MINISTRY *of* HEALTH & MEDICAL SERVICES
Shaping Fiji's Health

ANNUAL
OPERATION
PLAN

2025-2026

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MINISTER'S FOREWORD

It is with great pride that I present the Ministry of Health and Medical Services' Annual Operational Plan 2025–2026 for Fiji. This plan embodies our unwavering commitment to ensuring that every citizen has access to quality health services, irrespective of their financial circumstances or geographic location. Our vision is to build a resilient, equitable, and efficient health system where services are readily accessible, and communities are supported by a strong foundation of healthcare delivery.

This fiscal year, we have allocated a record budget of $465 million, complemented by additional investments and partnerships, totaling over $600 million dedicated to advancing Fiji's health sector. This substantial funding underscores our determination to transform our health infrastructure, enhance service quality, and address the critical needs identified through recent developments. Notably, we are progressing with the redevelopment of the Colonial War Memorial Hospital, establishing rehabilitation centers in Taveuni and Kadavu, and supporting the construction of a new national hospital—an ambitious project supported by international financiers and development partners, including the World Bank and Asian Development Bank.

Our strategic focus remains on strengthening primary healthcare, expanding specialized services, and fostering public-private partnerships to deliver comprehensive and accessible health solutions. We are committed to investing in our health workforce through targeted training, recruitment, and retention initiatives, ensuring that our dedicated professionals can deliver care that meets international standards.

As we navigate this transformative journey, our shared goal remains clear: to serve our communities effectively, uphold health equity, and safeguard the wellbeing of every Fijian now and into the future.

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Honourable Dr. Atonio Lalabalavu
Minister for Health & Medical Services Fiji

PERMANENT SECRETARY'S FOREWARD

It is my pleasure to endorse the Ministry of Health and Medical Services' Annual Operational Plan 2025–2026, an essential roadmap guiding our collective efforts to advance Fiji's health sector. This plan reflects the Government's unwavering dedication to improving healthcare access, quality, and resilience across all islands and communities.

With a record allocation of $465 million for operational needs, covering salaries, medicines, biomedical equipment, and hospital maintenance, this plan ensures that our health workforce remains well-supported and our health facilities are equipped to meet growing demands. Furthermore, the plan aligns with recent investments in vital infrastructure, including the redevelopment of the Colonial War Memorial Hospital, the establishment of rehabilitation centers in Taveuni and Kadavu, and the upcoming construction of a new national hospital supported by international partners.

A significant component of our strategy involves strengthening primary and preventive health services, expanding specialized care, and fostering robust partnerships with private sector entities and development agencies. Initiatives such as the new 200 bed hospital in Lautoka, the Nasinu Super Specialty Hospital, and the new mortuary units across Fiji exemplify our commitment to holistic, accessible, and dignified healthcare.

This operational plan also emphasizes capacity building through targeted training and recruitment, ensuring our health professionals are recognized, compensated, and retained to deliver the highest standards of care. Additionally, efforts to improve supply chain management, implement innovative logistics systems, and enhance health information systems will ensure that our services meet the current and future needs of our population.

Together, with the support of our development partners and the dedication of our health workforce, we are steadily building a resilient, equitable, and world-class health system that truly serves the people of Fiji.

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Dr. Jemesa Tudravu
Permanent Secretary for Health & Medical Services Fiji

1.0   VISION, MISSION AND VALUES

1.1   Vision – "A HEALTHY POPULATION"

The Ministry of Health and Medical Services in Fiji is guided by the vision of "A Healthy Population", reflecting its unwavering commitment to the health and wellbeing of every Fijian. This vision embodies a holistic approach to health, focusing on the following core principles:

Promotion of Health: We are dedicated to fostering healthy lifestyles and positive behaviors across our communities, aiming to reduce the prevalence of risk factors associated with non-communicable diseases and enhance overall well-being.

Preventive Care: Emphasizing proactive measures, the Ministry prioritizes preventive healthcare initiatives to avert the onset of illnesses, thereby maintaining a vibrant and resilient population.

Equitable Access to Healthcare: Achieving universal health coverage is fundamental. We strive to eliminate disparities in access, ensuring that every Fijian, regardless of socioeconomic status or geographic location, can receive essential medical services.

High Quality Healthcare Services: Committed to excellence, the Ministry guarantees that all healthcare delivery, whether preventive, curative, or rehabilitative, upholds the highest standards of quality, effectiveness, and patient safety.

Healthy Environment: Recognizing the vital link between environmental health and human wellbeing, we advocate for sustainable practices and environmental safety measures to create conditions conducive to good health.

Partnerships for Health: We believe that collaboration across sectors and stakeholders is essential. By fostering strong partnerships, we address social determinants of health and work collectively to create supportive environments that promote holistic well-being and health equity.

1.2 Mission – "EMPOWERING FIJIAN TO REACH OPTIMAL HEALTH AND WELLBEING THROUGH THE DELIVERY OF COST EFFECTIVE, QUALITY AND INCLUSIVE HEALTH SERVICES"

The Ministry of Health and Medical Services is committed to a comprehensive mission: "Empowering Fijians to reach optimal health and wellbeing through the delivery of cost effective, quality, and inclusive health services." This mission encapsulates several key principles:

Empowering Fijians: At the heart of our mission is the belief that every Fijian should be an active participant in their own health journey. We strive to equip individuals with the knowledge, skills, and resources necessary to make informed health decisions and promote self-care.

