



LEGACY OF HOPE

IN SUPPORT OF THE NELSON MANDELA CHILDREN'S HOSPITAL

“A children’s hospital will be a credible demonstration of the commitment of African leaders to place the rights of children at the forefront. Nothing less would be enough.”

- Nelson Mandela

The Legacy of Hope Foundation is a not-for-profit fundraising campaign to build the Nelson Mandela Children’s Hospital. Our mission is to provide free and accessible healthcare for children in need. This campaign supports Mr. Mandela’s values and will create a lasting impression of his Legacy as one of the world’s most inspirational leaders. The Nelson Mandela Children’s Hospital is slated to open in Johannesburg, South Africa in 2016.

www.legacyofhopeconcerts.org

TABLE OF CONTENTS

INTRODUCTION	3-5
EXECUTIVE SUMMARY	6-10
FAQs	11-12
LEADERSHIP	13-16
REGIONAL SIGNIFICANCE	17

THE NELSON MANDELA CHILDREN'S HOSPITAL OVERVIEW

The Nelson Mandela Children's Hospital will be a child-centered approach to specialized pediatrics. The hospital will be a 'rights-based' delivery of specialized tertiary healthcare for all children, irrespective of socio-economic status and will focus on training pediatric specialists and professionals for the future.

BUILDING A LIVING LEGACY

In February of 1990, Nelson Mandela walked free after 27 years in prison and stirred the world to believe in hope. Five years later, as one of his first actions as a private citizen and as a testament to his commitment to future generations, Mr Mandela founded the Nelson Mandela Children's Fund (NMCF), a non-profit organisation that seeks to change the way society treats its children and youth. Since 1994, Nelson Mandela's greatness has transcended and transformed both nation and society.

There is a lack of paediatric facilities throughout Africa, in particular, specialized centers, to serve a population of a total of nearly 450 million children.

In 2005, NMCF approved an initiative to create a dedicated tertiary and quaternary referral and academic hospital to serve the health needs of the children of Southern Africa, irrespective of socio-economic status.

THE NELSON MANDELA CHILDREN'S HOSPITAL WILL BE A:

- Facility guided by a child-centred approach to specialised paediatric care.
- Continuation of Mr. Mandela's dream to make available world-class health care to all children in Southern Africa.
- Critical child healthcare resource.
- State-of-the-art specialist hospital housing Centres of Excellence in Haematology and Oncology, Cardiology and Cardiothoracic Surgery, Neurosciences, Renal, Endocrine, Craniofacial, and Paediatric Surgery.

Mr. Mandela and his legacy organizations, regard NMCH as his final legacy that epitomises his love for and belief in the children of Southern Africa.

FOUNDATION FOR SUCCESS

To secure the funds necessary to complete these plans, the Board of Trustees of the NMCH is evaluating the potential for a major capital fundraising campaign. Necessary funding requirements are estimated at R1 billion for land service, construction costs, professional fees, state-of-the-art equipment, in-house services, and technology. The annual operating costs are anticipated to be R450 million, which will be funded mainly through grants received from the South African government.

To complete this endeavour, the NMCH Board of Trustees has established global fundraising teams to assess the level of support for the planned Nelson Mandela Children's Hospital and assess the potential for a campaign: Orr Associates Inc, consultants to the non-profit industry, leads North America; NMCF (UK office) leads Europe; and NMCH (SA teams) leads Africa and the East.

SERVING THE CHILDREN OF SOUTH AFRICA

The paediatric healthcare system in South Africa is behind all documented health-related Millennium Development Goals to reduce child mortality. The creation of a tertiary and quaternary paediatric facility is in line with the National Health Department's "Modernisation of Tertiary Services" plan. The establishment of the Hospital will further assist the government by freeing much-needed funding required for primary and secondary healthcare. The proposed Nelson Mandela Children's Hospital will pioneer and play a significant role in mobilising leadership excellence. NMCH will provide

modern technology to extend sound practices of child healthcare throughout Southern Africa.

INSTITUTIONAL ARRANGEMENTS

The NMCH is a non-profit entity accountable to the Nelson Mandela Children's Hospital Trust. The Trust is a custodian of the hospital project and provides the leadership strategy. The Trust is the principal fundraiser for the Hospital, allowing for all assets to be protected from the risks associated with the operation of the Hospital. The main source of revenue will be the operational costs covered by the government, as payments towards the indigent and public patients, and a small number (about 10%) will be from the insured population. The Operating Company will be responsible for the professional hospital management. It will have a separate income stream identified and managed separately from the Trust. Costs for the care of indigent and public patients will be borne by the National Department of Health (or the relevant country for non-South African patients), and private patient costs through medical aid funds.

