

**CBC HEALTH BOARD DIRECTOR'S CHRISTMAS GREETINGS AND NEW YEAR WISHES  
DECEMBER 2009**

Dear Brothers and Sisters in the Lord,

I send you and your family members warm greetings in the blessed name of our Lord and Savior Jesus Christ. God has preserved our lives to see and fellowship with one another in the 2009 Christmas and to begin the year 2010. What a privilege we have to be counted among the living and to be sons of God our loving Father. Rejoice and sing a Christmas carol or enjoy a drama. Be refreshed as you read the Christmas story especially from Luke Chapters one and two.

We know that families are arranging or purchasing food and clothes to celebrate the birth of Jesus Christ. I pray that each of us will reflect on the true person of Jesus and experience His touch and His blessings which may come in the form of peace of mind, peace in your family, good health, child birth in your family, friendship, marriage or marriage engagement, happiness, a new job, promotion, love, you name it. Something new has or will happen in your life or in your family. It may just be a new touch by the Holy Spirit. Please do not expect something too dramatic to happen so that you will see and know that Jesus loves you. Look at yourself not at your neighbor.

In 2009 I received many useful suggestions from many of you. I may not have written back to you but note that I appreciate all your suggestions. I need more of them in 2010. No one person has the monopoly of ideas or knowledge. I depend on your active participation and involvement in the administration of the CBC Health Board. However, when you make a suggestion, allow us some time to reflect on it. Your point is only one of the many suggestions we receive and we have to weigh all the implications of taking each decision. But please remember that your point counts.

We accomplished many planned activities in 2009, thanks to your hard work and prayers. I will not list the various successes which we registered this year but you know some of them. I want to cite just a few and you will name the rest. Our physician staff increased from 37 to 42. Of this number of doctors, 31 are males and 11 are females. The nursing staff dropped from 408 to 400 due to the success of many of them to school. I will like to tell you that of the 400 nurses, 221 are females and 179 are males. But on the whole, our staff capacity rose from 1819 to 1831. Of this total, 976 are males and 857 are females. The overall bed capacity rose from 1066 to 1093. The quality of care improved leading to an increase in patient attendance in all our institutions from 501,000 in 2008 to 600,000 in 2009. Mboppi and Etoug-Ebe recorded the highest attendances in the OPD. We saw a slight drop in the HIV prevalence. The top leading diseases are Malaria, Hypertension, URTI/LRTI, and Road Traffic accidents and the top four killer diseases are HIV/AIDS, Malaria, road Traffic accidents, and TB. We improved on the infrastructure in some of our institutions especially in Mbingo, BBH, Mboppi, Banyo, and some health centers. We acquired a piece of land in Ekounou Yaounde for the health center though we have not fully paid for it yet.

Our services have grown in many ways. We now have an excellent and functioning website. I hope all of you have access to it to find out what is new in the Board. We have established a personnel service in the Health Board central. Our personnel files are now better organized and personnel information can be stored and retrieved easily. Beginning 2010, we shall begin running an automated personnel information management system for all our employees. This means that all our employee files will be managed from the Director's Office in Bamenda but all institutions will continue to keep detailed and updated backup files for their employees. We shall do a comprehensive census of all our staff in 2010. Please keep originals of your certificates and other documents ready for this exercise.

In my previous greetings to you I warned you against scammers. They have taken advantage of many of you.. Let no one deceive you that your leader, your son, or whoever has asked you to do or give this or that. Sometimes they may say you have been admitted in a school or that you have been awarded a scholarship. Please do not believe any person you do not know. Be careful with any call you receive from

unknown individuals. They may call that your son or daughter or family member is involved in an accident or sick and needs help. Please do not panic. Verify the facts before you act.

We have the opportunity to use the Mutual Health Organization to cover health expenses for our family members and for ourselves. I trust that all of you have taken advantage of this golden opportunity. We will only pay what we are called upon to complete for our staff. If you have not registered, please do so. If you do not register in the Mutual Health Organization, your institution will consider that you have alternative insurance and will not depend on the institution for your bills to be paid. Many of you have had babies in your families and yet some of you have lost your loved ones. I wish you God's love and protection.

I will like to find out from you if you have copies of my Christmas and New Year greetings to you for the past years. Have you had time to re-read some of them recently? Do they make sense to you? It has become a routine practice to write messages of this nature to staff. However, this year, I will add a new component for your growth. I have included some lessons that may help you in 2010. This will be very brief so that you can remember.

Many of you have not attended seminars on administration but have heard of words such as Mission statement, Purpose, Vision, Goals, Objectives, Activities, Indicators, etc. You have also heard of managers and leaders as well as words like efficiency and effectiveness. Many of you know these words very well. Some of you have not had the opportunity to know them. Let us learn or revise them as we end 2009 to begin 2010.

**The Mission** of the organization is what you stand for. It is what guides you in what you do. It can also be said to be what you set out to do. The mission of the organization is always there and does not end or change though it could be modified with time but not too often. Every member of the organization is expected to know and practice the mission statement. Does this sound like what our mission statement is? The CBC Health Board Mission statement has been there since you joined the Board.