Achieving Optimal Health and Well-being: Our goal extends beyond merely treating illness. We aim to facilitate the attainment of the highest possible physical, mental, and social wellbeing for all Fijians, fostering a holistic approach to health.

Cost-Effective Services: We are dedicated to prudent resource management, ensuring that health services deliver maximum benefit at minimal cost. By optimizing resource utilization, we seek to achieve the best health outcomes for our population.

Quality of Care: Upholding a standard of excellence, we are committed to providing healthcare that is safe, effective, patient-centered, timely, efficient, and equitable. Through continuous quality improvement, we aim to elevate the standard of health services across Fiji.

Inclusivity in Healthcare: Ensuring equitable access for all is fundamental. Regardless of socioeconomic status, geographic location, or background, every Fijian should have unfettered access to essential health services, thereby reducing disparities and fostering health equity.

1.3   Values

Accountability: The Ministry is responsible for the health outcomes of the Fijian population. It is committed to the prudent use of resources, the effectiveness of health interventions, and the fair and equitable distribution of health services. Transparency and responsibility guide all actions and decisions.

Excellence: Dedicated to achieving the highest standards, the Ministry relentlessly pursues excellence in healthcare delivery. Through continuous improvement, innovation, and learning, it strives to elevate the quality of care provided to all Fijians.

Inclusiveness: Ensuring equitable access to healthcare for all, regardless of socioeconomic status or background, is fundamental. The Ministry actively works to reduce health disparities and ensure marginalized groups are not left behind in accessing vital health services.

Integrity: Guided by honesty, transparency, and fairness, the Ministry upholds the highest ethical standards. It remains accountable for its actions and decisions, fostering trust through unwavering integrity.

Professionalism: The Ministry values competence, respect, and ongoing development among its workforce and partners. It promotes a culture of professionalism that encourages continuous learning, skill enhancement, and collaborative growth.

Trust: Building and maintaining trust with the Fijian people and stakeholders is central to the Ministry's mission. Through transparent decision making and honoring commitments, it seeks to foster confidence and strong relationships.

Innovation: Embracing creativity and forward-thinking, the Ministry champions innovation as a vital driver of progress. It remains open to new ideas and approaches, continuously seeking ways to improve services and streamline processes for better health outcomes.

2.0 ORGANISATION STRUCTURE

MINISTER FOR HEALTH & MEDICAL SERVICES

ASSISTANT MINISTER FOR HEALTH & MEDICAL SERVICES

PERMANENT SECRETARY FOR HEALTH & MEDICAL SERVICES

CHIEF MEDICAL ADVISOR FOR HEALTH & MEDICAL SERVICES

EXECUTIVE SUPPORT DIVISION

FIJI EMEGENCY MEDICAL ASSITANCE TEAM

CLINICAL SERVICE NETWORK

CLINICAL SUPPORT SERVICES
FUNCTIONS
1. PATIENT SAFETY & QUALITY
2. VISITING MEDICAL TEAMS
3. OVERSEAS REFERRALS
4. BLOOD & AMBULANCE SERVICES

HEAD OF PLANNING & POLICY DEVELOPMENT
FUNCTIONS
1. STRATEGIC SERVICES & OPERATIONAL PLANNING
2. POLICY DEVELOPMENT & REVIEW
3. NATIONAL HEALTH ACCOUNTS
4. EXTERNAL PARTNERSHIPS (MOUs & MOA)

HEAD OF ORAL HEALTH
FUNCTIONS
1. ORAL HEALTH PROMOTION
2. ORAL HEALTH STANDARDS
3. AUDIT DENTAL CLINICS
4. TRAINING & AWARENESS

HEAD OF FAMILY HEALTH
FUNCTIONS
1. MATERNAL & CHILD HEALTH
2. ADOLESCENT HEALTH
3. SEXUAL & REPRODUCTIVE HEALTH

HEAD OF HEALTH PROTECTION
FUNCTIONS
1. COMMUNICABLE DIESEASE PREVENTION & CONTROL
2. COMMUNICABLE DIESEASE EPIDEMIOLOGY, SURVEILLANCE & RESPONSE
3. NATIONAL PUBLIC HEALTH LABORATORY
4. RISK COMMUNICATIONS
5. ENVIRONMENTAL HEALTH
6. HEALTH EMERGENCIES & CLIMATE CHANGE
7. INTERNATIONAL HEALTH REGULATION

HEAD OF WELLNESS
FUNCTIONS
1. NCDs MANAGEMENT
2. WELLNESS APPROACH
3. FOOD & NUTRITION SECURITY
4. DIETICAN * FOOD SERVICES
5. HEALTH PROMOTION
6. MENTAL HEALTH
7. PHYSICAL ACTIVITY
8. TRAINING & AWARENESS

HEAD OF RESEARCH, INNOVATIONS, DATA ANALYSIS & MANAGEMENT
FUNCTIONS
1. EPIDEMIOLOGY ADVICE
2. RESEARCH GOVERNANCE
3. INNOVATION PROCESS
4. MANAGEMENT
5. PUBLICATIONS
6. RESEARCH ADVICE, EVALUATION & RESEARCH CAPACITY DEVELOPMENT