CHILD AND FAMILY CENTERED CARE

The physicians and nurses, employed by the NMCH, will devote themselves to children's health. They will be trained to a level of specialisation that is equal to the best in the world – yet bring a heart to healing that crystallises Nelson Mandela's fundamental values. Every interaction received by a child in the Hospital will be an expression of Nelson Mandela's love and care, and will serve to permeate those values, culture and approach throughout Southern Africa and beyond.

DESIGNED FOR THE CHILD AND ENVIRONMENT

The architects, Sheppard Robson International, in conjunction with John Cooper Architecture and GAPP (South Africa) and Ruben Reddy (South Africa), have designed a child and environmentally- friendly hospital that celebrates its African identity, yet ensures an all-encompassing healing experience. The NMCH design is a child- and family-centred environment that provides resources for medical treatment, as well as mental, emotional and spiritual support.

- Construction will include a family resource centre, a sibling activity centre, and a daycare centre.
- Accommodation for out-of-town family members will be provided at the NMCH to ensure support for paediatric patients on long stays.
- A majority of single-bed wards are included to ensure privacy and specialised care.
- Recreation and areas for relaxation are included in the design for parents and family members.
- Intimidating, large medical equipment will be downplayed with colourful, cheerful décor to ease patients' anxiety while being treated.
- A learning centre will also be built so that school-aged children can stay current with their studies while hospitalised.

A HOSPITAL FOR THE FUTURE

High-tech equipment will ensure that the NMCH stays at the cutting edge of paediatric care. This will aid, not only in treatment of patients, but also in training professionals from throughout the region.

The training and development strategy will ensure that highly- qualified medical professionals (physicians, nurses and allied workers) who align with the ethos and values of Mr Mandela place the NMCH at the forefront of paediatric medical care in Africa.

No child will be
turned away
because
of an inability
to pay.

EXECUTIVE SUMMARY

The Nelson Mandela Children's Hospital (NMCH) represents the culmination of a life-time committed to fighting for the basic rights of all South Africans, in this case specifically the rights of children to proper specialist care. The Hospital sets the bar for modern child-centred healthcare facilities, introducing unique approaches to its funding, operations, staffing and training capabilities.

Above all, the Nelson Mandela Children's Hospital represents the ultimate legacy project to carry the great patriarch's name as a living legacy and final tribute to his unbounded love of children.

The desire to establish a children's hospital is about entrenching Mr Mandela's values in our society, particularly his value for the care of children, and his love and compassion for children. It helps to address a very real need in the Southern African region. Africa as a whole suffers from a dire lack of dedicated paediatric facilities, with only four such facilities on the continent - two in Cairo (a general paediatric hospital and an oncology centre), one in Nairobi and one in Cape Town. This compares dismally to the 23 children's hospitals in Canada, 19 in Australia and 20 in Germany. Cognisant of the role that a children's hospital can play in providing specialist care in the region, admissions will be open to children from the SADC region, who most need specialised care.

A concept that is central to the development, design and operation of the Hospital is that children are not 'little adults' and therefore have

specific needs that are not adequately catered for in a paediatric ward of a general hospital. The hospital's founding partners, administrators and staff are committed to recognizing the right of all children to be cared for in a child-focused environment.

A STUDY CONFIRMED THAT

- The current levels of paediatric service provision is generally overwhelmed by the demand for health services.
- Waiting times for tertiary services are too long.
- The high mortality rate for children under the age of five in SA and neighbouring countries is unacceptable, even by developing nation standards.

The Need for a Children's Hospital.

"In recent years, one of Nelson Mandela's wishes has been to offer the children of South Africa, of Southern Africa, and indeed of Africa, a state-of-the-art hospital. A board has been established and a huge amount of thought and institutional setting has been generated."

- Mrs Graca Machel

- The increase in primary and secondary healthcare requirements has, in some cases, resulted in a reduction in budgetary allocation for tertiary care.

