

Executive Summary

Effective leadership in the realm of higher education in the 21st century necessitates strategic planning as a crucial quality. This is particularly significant due to the need for resource competition and garnering favorable support from stakeholders, both of which are vital for achieving success. Yekatit 12 hospital medical college as one of higher education in Ethiopia develop 10 year strategic plan to realize the college's vision be one of the premier university hospitals in Ethiopia recognized for excellence in medical and health science education, health services and research by 2033. The work of realizing this vision integrates with college's mission creating healthy and productive community by ensuring accessible quality health services, producing competent healthcare professionals; pursue innovative knowledge expanding research and community engagement. The pursuance of these missions is set to be guided by seven mutually inclusive core values: excellence, confidentiality, customer centeredness, teamwork, innovation, compassionate and responsiveness. In so doing, the plan has incorporated strategies that address national reforms and international prospects while lifting-up the effort to improve existing institutional achievements. These national and international reforms include Education and training policy, and higher education Proclamations, Education Sector Development Program (ESDP) and Sustainable Development Goals (SDG), Health Sector Development plan, Ethiopian Hospital Services Transformation Guidelines, Education and Training Map of Ethiopia, Science Technology and Innovation Policy, Health Policy and Environmental Policy. The strategic plan development process involved several steps starting from strategic team establishment until communicating the strategic plan to the responsible bodies. The planning process involved a comprehensive assessment and analysis of the current situation of Yekatit 12 Hospital Medical College. This includes assessing strengths, weaknesses, opportunities, and threats (SWOT analysis) to identify internal and external factors that may impact the college's future and stakeholder analysis. This assessment conducted through document review, discussion with the college higher officials, faculties, administrative staffs and representatives of external stakeholders and interview with college leaders.

This strategic plan consists of five strategic themes, twenty two goals and seventy five objectives with 295 key performance indicators. Each strategic objective is evaluated against a set of indicators each of which has a baseline and target distributed over the first half of the years of the ten-year strategic period. The first strategic theme is excellence in teaching and learning and this theme viewed in to strategic goals Improve the effectiveness of the teaching-learning process and increase graduate employability, Enhancing education and training quality and accessibility, Improve Infrastructure and Resources. The second strategic theme is Excellence in Health Services, which was also viewed in to Health Promotion and Disease Prevention, Provide Exceptional Patient Care, Quality and Patient Safety Culture, Quality and Patient Safety Culture, Expand and advance health services, Agile Response to Healthcare Trends strategic goals. The third strategic theme is Excellence in research, technology transfer and knowledge management that is addressed by strategic goals of Foster a Culture of Innovation and Collaboration, Enhance Research Excellence and Impact, Accelerate Technology Transfer and Commercialization and Optimize Knowledge Management and Dissemination. Excellence in scholarly community engagement and strategic partnership is the fourth strategic theme which is viewed in to Foster Meaningful Scholarly Community Engagement, Cultivate Strategic Partnerships for Collective Impact, Enhance Knowledge Translation and Implementation Science and Promote Health Equity and Social Responsibility strategic goals. The last strategic theme is Excellence in good governance and leadership which is described by strategic goals of Promote Ethical and Transparent Governance Practices, Ensure Effective Leadership Development and Succession Planning, Optimize Financial and Resource Management and Foster Collaborative Governance and Inter sectoralpartnerships

In addition to the abovementioned points, this strategic plan has set out strategic initiatives and action plan that guide the effective implementation of each of the strategic themes. In the action plan the key performance indicators with measurement units, activities, baseline and target are indicated. Apart from this, in order to deal with the progress of the implementation status of the plan, in this strategic plan monitoring and evaluation have been indicated with the required resources that include the total budget required to implement the plan.