HEAD OF NURSING & MIDWIFERY
FUNCTIONS
1. NURSES & MIDWIFE
2. REGISTRATIONS
3. COMMUNITY HEALTH
4. WORKER

HEAD OF PHARMACEUTICAL & BIO-MEDICAL SERVICES
FUNCTIONS
1. SUPPLY CHAIN
2. EQUIPMENT MANAGEMENT
3. MEDICINE & CONSUMABLES
4. MANAGEMENT

HEAD OF HUMAN RESOURCE
FUNCTIONS
1. HR MANAGEMENT
2. LEARNING & DEVELOPMENT
3. WORK, LIFE BALANCE
4. CIVIL SERVICE MANAGEMENT
5. REFORMS

HEAD OF FINANCE, ASSET MANAGEMENT & DIGITAL HEALTH
FUNCTIONS
1. FINANCIAL MANAGEMENT
2. ASSET MANAGEMENT
3. INFORMATION TECHNOLOGY
4. CAPITAL WORKS
5. DONOR ENGAGEMENT
6. PROCUREMENT
7. INTERNAL AUDITS
8. OCCUPATIONAL HEALTH SAFETY

MEDICAL SUPRINTENDENT CWM | LABS | LAUTOKA & SPECIAL HOSPITALS
FUNCTIONS
1. HOSPITAL ADMIN
2. CLINICAL MANAGEMENT
3. CAPITAL WORKS
4. HSS FUNCTIONS
5. BOARD OF VISITORA
6. REHABILITATION

DIVISIONAL MEDICINE OFFICER CENTRAL | EASTERN | NORTHERN | WESTERN
FUNCTIONS
1. PUBLIC HEALTH
2. PROVISIONAL COUNCIL
3. CAPITAL WORKS
4. CLINICAL MANAGEMENT
5. HSS FUNCTIONS
6. BOARD OF VISITORS

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3.0   ROLES AND FUNCTION

The Ministry of Health and Medical Services in Fiji functions as the primary authority responsible for overseeing the health and well-being of the Fijian population. Its diverse structure comprises various divisions and units, each dedicated to specific roles and functions that promote holistic health across the nation. A detailed overview is provided below:

3.1   Executive and Clinical Support Services

Positioned at the apex of the Ministry, this unit provides essential support to senior executives in areas such as governance, communications, logistics, and international relations. It manages travel arrangements, logistical planning, and secretariat functions during ministerial engagements, ensuring seamless operations and effective representation of the Ministry's interests globally. Clinical Support provides essential support to clinical departments, this division manages diagnostic resources, treatment modalities, and technological infrastructure to enhance healthcare quality and efficiency.

3.2   Finance and Assets Management

Serving as the financial backbone, this division administers policies related to finance, budgeting, accounting, and asset management. It prepares comprehensive budget submissions, monitors resource utilization, and ensures fiscal prudence and transparency in managing the Ministry's resources.

3.3   Human Resources (HR)

The HR division manages the Ministry's most asset—its workforce. It oversees recruitment, employee leave, workforce planning, and industrial relations, fostering a motivated, skilled, and dedicated team aligned with the Ministry's mission.

3.4   Pharmaceutical and Biomedical Services

This division safeguards public health by managing the supply chain for medical supplies and health commodities. It ensures the availability of essential medicines, maintains quality assurance for imported products, and upholds safety, efficacy, and cost-effectiveness in healthcare delivery.

3.5   Nursing and Midwifery

Responsible for coordinating and evaluating nursing and midwifery services, this division works to improve the quality, accessibility, and standards of patient care. It leads initiatives to enhance healthcare outcomes across the nation.

3.6 Divisional and Subdivisional Medical Services

Frontline clinical leaders and Divisional Medical Officers oversee healthcare delivery at divisional and subdivisional levels. Their responsibilities include strategic planning, patient care, and quality assurance.

Divisional Health Centers: The primary healthcare facilities within each of Fiji's four divisions (Central, Eastern, Northern, Western). These centers provide:

- Primary Healthcare: Preventive services, health promotion, and treatment of common illnesses.
- Specialized Services: Maternity care, mental health, and other specialized services.
- Referral Services: Facilitating patient transfers to higher levels of care as needed.

Subdivisional Health Centers: Smaller facilities within subdivisions that deliver:

- Primary Healthcare: Preventive and curative services.
- Outreach Services: Community-based health programs, especially in rural and remote areas.
- Referral Services: Connecting patients to Divisional Health Centers or hospitals.

3.7 Hospitals

- Hospitals are central to tertiary healthcare, providing specialized and advanced medical services:
- Colonial War Memorial (CWM) Hospital: Located in Suva, serving as Fiji's flagship tertiary hospital since 1923.
- Labasa Hospital: Serving the Northern Division in Vanua Levu.
- St Giles Hospital: Located in Suva, specializing in mental health services.
- Tamavua Twomey Hospital: Also in Suva, offering dermatology, rehabilitation, and tuberculosis care.

3.8 Health Protection

This division leads disease prevention and control efforts, coordinating strategies to mitigate the spread of communicable diseases and strengthen the nation's public health defenses.