REALIZING THE DREAM

The decision to go ahead with the concept is substantiated by a comprehensive study conducted under the auspices of local and international advisors including KPMG and Life Healthcare. The findings of the full feasibility study conducted by Marvin Bostin and RBSD Architects, international consultants with experience in paediatric hospital planning and design, highlighted that:

- There is an urgent need for a specialist tertiary care referral centre to serve the needs of children nationally, irrespective of socio-economic status.
- The hospital should also be a clinical research facility forming partnerships and alliances with major local and international hospitals.
- The hospital should contain 308 beds with a number of Centres of Excellence, which is aligned to the SA Department of Health's Modernisation of Tertiary Services strategy.
- The hospital should be implemented in phases to strengthen viability, with the initial phase comprising 200 beds.

KEY PARTNERS AND STAKEHOLDERS

The nature and scale of the project are dependent on a broad range of stakeholders working toward a single goal, contributing funds, networks and skills to see the Nelson Mandela Children's Hospital become reality.

To this end, the Hospital Board of Trustees and management have established relationships that represent a unique public-private partnership approach to public healthcare in the region.

THESE PARTNERS INCLUDE:

- National and Gauteng Departments of Health who will oversee certain operational success factors.
- National and Provincial Treasury that will provide the funding to cover operational expenses.
- University of Witwatersrand in Johannesburg as the owner and land rights to the site location as well as providing the academic link with industry. The NMCH Hospital Profile. The Nelson Mandela Children's Hospital will provide.
- Intensive Care Unit, including—
 - Neonatal and Paediatric Intensive Care Units, as well as Neonatal and Paediatric High Care Units.
 - Chemotherapy, cath lab and theatre, MRI and CT.
 - Theatres, including: Cardiac, Neuro, Ophthalmic and ENT, Orthopaedic and Craniofacial.

- Screening rooms.
- Nuclear medicine, Angiography, Ultrasound, and Panorex.
- Overnight facilities.
- Counselling rooms and prayer room.
- Waiting rooms and parents accommodation.
- Pathology lab.
- Pharmacy.
- Coffee shop, laundry, cleaning, catering, administration, admissions and pre-admission facilities.
- Gardens, playrooms and play spaces for children.
- Outpatient clinic area.
- Small trauma resuscitation facility.
- Parent residential accommodation.
- Academic clinical research support areas.
- Academic teaching area and library.

The essence of the Hospital is to be a dedicated specialist referral children's hospital that focuses on optimising the healthcare experience from the child's perspective. Furthermore, it will complement and consolidate specialist paediatric care by operating as a public benefit organisation that provides services to children referred from both the private and public sec-

tors. This role will be enhanced through its proposed research and teaching capabilities that will be entrenched through partnerships with local and international academic institutions and leading medical schools. It is expected that this will have the added benefit of introducing new knowledge to tertiary and quaternary levels of medical services.

Admission to the hospital will be strictly through referral according to structured clinical criteria, with a view to extending the reach of the Hospital into the SADC region over the medium term.

CENTERS OF EXCELLENCE

The Centres of Excellence will serve multiple purposes that will have a clear and definite long-term impact on the provision of specialist paediatric care in the region.

The Centres of Excellence will provide specialist care and produce research in the fields of:

- Cardiovascular.
- Neurology.
- Haematology and Oncology.
- Endocrine and Metabolic diseases.
- Renal.
- Paediatric surgery including cranial/facial surgery.
- Multiple systems, Gastrointestinal and Respiratory diseases.

LOCATION AND DESIGN

The Hospital will be located in Johannesburg, Gauteng, South Africa's most densely populated province. It is both the economic and transportation hub for the entire SADC region, and therefore the most logical and central location if it is to meet its mandate of serving the region's population.

The selected site is on the Wits Education (JCE) campus in Parktown adjacent to the Wits Medical School and Charlotte Maxeke Johannesburg Academic Hospital.

The Nelson Mandela Children's Hospital has been designed by a consortium consisting of Sheppard Robson and John Cooper Architecture of the UK, and GAPP Architects and Ruben Reddy Architects from South Africa.

The interior of the building has been designed to provide optimally for pediatric care and patients through appropriate spatial layout of treatment facilities and patient accommodation, recreational and learning areas.

The building will also draw heavily on the latest in environmental design principles and techniques that will reduce electricity and other operational costs.

GOVERNANCE STRUCTURE

The governance structure of the NMCH is as unique as all other elements of the project, and is designed to facilitate representation of its strategic partners in all decision-making processes of the hospital.

This structure comprises the NMCH Trust as the initiator and custodian of the project, with the Asset Company (AssetCo) and Operating Company (OpCo) set up as not-for-profit organisations that will manage the assets and operations respectively.