**A vision** is foresightedness, what the leaders foresee and wish to do in order to succeed in their mission. Vision helps you to continue to maintain your mission. Vision helps us to plan, act, and do things that move our organization ahead. For instance, we had the vision to create and sustain a Drug Revolving Fund so that drugs will always be available in our health facilities. This vision has helped us to keep our mission of providing care to all whoneed it. That was our vision. I thank all of you for that vision. It has helped us in our mission. Where there is no vision the people perish. Our Mission will not be carried out if we have no vision. Some people and organizations have very good missions but no visions. Visions help us to formulate goals.

**A goal** is a major target which you want to reach. A goal can end when it is achieved. For instance "Search and purchase drugs for our hospitals", or "Transform Mboppi Health center into a Hospital". Goals may not be very specific. There are long term and short term goals. Long term goals may be for 3 to 5 years while short term goals are for 1 to 2 years. Do you have a goal you want to achieve in 2010? This month your leaders were in Bamenda working on the goals for 2010. Your leaders have visions for the Board. These goals were approved by the Board. Pray for them.

**An objective** is what you set out to do at a particular time with some definite resources in order to attain a general goal. An objective is much clearer than a goal. For instance, "the pharmacist will purchase one consignment of drugs in February and another in July 2010 for a total of 400 million francs. This is an objective. An objective must be Specific, Measurable, Attainable, Realistic, and Time limited (SMART). Objectives are always set for a year or less. We break goals into activities in order to accomplish them successfully.

**Indicators:** We measure the achievement of goals and objectives by indicators. An indicator can be a number like 1, 2, 3, 4, 5, etc. or time, amount, money or percent (%). For instance, we will hire **10** nurses

in February 2010. We shall enroll **10%** of our staff in TEE in 2010. We shall raise **5 million francs** for our maternity building.

**Action plans and activities:** We do not tackle goals or objectives all at once. We make action plans on how to tackle them. These action plans have activities. Activities are smaller parts of a goal or bits of an objective. In order to buy drugs, you plan for the purchase e.g. 1. Call for quotations from drug companies, 2. Hold tenders board meetings to select the suppliers with the best prices, 3. Place the order, 4. Confirm the price on the voucher, 5. Pay for the drugs, 6. Receive the drugs, 7. Inventory them, etc. So in order to buy one consignment of drugs, we have six activities we have set out to perform. The time the activities will take, and the people who will do them and the time and resources needed must be laid out ahead of time.

**A manager** is someone who manages processes and operations of an organization. He focuses his mind on making sure that things are going on well, that the mission of the organization is respected, goals are executed, results are attained, and the organization is succeeding. That is the work of a manager. The manager will do everything to have the organization continue to move.

**A leader** is one who has an influence on the people. The leader has people following him/her. The leader sets the pace for work, develops new visions, increases the horizons of the organization and demonstrates the humility of a servant of all. Good leaders promote team work. Good leaders are facilitators. They lead through their followers. Proof of good leadership is found in the followers. Leaders motivate, encourage, mentor, and correct their followers in love. Leaders are people centered. Many leaders are also managers but many managers are not leaders. Is this true or not?

Leaders make rational and wise choices of the visions they bear. Leaders choose their goals and objectives carefully. Leaders plan ahead of time, weighing every option very carefully before embarking on them. With this explanation, will you say you are a leader or a Manager?

**Effectiveness** comes from making wise choices of what we have to do. **Efficiency** comes from doing those things well. Leaders want to be effective first before being efficient. You must first choose the right thing to do and then do it well. If you choose the wrong thing to do, it will not matter how well you do it. It remains the wrong thing though done well. An effective doctor is one who makes the right diagnosis first (effectiveness) then treats the patient very well (efficiency).

If the Dentist has the objective to pull out one rotten tooth in 20 minutes, and spots out the rotten tooth and pulls it out in a painless way, then he is both effective and efficient. If he chooses the wrong tooth and then extracts it very carefully, such that the patient feels no pain at all, the Dentist is very efficient but not effective and not successful in his work. He knows how to do things well but does not know how to choose the right things to do.

In our daily activities, we must seek to choose the right things to do. In 2010, let us ask ourselves each time we want to do something if we have chosen the right thing to do. If it is right, please do it very well as unto God.

Many people are very efficient and effective as long as they are doing routine things which they have been assigned to do. But if they go out of their way to make personal decisions, they become ineffective and less successful. As you start 2010, I want you to use this lesson to first evaluate yourself to find out the following:

- 1) What is the mission of the CBC Health Board?
- 2) What is your personal or family mission statement?
- 3) Write down a goal you set for yourself for 2009
- 4) Write down one objective you will like to achieve in 2010

- 5) What will you use to measure the achievement of your goal?
- 6) What is the difference between a manager and a leader?
- 7) Are you a leader or a manager?
- 8) Is the person you report to a leader or a manager?
- 9) What are the qualities of a good leader?
- 10) Do you plan to be effective first before being efficient in 2010?

Please answer all 10 questions at your leisure time using not more than one sentence for each question. Hand your responses to the Head of your institution by January 31<sup>st</sup> 2010.

Continue to pray for our sick colleagues such as Kathy Kroll, Jenny McCormick, Edie Welty, and others that we have not listed here. Be of good courage as you go into 2010. Have a new song on your lips each day. Once a week please sing the song "Standing on the promises of God". I wish you God's richest blessings as you enter 2010. Seek God's face and serve Him. Please be happy. Rejoice always and again I say rejoice. Rejoice in the Lord always. May the peace of God and His love abide in your heart both now and forever more.

Sincerely,



Tih Pius Muffih, MPH, Ph.D.  
Director of Health Services.