3.9 Family Health

Focused on maternal and child health, reproductive health, HIV/STIs, and gender equality, this department implements programs to reduce health disparities and build resilient communities.

3.10   Wellness

Promoting proactive health measures, the Wellness Division encourages healthy lifestyles through education and community initiatives, aiming to reduce non-communicable diseases and enhance overall well-being.

3.11   Research, Innovation, Data Analysis, and Management

This unit facilitates research and technological innovation, utilizing data to inform policy and improve health outcomes. It develops digital health solutions and supports evidence-based decision-making.

3.12   Oral Health

Dedicated to promoting optimal oral hygiene, this department oversees dental services and workforce management, emphasizing prevention and access to quality oral health care.

3.14   Planning and Policy Division

As the strategic core of the Ministry, this division assists in developing health policies and strategic plans aligned with national goals. It establishes monitoring and evaluation frameworks to track progress, oversee legislative development, and engage stakeholders to ensure responsive, effective health system planning.

4.0 LEGISLATIVE FRAMEWORK

Below is a list of the legislation that governs work carried out at the Ministry of Health and Medical Services in Fiji

NO.	LEGISLATIONS
1	Allied Health Practitioners Act 2011
2	Ambulance Services Act 2010
3	Burial and Cremation Act
4	Constitution of the Republic of Fiji 2013
5	Child Welfare Decree 2010
6	Child Welfare (Amendment) Act 2013
7	Fiji National Provident Fund Act 2011
8	Fiji Procurement Act 2010
9	Financial Administration Act 2009
10	Financial Instructions 2005
11	Financial Management Act 2004
12	Financial Manual 2019
13	Food Safety Act 2003
14	HIV/AIDS Act 2011
15	HIV/AIDS (Amendment) Act 2011
16	Illicit Drugs Control Act 2004
17	Marketing Controls (Food for Infants and Children) Regulation 2010
18	Medical Imaging Technologist Act 2009
19	Medical and Dental Practitioner Act 2010
20	Medical and Dental Practitioners (Amendment) Act 2014
21	Medical and Dental Practitioners (Amendment) Act 2017
22	Medical and Dental Practitioner (Amendment) Act 2018
23	Medical Assistants Act (Cap.113)
24	Medicinal Products Act 2011
25	Medicinal Products (Amendment) Act 2018
26	Mental Health Act 2010
27	Mental Treatment Act (Cap 113)
28	Nurses Act 2011
29	Nursing (Amendment) Act 2018
30	Pharmacy Profession Act 2011
31	Pharmacy Profession (Amendment) Act 2017
32	Private Hospitals Act (Cap. 256A)
33	Public Health Act (Cap. 111)
34	Public Health (Amendment) Act 2018
35	Public Health (COVID-19 Response) (Amendment) Act 2020
36	Public Health (Amendment) Act 2021
37	Public Hospitals & Dispensaries Act (Cap 110)

NO.	LEGISLATIONS
38	Public Hospitals & Dispensaries (Amendment) Regulations 2012
39	Public Hospitals and Dispensaries (Amendment) Act 2018
40	Optometrist and Dispensing Optician Act 2012
41	Occupational Health and Safety at Work Act 1996
42	Quarantine Act (Cap. 112)
43	Quarantine (Amendment) Act 2010
44	Radiation Health Act 2009
45	Tobacco Control Act 2010
46	Tobacco Control Regulation 2012
47	The Food Safety Regulation 2009
48	The Food Establishment Grading Regulation 2011

5.0   2025 – 2029 MHMS NATIONAL DEVELOPMENT PLAN

Below are the government priorities outlined in the National Development Plan for Fiji under the MHMS

NDP Policy	NDP Strategies Strategy	Output Indicators
Establish Fiji-wide programs to control the rate of premature deaths due to NCDs	Increase the percentage of targeted population screened for NCD-related risks, particularly for cardiovascular disease and cancer.	Number of individuals screened annually
	Strengthen public awareness on the risks of NCDs and the adoption of preventive healthcare measures.	Number of public awareness campaigns conducted annually
	Review the Strategic Plan for the Prevention and Control of NCDs, including its implementation progress and roll out of the Plan over the medium to long term.	Number of reviews conducted annually on the Strategic Plan.
Provide high-quality and comprehensive life cycle healthcare, including maternal, infant, child and adolescent health family planning and sexual education and parenting programs.	Provide family planning and reproductive health information and resources.	Number of informational resources distributed regarding family planning.
	Provide pregnant women, including teenagers and mothers and newborns with timely, safe, appropriate and effective healthcare services before, during, and after childbirth.	Number of pregnant women receiving antenatal and postnatal care services.
	Provide access to quality preventive and curative pediatric and nutritional services.	Number of pediatric visits conducted per year.
	Expand public healthcare and clinical services to appropriately address the needs of adolescents, youth, and elderly.	Number of new healthcare facilities or services established targeting adolescents, youth, and elderly populations.
Strengthen mental health services	Develop specialized mental health training programs for healthcare professionals.	Number of training sessions conducted for mental health professionals annually.
	Integrate mental health services into primary healthcare to ensure	Number of primary healthcare facilities implementing