Some of South Africa's leading philanthropic and business heavyweights sit on the Board of Trustees. This group is led by Mrs Graca Machel, wife of Nelson Mandela and a participant in numerous high-level people-centred projects including the UN Foundation, the African Leadership Forum and the International Crisis Group. Other notable board members include Zenani Mandela-Dlamini, daughter of Nelson Mandela and Winnie Madikizela-Mandela, Moss Ngoasheng, a respected business leader and former Robben Island political prisoner, and former Reserve Bank Governor Tito Mboweni who chairs the NMCH Fundraising Committee.

The Trust and the OpCo aims to adhere to the principles of the King III Code and the best practice recommendations in the King III Report.

STAFFING STRATEGY

The intention has always been to draw primarily on South African medical professionals to staff the Hospital, with specialist expertise 'imported' to supplement skills where necessary. Given the exodus of medical skills from South Africa over the past two decades, the Hospital is expected to act as a catalyst to repatriate skilled individuals who share its vision and goals.

Attracting the right level and mix of professionals is a key consideration in formulating the staffing strategy, with incentives, remuneration and the work environment and schedule designed to draw the best and most dedicated talent.

Doctors can expect a doctor to inpatient day ratio of 1:1.6, which is expected to produce the appropriate care for a high care unit such as the Hospital. Their work schedule is also designed so that they spend 70% of their time on direct and indirect patient care and 30% of their work week on formal teaching duties.

FINANCIAL REQUIREMENTS

A public-private collaboration arrangement, incorporating philanthropic giving and donor funding as well as government and medical insurance reimbursement are the cornerstones of the Hospital's financial model.

The Hospital requires between R800 million – R1 billion for the first phase (200-bed facility), with operating expenses calculated at about R417 million per annum. The operational costs will be covered by the South African Department of Health through its unique partnership with the NMCH.

FAQs

How will the Nelson Mandela Children's Hospital affect funding for other hospitals?

The Nelson Mandela Children's Hospital (NMCH) does not aim to compete with other hospitals – it will complement them and their work in paediatric medicine, and will not affect funding initiatives for other South African hospitals.

What about primary and secondary health care?

Primary and secondary healthcare facilities will continue to be taken care of by the State. It was found that the biggest backlog is in the treatment of level-3 (tertiary) care for children. For example, at one South African hospital, there is an estimated backlog of 300 children awaiting cardiac surgery. This could result in some of them dying without this needed surgery.

Who will fund the running of the Hospital?

Capital funding of NMCH will come entirely from donors, and once the Hospital has been established, its operational expenditure will be funded by the National Department of Health, through the Treasury funding regulations.

How did you choose the Centres of Excellence?

Research and consultation with various clinical specialists showed that the biggest gap in paediatric healthcare, and therefore the biggest need, was in treating conditions associated with certain specialities. NMCH will have the following Centres of Excellence: Haematology & Oncology; Cardiology & Cardiothoracic Surgery; Neuro- sciences; Renal; Endocrine; Craniofacial; and Paediatric Surgery.

Why have the Hospital in South Africa?

NMCH will be in Parktown near Wits Medical School in Johannesburg. Gauteng is the hub of South Africa and many developments in Southern Africa. South Africa has among the best healthcare professionals in the world, and with the Hospital in Gauteng, it will mean patients have access to world-class health care through NMCH's collaboration with other medical institutions. In addition, Johannesburg being the hub of South Africa and a gateway to the region means the Hospital will be easily accessible by public transport and by air.

Why have a dedicated children's hospital?

Children's healthcare needs are different from those of adults, and having a dedicated facility that caters for children (from neonates up to a 14 years old), as opposed to a paediatric centre in an "adult" hospital, means NMCH will be a child-friendly environment with an ethos focussed on a well-rounded healing experience for children. It also ensures that the Hospital is specifically designed and equipped for their needs.

How were the architects chosen?

Architects from around the world, with children's hospital design experience, were invited to be part of an architectural design competition, where the most-qualified bidders were chosen to present design proposals. A panel of qualified professionals from various industries then scored them and the top four bidders were interviewed. The collective that was chosen consists of Sheppard Robson and John Cooper Architecture (both from the UK), working with GAPP Architects and Ruben Reddy Architects (both from South Africa). The collaboration with South African architects was to bring capacity to the local industry and ensure that it conforms to local conditions and meets statutory architectural requirements. The hospital costs appear to be high in comparison with other hospitals. Why is this? Tertiary services are expensive by their nature, and paediatric tertiary services are even more expensive. This is due to the high-tech

equipment required to diagnose and treat children. The costs for NMCH are on par with international norms.

