduating in 2017.

"CURE International is honoured to make history with the return of Dr. Chitsamatanga to Zimbabwe," said CURE International President and CEO Justin Narducci. "Tongai represents a new generation of highly trained African medical professionals who choose to return to Africa to improve the lives of their countrymen. CURE will continue to invest in the next generation of national surgeons in all countries and regions we serve."

The Zimbabwean undertook a trauma and limb reconstruction fellowship at the University of

Oxford NHS in 2019. He also recently became a Clinical Fellow in Paediatric Orthopaedics at the University of Derby and Burton NHS Trust, UK. A long-time supporter of CURE International, Dr. Chitsamatanga first attended a paediatric orthopaedics course run at Beit-CURE Children's Hospital of Malawi (CURE Malawi) in July 2013. He later completed a nine-month fellowship at CURE Malawi in partnership with The College of Surgeons of East, Central, and Southern Africa (COSECSA) Oxford Link (COOL).

Dr. Collen Msasanure, President of the Zimbabwe Orthopaedic Association, said, "We are all excited and grateful that Dr. Chitsamatanga is joining CURE Children's Hospital of Zimbabwe. Over the past few months, the volume of work has increased beyond our expectations. We are grateful to God for the help that he is going to bring to so many children with orthopaedic deformities in Zimbabwe. Welcome, Dr. Chitsamatanga."

Thousands of young lives are changed every year because of the dedication of doctors, like Dr. Chitsamatanga, who put their abilities to work for some of the most deserving children in the world. CURE International remains committed to training local healthcare professionals in order to grow local healthcare systems in the regions we serve.



A GLOBAL NETWORK WITH A SHARED MISSION

CURE International UK is a member of the global non-profit network that is CURE International Children's Hospitals.

As a small organisation serving a global network with large needs and numbers of beneficiaries, CURE UK must operate strategically in order to create meaningful impact.

So that we can be more intentional with our work, CURE UK leadership reviewed the charity's capabilities, resources, and opportunities available to us. With shared origins, close connections, and engaged donor support, it became clear that CURE UK could provide a greater level of support to CURE Zimbabwe and its current needs.

A three-year strategic focus to support more children's surgeries at CURE Zimbabwe will concentrate our resources and create mission-critical impact for CURE Zimbabwe, whilst achieving our integral mission to heal the sick and proclaim the kingdom of God.

Even though we will primarily be supporting our priority partner, CURE UK remains part of the CURE Network as a whole. We will continue to communicate stories, achievements, news, and impact from CURE Children's Hospitals around the world to our donors and stakeholders.

Our partners who give to specific CURE hospitals will still be able to support their chosen hospital via CURE UK, and we can deliver ad hoc projects if the need and priority arise.

CURE UK's new Strategic Plan aligns with our sister organisation's strategic focus, too. Operation 2X is CURE International's current strategic plan to double the number of children and families served annually, expanding access to care for thousands of vulnerable children with severe but treatable disabilities. [Click here to read more about the plan.](#)

We want to create strategic partnerships to help end the wait for children living with disabilities in Zimbabwe over the next three years. At the end of this period, CURE UK will assess our success and look forward to the next three years supporting where in the CURE Network we are needed most.

Help us care for the most vulnerable

Imagine being a child in Zimbabwe, born with a correctable disability that could drastically improve your quality of life, but your family cannot afford or even find the surgery you desperately need. The pain and suffering you endure every day only increases, as you watch your peers running and playing, while you struggle just to get by. *But, with a donation to support paediatric surgeries at the CURE Children's Hospital of Zimbabwe, that child's life could be forever changed.*

They would finally have access to the necessary surgical care, giving them the chance to lead a happy and fulfilling life, just like any other child. Your gift could mean the difference between a lifetime of pain and hardship, or a future full of possibilities and opportunities. You could be the one to make a monumental difference in the life of a child, a family, and a community, by investing in the vital work being done at CURE Children's Hospital of Zimbabwe. Your support could change the trajectory of a child's life forever, and that is a gift that cannot be measured in pounds.

Please visit uk.cure.org/strategy if you can make a gift towards OPERATION ZIM.

operationzim

SUPPORTING ACCESS TO SURGERY
FOR CHILDREN IN ZIMBABWE

visit uk.cure.org/strategy to learn more



CURE International UK

The Royal College of Surgeons of England
35-43 Lincoln's Inn Fields, London, WC2A 3PE

 uk.cure.org

 uk.info@cure.org

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Registered company limited by guarantee, England and Wales (04268644).*