NDP Policy	NDP Strategies Strategy	Output Indicators
	that mental health is a part of routine health checks.	integrated mental health services.
	Establish dedicated mental health helplines to provide immediate support and guidance.	Number of helplines established and operational by the end of the year.
	Promote community-based support groups to facilitate peer support and de-stigmatization of mental health issues.	Number of community support groups established for mental health.
	Collaborate with schools and workplaces to implement mental health education and early intervention programs.	Number of schools and workplaces participating in mental health programs.
Improve healthcare literacy and public healthcare awareness	Develop online portals and mobile apps offering access to healthcare information and resources.	Number of online portals and mobile apps developed and launched.
	Integrate comprehensive healthcare education into school curriculum at all levels.	Number of schools incorporating comprehensive healthcare education into their curriculums.
	Utilize local influencers and leaders to disseminate healthcare information and encourage community participation.	Number of community leaders and influencers engaged in health campaigns.
	Tailor healthcare messages to cater for different demographic groups, considering cultural, linguistic, and literacy factors.	Number of tailored healthcare message campaigns developed for different demographic groups.
	Organize community workshops and seminars focusing on key health issues and preventive practices.	Number of workshops and seminars conducted annually.
Foster research and development in healthcare	Partners with universities, international health organizations, and private sector entities to conduct joint research projects.	Number of joint research projects initiated involving partnerships.
	Provide grants and funding for innovative healthcare research and development projects.	Number of grants awarded for healthcare research and development annually.
	Set up centers focusing on healthcare innovation to encourage start-ups and	Number of innovation centers established.

NDP Policy	NDP Strategies Strategy	Output Indicators
	researchers to develop new health technologies and solutions.	
	Encourage the sharing of health data among researchers and institutions to facilitate large-scale studies and data-driven innovations.	Number of partnerships established for data sharing initiatives.
Provide access to clinical healthcare services to all Fijians	Increase access to quality, safe, patient-focused clinical services.	Number of healthcare facilities achieving accreditation standards for patient care.
	Facilitate decentralization of clinical services to sub-divisional hospitals.	Number of clinical services decentralized to sub-divisional hospitals.
	Deploy mobile clinics equipped with essential medical supplies and staff to provide regular services in remote areas.	Number of mobile clinics operational and providing services.
	Utilize information and communications technologies and digitize patient records for remote diagnosis, treatment, and patient consultation, reducing the need for physical travel.	Number of reports on patient records digitized and accessible digitally.
	Equip residents with basic healthcare training to serve their communities effectively.	Number of residents trained in basic healthcare practices as Community Health Workers
	Enhance transportation infrastructure and services to facilitate easier access to healthcare facilities for the rural population.	Number of transport initiatives implemented to improve healthcare access.
	Improve collaboration with local NGOs and community groups to extend healthcare outreach and education for the rural population.	Number of collaborative outreach programs conducted with NGOs.
Expand primary healthcare, with an emphasis on providing a continuum of care and improved service quality and safety	Improve healthcare service delivery experience for patients through continued strengthening of primary healthcare improved continuum of care.	Number of Report on Patient Satisfaction Survey Conducted
	Monitor and improve cleanliness, infection control, and quality and safety standards in Government health facilities.	Number of reports on Health facilities cleanliness and safety standard Report

NDP Policy	NDP Strategies Strategy	Output Indicators
	Establish a Customer Feedback Center.	Number of feedback responses collected per month.
Enhance the effectiveness of healthcare management and delivery system	Establish a government, private sector, community, and development partner synergistic and cooperative framework to enhance service delivery.	Number of sectors engaged in the cooperative framework established.
	Improve multi-sectoral approaches to risk management and resilience for communicable diseases, health emergencies, climate change, and natural disasters.	Number of multi-sectoral strategies developed and implemented annually.
	Improve case detection and coordinated response to reduce communicable disease morbidity and mortality.	Number of reported cases of targeted communicable diseases pre-intervention and post-intervention
	Formulate policy, planning, and budgeting based on sound evidence, considerations of efficiency and cost-effectiveness.	Number of policies developed or revised based on new evidence and efficiency reviews.
	Strengthen results-based monitoring and evaluation, supported by population surveys and applied research as a driver for improved organizational decision-making and behavior change.	Number of population surveys conducted to support monitoring and evaluation efforts.
	Review and develop new health legislation and policies that will facilitate delivery of safe and quality healthcare at all levels.	Number of health legislations and policies initiated to be reviewed and updated annually. - 1 per year
	Improve health financing, equity, and efficiency.	Total amount of health funding allocated in previous
	Recruit, train, and retain qualified, motivated health workforce that is caring, customer-focused, and responsive to population health needs.	Number of new health workforce recruits trained and retained annually.
Modernize and maintain healthcare delivery systems and infrastructure to meet increased demands for quality healthcare services	Develop a health infrastructure database and ensure that all Ministry of Health and Medical Services infrastructure is built and maintained to meet operational and population	Completion of the health infrastructure database with up-to-date listings of facilities.