How will the NMCH be staffed?

Management: The NMCH Trust will establish a Hospital Board of Directors to manage and run the day-to-day operations of the Hospital. The Board will appoint the senior executive team, consisting of a CEO, CFO, COO, Head of Nursing, Head of Clinical Services and so forth. Clinical staff will be jointly appointed with the provincial Department of Health, and would be augmented, where required, by expertise from the private sector. Nursing staff and allied workers will be employed by NMCH. Non-core services will be outsourced to an appropriate hospital management company. The severe shortage of paediatric specialists and nurses has a direct correlation to the cost of training and retaining these professionals.

How will NMCH change the lives of children?

There are nearly 450 million children in Africa, and only four children's hospitals – two in Cairo, one in Kenya and one in Cape Town. The children of Africa have limited access to pediatric care as it is, and without the NMCH, a countless number of children could die due to an inability to afford or access healthcare facilities. NMCH will also create capacity in the region so that more children can be treated, the waiting lists will be shorter, and reduce the child mortality rate.

NMCH LEADERSHIP

Board of Trustees



Graça Machel (Chair, NMCH Trust)

A renowned international advocate for women and children's rights, Mrs Machel has been a social and political activist for decades. She was personally entrusted by her husband, Mr Nelson Mandela, to realise his wish of a specialised children's hospital, the Nelson Mandela Children's Hospital (NMCH).



Dr Tiny Mhinga

A prominent Sowetan medical practitioner, Dr Mhinga is Chair of the University of Limpopo Student Trust Fund, as well as Takalani School for the Disabled, a council member of the University of Limpopo, Director of the Orlando Children's Home, and Vice- Chairperson of the Soweto Cancer Association. He co-chaired NMCH's Pre-Feasibility and Feasibility phases.



Moss Ngoasheng

Executive Chair of Safika Holdings, Mr Ngoasheng is also Non-Executive Chair of Coega Development Corporation, Director of IDC, Dimension Data and Micrometa. While Former President Thabo Mbeki was in office, he served as his economic advisor. He chairs NMCH's Finance and Audit Committee.



Ishmael Mkhabela

Mr Mkhabela is the Founder and CEO of the Interfaith Community Development Association. He holds various positions as Trustee (Finmark Trust, Jim Khazamula Trust and Donaldson Trust), Director (Jade Africa and National Business Initiative) and Chairperson (National Housing Board, Johannesburg Social Housing Company, Steve Biko Foundation, Central Johannesburg Partnership, Kabo Development Trust and Aggrey Klaaste Nation Building Foundation).



Irene Menell

Ms Menell is also a Management Trustee of the Nelson Mandela Children's Fund (NMCF), a Trustee of the Nelson Mandela Foundation, the University of Cape Town Trust, and the READ Foundation. She is Patron of Ma Afrika Tikkun, and a former Chair of the UCT Foundation.



Shirley Mabusela

Ms Mabusela is Chairperson of Gauteng Executive Committee of SAWIMA, as well as its National Treasurer. She is also Chair of Hydro WSA, and serves on the Advisory Committee to government, regarding the proposed National Health Insurance initiative.



Nana Magomola

A qualified nursing sister and mid-wife, Ms Magomola also has a BSc from City University in New York. She is the Co- Founder of Women's Development Bank, and Co-Founder and life member of the Businesswomen's Association. Ms Magomola is also a member of the Board of Governors at Rhodes University. She is a Director on the International Women's Forum, as well as a Management Trustee of NMCF. She also is also Chair of Human Resources Committee of NMCH.



Charles Priebatsch

Mr Priebatsch is a Management Trustee of NCMF, as well as Chair of its Branding and Marketing Committee. He is also a prominent businessman.



Zenani Mandela-Dlamini

Ms Mandela-Dlamini is Chair of Tin Can Communications and Digital Sky Investments, as well Director of Suzanne Weil & Associates, Deputy Chair of Royal Africa Gateway, and part of the Africa Media Entertainment Group's management team. Ms Mandela-Dlamini is actively involved in the Orlando Children's Home in Soweto and the Tshabalala Breast Cancer Foundation.

Fundraising Committee



Tito Mboweni (Chair, NMCH Fundraising Committee) Former Governor of the South African Reserve Bank, Mr Mboweni is currently International Advisor at US-based investment bank Goldman Sachs, as well as Chairman and Independent Non- Executive Director of AngloGold Ashanti.