NDP Policy	NDP Strategies Strategy	Output Indicators
	needs in compliance with all relevant health services standards.	
	Ensure that all health facilities have the minimum required functional biomedical equipment for the level of the facility.	Number of health facilities meeting the minimum biomedical equipment requirements and storage for all health facilities
	Reform Supply Chain Management and ensure high-quality medicinal products are rationally used and readily accessible to all residents.	Number of essential medicines available at health facilities compared to the total number of essential medicines on the facility's essential medicines list.
	Review current outsourcing policies to improve their efficiency and effectiveness.	Number of outsourcing policies evaluated and updated for efficiency improvements
	Provide an enabling environment for the development of sustainable health infrastructure that reinforces gender equality, disability, and social inclusion.	Number of initiatives promoting gender equality, disability, and social inclusion in health infrastructure projects.
	Retrofit health facilities to improve energy and water efficiency.	Number of health facilities retrofitted for energy and water efficiency improvements annually.
	Enhance the capacity of emergency services, including ambulance fleets and emergency department facilities, to handle increasing demand.	Total number of emergency service responses handled in last fiscal year compared to current fiscal year
	Ensure that health facilities are equipped and prepared to maintain operations during natural disasters, accounting for Fiji's unique geographical challenges.	Total number of health facilities meeting disaster preparedness standards out of the total number of health facilities assessed.
	Focus on eco-friendly and sustainable designs in new and upgraded healthcare facility	Number of healthcare facilities constructed or upgraded using eco-

NDP Policy	NDP Strategies Strategy	Output Indicators
	constructions to promote environmental sustainability.	friendly designs and materials.
	Strengthen the resilience of the healthcare system to unforeseen events such as natural disasters and pandemics.	Number of resilience-building strategies implemented across the healthcare system.

7.0   STRATEGIC PRIORITY, OUTCOMES, OUTPUTS

The table below illustrates the connections among the Strategic Priorities of the Ministry, its outcomes, and the relevant outputs for implementation

STRATEGIC PRIORITY	OUTCOME	OUTPUT
Strategic Priority 1: Reform public health services to provide a population-based approach for diseases and the climate crisis	1.1 Reduce communicable disease and non-communicable disease prevalence, especially for vulnerable groups	1.1.3 Preventative programs targeting risk factors implemented
		1.1.2 Strengthen the integrated approach to preventive initiatives in communities through multidisciplinary teams
		1.1.3 Strengthen surveillance, case detection and diagnosis for CDs and NCDs
	1.2 Improve the physical and mental well-being of all citizens, with particular emphasis on women, children and young people through prevention measures	1.2.1 Improved maternal and Neonatal health services, with an increased
		1.2.2 Strengthened immunisation services and NCDs screening at maternal and child health clinics
		1.2.3 Improved breastfeeding and nutrition of Children
		1.2.4 Strengthen early childhood Development
		1.2.5 Improved Prevention, detection and diagnosis of Childhood illness
		1.2.6 Strengthened Adolescent Health Sector
		1.2.7 Strengthened breast and cervical cancer prevention, screening and diagnosis
	1.3 Safeguard against environmental threats and public health emergencies	1.3.1 Improvement in the effectiveness of environmental health service delivery

STRATEGIC PRIORITY	OUTCOME	OUTPUT
		1.3.2 Strengthen preparedness and resilience to public health emergencies
	1.4 Strengthen population-wide resilience to the climate crisis	1.4.1 Strengthen role of Fiji Emergency Medical Assistance Team (FEMAT) including disaster preparedness, management and resilience
		1.4.2 Improvement in disaster preparedness and response to climate change effects
Strategic Priority 2: Increase access to quality, safe and patient-focused clinical services	2.1 Improve patient health outcomes, with a particular focus on services for women, children, young people and vulnerable groups	2.1.1 increased access to maternal and child health services based on population needs
	2.2 Strengthen and decentralise effective clinical services, including rehabilitation, to meet the needs of the population	2.2.1 Increase access to effective treatment and specialist Services
		2.2.2 Strengthen clinical management of priority NCDs
		2.2.3 Efficient and effective referral system
	2.3 Continuously improve patient safety, and the quality and value of services	2.3.1 Provision of Standardized clinical services
		2.3.2 Improved patient safety and reduced variation of care
		2.3.3 Improved quality and Value of services by improving efficiency and reducing wastage
Strategic Priority 3: Drive efficient and effective management of the health system	3.1 Cultivate a competent and capable workforce, where the contribution of every staff member is recognised and valued	3.1.1 Implement plans and policies to manage the workforce and working environment
		3.1.2 Attract, select, recruit, retain and empower the right people to create a diverse, inclusive and engaged workforce

STRATEGIC PRIORITY	OUTCOME	OUTPUT
		3.2.3 Provide opportunities for professional development to achieve a more engaged, skilled and satisfied workforce
	3.2 Improve the efficiency of supply chain management and procurement systems, and maintenance of equipment	3.2.1 improve Availability and accessibility to medical Products
		3.2.2 Quality assurance process for all medical supplies established
		3.2.3 improved functionality of biomedical & dental equipment in health facilities
	3.3 Implement more efficient financial processes, while reducing the financial hardship of the most vulnerable	3.3.1 Improved budget executive and financial performance
	3.4 Ensure infrastructure is maintained to match service needs	3.4.1 Infrastructure and assets upgraded based on needs
	3.5 Harness digital technologies to facilitate better health care for our patients	3.5.1 improved access to and completeness of patient information (including specialist information)
		3.5.2 Training and support Provided for using information systems
		3.5.3 Strengthen research and innovation to support healthy systems strengthening
	3.6 Continue to strengthen planning and governance throughout the MHMS	3.6.1 Plans and Policies reviewed and updated.
		3.6.2 Governance and reporting structures aligned to remodelled health service
	3.7 Widen our collaboration with partners for a more efficient, innovative and higher-quality health system	3.7.1 strengthened partnerships with external stakeholders

7.1   Situation Analysis

1. Health System Overview

Fiji's health system continues to evolve under the Strategic Plan 2020–2025, with a strong emphasis on universal health coverage, digital transformation, and resilient service delivery. The Ministry remains committed to delivering equitable, accessible, and quality healthcare across all divisions, including remote and maritime regions.

2. Key Developments in 2025

Historic Budget Allocation: The 2025–2026 National Budget earmarked FJD $465 million for health, the largest in Fiji's history. This includes:

- Upgrades to divisional hospitals and rural health centers.
- Expansion of the free medical scheme in partnership with 64 private providers.
- Introduction of MSupply, a digital platform to track medicine procurement and prevent stockouts.
- Pharmaceutical Reforms, a new supply agreement with the Indian Pharmacopoeia Commission aims to ensure affordable, quality-assured medicines.
- Infrastructure Expansion, construction of new medical warehouses and refurbishment of aging facilities to improve logistics and patient care.

3. Persistent Challenges

- Non-Communicable Diseases (NCDs): NCDs remain the leading cause of mortality, accounting for over 80% of deaths. Lifestyle-related illnesses such as diabetes, cardiovascular disease, and obesity continue to strain the system.
- Workforce Gaps: Despite recruitment efforts, only 84% of approved positions are filled. Rural and maritime areas face acute shortages of doctors, nurses, and allied health professionals.
- Aging Infrastructure: Many facilities, especially in urban centers like CWM Hospital, operate near or over capacity.
- Health Literacy: Low levels of preventive health awareness hinder early diagnosis and community-based interventions.

4. Strategic Opportunities

- Digital Health Strategy (2023–2027): Implementation of electronic medical records, telemedicine, and data-driven decision-making is underway.
- Public-Private Partnerships: Continued collaboration with NGOs, private clinics, and international donors is enhancing service delivery and innovation.
- Preventive Health Focus: The Ministry is shifting from reactive to proactive care, emphasizing early screening, immunization, and community outreach.

5. Alignment with National Priorities

This analysis supports the Ministry's alignment with:

- The National Development Plan (NDP)
- The Strategic Plan 2020–2025
- Regional and global health commitments, including the Astana Declaration and Sustainable Development Goals (SDG)

8.0   MINITRY SUSTAINABLE DEVELOPMENT GOALS PERFORMANCE TARGET

The following table outlines the SDGs indicators, KPIs, measures, and responsible teams of Fiji's Ministry of Health and Medical Services. This is part of Fiji's active commitment to the SDGs and the ongoing efforts of the SDG Unit under the Ministry of Economy to monitor progress through a national tracking system

SDG INDICATOR	KPI	MEASURES	SOURCE DATA
Maternal mortality rate (Deaths per 100,000 live births)	Reduce the maternal mortality rate by 15%	Monitor the number of maternal deaths per 100,000 live births annually	HIU
Births attended by skilled health personnel (% of live births)	Increase the percentage of births attended by skilled health personnel to 95%	Track the percentage of live births attended by skilled health personnel	HIU
Infant mortality rate (Deaths per 1,000 live births)	Reduce the infant mortality rate by 20%	Monitor the number of infant deaths per 1,000 live births annually	HIU
Under-five mortality rate (Deaths per 1,000 live births)	Reduce the under-five mortality rate by 20%	Monitor the number of deaths of children under five per 1,000 live births annually	HIU
Neonatal mortality rate (Deaths per 1,000 live births)	Reduce the neonatal mortality rate by 15%	Monitor the number of neonatal deaths per 1,000 live births annually	HIU
New HIV infections (Per 100,000 population)	Reduce the rate of new HIV infections by 30%	Track the number of new HIV infections per 100,000 population annually	HIU
Tuberculosis incidence rate (Per 100,000 population)	Reduce the tuberculosis incidence rate by 25%	Monitor the number of new and relapse tuberculosis cases per 100,000 population annually	HIU
People requiring interventions against Neglected Tropical Diseases (Thousand people)	Reduce the number of people requiring interventions against Neglected Tropical Diseases by 50%	Track the number of people requiring interventions against Neglected Tropical Diseases annually	HIU
Mortality rate attributed to cardiovascular disease, cancer, diabetes, or chronic respiratory diseases	Reduce the mortality rate attributed to cardiovascular disease, cancer, diabetes, or chronic	Monitor the mortality rate attributed to these diseases annually	HIU