Phuthuma Nhleko

Former CEO of the MTN Group, Mr Nhleko holds a BSc in civil engineering from Ohio State University and an MBA in finance from Atlanta University. He is one of the founding members of Worldwide African Investment Holdings, and was recently appointed Non-Executive Director of Anglo American.



Isaac Shongwe

Mr Shongwe founded and manages Letsema Holdings and Letsema Investments. He also sits on several boards, including the Aspen Institute, Wits Business School Foundation, Social Venture Investment Trust, the Maths Centre for Professional Teachers, Anglo American Chairman's Fund and Wesleyan University of Connecticut (USA).

Ndileka Mandela

Charles Priebatsch

Irene Menell Moss Ngoasheng

Nozipho January-Bardill

Project Leaders



Sibongile Mkhabela (CEO, NMCH Trust)

Ms Mkhabela joined NMCF in 1999, and was appointed its CEO in 2001. It was in 2005 that she presented a concept paper on the development of a children's hospital to the NMCF Management Trustees, which led to the launch of the NMCH project.



Joe Seoloane (Project Lead)

Mr Seoloane has previous experience as CEO of a number medical schemes, and is part of the NMCF Board of Trustees. He is Project Lead of the NMCH, overseeing the task team and its progress as the project gains momentum.



Project Task Team

Prof Keith Bolton (Lead Clinician)

Dr Adele Tjale (Lead Nurse: Development & Training)

Ncedi Stemela (Lead Nurse: Clinical Services)

Liesel Lombaard (Gauteng Treasury)

Victor Songelwa (Financial Director, NMCF)

Dr Thabang Lekalakala (Director: National Department of Health)

Architects:

Sheppard Robson International (UK)

GAPP Architects and Urban Design (SA)

Ruben Reddy Architects (SA)

Anton Swanevelder (Project Integrator)

KPMG

Pat van der Merwe (Trust Manager)

Oupa Ngwenya (Strategic Projects & Corporate Communications)

Vuyo Lutseke (Media & Communications Officer)

Thabo Mokoena (Administrative Assistant: Fundraising)

Nthabiseng Tsolo (Administrative Assistant: The Office of the CEO)

Patrons

Geoffrey Rothschild

Princess Ntandoyesizwe Zulu-Moilwa

REGIONAL SIGNIFICANCE

As a not-for-profit organisation, the Nelson Mandela Children's Hospital will be a critical resource that not only services South Africa, but the rest of the Southern African region as well. It will offer specialised care to all children – fulfilling Mr Mandela's dream to make world-class health care available to all children in Southern Africa, while and creating a regional training platform.

CHILD HEALTH CARE

- NMCH will offer specialised care for all pediatrics through referral protocol to its Centres of Excellence in Haematology and Oncology, Cardiology and Cardiothoracic Surgery, Endocrine, Renal, Neurosciences, Craniofacial, and Paediatric Surgery.
- No child will be turned away because of their inability to pay.
- The Hospital will provide a comfortable, safe, homely environment that prioritises children's needs above all else.
- The Hospital will offer accommodation for parents of out-of-town patients on long stays.
- The Hospital will begin to change the perceptions of the South African health services, particularly as it relates to children.

TRAINING/ACADEMIC

- NMCH will collaborate with medical institutions from throughout the Southern African region, and internationally.
- The Hospital's partnerships with global child

health institutions will contribute towards improving skills, increasing knowledge, and new discoveries in treatments.

- Bring new knowledge to tertiary and quaternary levels of pediatric medical services through research, teaching and training.
- There will be interdisciplinary and collaborative clinical excellence to ensure holistic care.

ADVANCED, MODERN TECHNOLOGY

- is crucial to the training of medical professionals across the region (for example, the use of telemedicine);
- will improve on the current practice of paediatric healthcare in the region, and indeed the continent;
- will contribute towards not only patient care and treatment, but also administrative tasks associated with the cost-effective running of the Hospital. "We must use time wisely and forever realise that the time is always ripe to do right."

INFRASTRUCTURE

- NMCH will be built by a not-for-profit organisation, through collaborative partnerships between government and non-government organisations.
- There will be additional bed and theatre capacity, easing the current resource strain on the health sector in Southern Africa.
- Building the hospital within easy reach of international and regional airports, NMCH will be in the favourable position to receive patients from throughout the region in the shortest possible time.