SDG INDICATOR	KPI	MEASURES	SOURCE DATA
(Probability, men and women)	respiratory diseases by 15%		
Suicide rate (Per 100,000 population)	Reduce the suicide rate by 10%	Track the number of suicides per 100,000 population annually	HIU
Alcohol per capita consumption (Litres per annum, male and total population aged 15+)	Reduce alcohol per capita consumption by 10 litres per annum	Monitor the average alcohol consumption per capita annually	HIU
Adolescent fertility rate (Live births per 1,000 women aged 15-19)	Reduce the adolescent fertility rate by 15%	Monitor the number of live births per 1,000 women aged 15-19 annually	HIU
Universal health coverage, service coverage index (Index)	Increase the universal health coverage, service coverage index to 85	Monitor the service coverage index annually	HIU
Mortality rate attributed to unintentional poisoning (Per 100,000 population)	Reduce the mortality rate attributed to unintentional poisoning by 20%	Track the number of deaths attributed to unintentional poisoning per 100,000 population annually	HIU
Prevalence of current tobacco use (% of male and total population aged 15 and above)	Reduce the prevalence of current tobacco use by 25%	Monitor the percentage of current tobacco users aged 15 and above annually	HIU
Target population with access to various vaccinations (% of population)	Increase the percentage of the target population with access to various vaccinations to 95%	Track the percentage of the target population with access to various vaccinations annually	HIU
Official development assistance to medical research and basic health sectors (Million 2018 US dollars)	Increase the official development assistance to medical research and basic health sectors by 10 million 2018 US dollars	Monitor the amount of official development assistance to medical research and basic health sectors annually	HIU
Dentistry personnel density (Per 10,000 population)	Increase the dentistry personnel density to 5 per 10,000 population	Track the number of dentistry personnel per 10,000 population annually	HIU

SDG INDICATOR	KPI	MEASURES	SOURCE DATA
Nursing and midwifery personnel density	Increase the nursing and midwifery personnel density to 20 per 10,000 population	Monitor the number of nursing and midwifery personnel per 10,000 population annually	HIU

9.0   MINISTRYS OPERATIONAL PERFORMANCE TABLE

The subsequent table provides a depiction of the projected operational plan and scheduled activities for the Ministry of Health and Medical Services during the fiscal year of 2025 to 2026

STRATEGIC PRIORITY 1: REFORM PUBLIC HEALTH SERVICES TO PROVIDE A POPULATION-BASED APPROACH FOR DISEASES AND THE CLIMATE CRISIS							
OUTCOME	**OUTPUT**	**ACTIVITY**	**KPI**	**TARGET**	**TIME LINE**	**RESPONS IBLE**	**BUDGE T $**
Outcome 1.1. Reduce communicable disease and non-communicable disease prevalence, especially for vulnerable groups	Output 1.1.1 Preventative programs targeting risk factors implemented	Develop and conduct community awareness campaigns on risk factors.	Number of campaigns launched and conducted	1 Quarterly Report (campaign reports with attendance and feedback from community)	Annu al	SDH, SGH, TTH, HIV, OH	**1,612,50 0**
		Implement screening and educational workshops in high-risk areas.	Number of screenings conducted	1 Quarterly Report (Reports to include number and areas screened and action taken)	Annu al	SDH, SGH, TTH, HIV, OH	
			Number of workshops conducted	1 Quarterly Report (Workshop reports and attendance)	Annu al	SDH	
		Partner with local organizations for program delivery.	Number of partnerships established	1 quarterly Report (Agreements signed) ESU - MOUs, FAMU - Grants)	Annu al	ESU and FAMU	

STRATEGIC PRIORITY 1: REFORM PUBLIC HEALTH SERVICES TO PROVIDE A POPULATION-BASED APPROACH FOR DISEASES AND THE CLIMATE CRISIS							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T $
	Output 1.1.2 Strengthen the integrated approach to preventive initiatives in communities through multidisciplinary teams	Establish multidisciplinary teams comprised of healthcare professionals, social workers, and community leaders.	Update from multi-disciplinary teams	1 Quarterly Report (Number and composition of appointed teams)	Annu al	SDH, HIV, OH	3,474,83 7
		Conduct joint training for team members on integrated approaches.	Number of training sessions conducted	1 Quarterly Report (Training Reports)	Annu al	SDH, HIV, OH	
		Organize regular community health fairs.	Number of health fairs held (Open days, Showcases, Roadshows)	1 Quarterly Report (Health fair reports with attendance)	Annu al	SDH, HIV, OH	
	Output 1.1.3 Strengthen surveillance, case detection and diagnosis for CDs and NCDs	Enhance data collection and reporting mechanisms for disease surveillance.	Number of data collection reports generated	1 Quarterly Report (Quarterly updates on NCD and CD ie new case detection)	Annu al	LH, CWM, SGH, TTH, SDH	10,427,5 00
		Train healthcare workers on case detection protocols.	Number of healthcare workers trained. (DMOs CD, MSs NCD)	1 Quarterly Report (Training reports to be submitted)	Annu al	LH, CWM, SGH, TTH, SDH	

STRATEGIC PRIORITY 1: REFORM PUBLIC HEALTH SERVICES TO PROVIDE A POPULATION-BASED APPROACH FOR DISEASES AND THE CLIMATE CRISIS							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T $
		Implement regular local audits	Number of audits conducted	1 Quarterly Report (Audit reports and findings)	Annu al	LH, CWM, SGH, TTH, SDH	
Outcome 1.2 Improve the physical and mental well-being of all citizens, with particular focus on women, children and young people through prevention measures	Output 1.2.1 Improved maternal and neonatal health services, with an increased focus on health risk assessments	Conduct comprehensive health risk assessments for pregnant women.	Number of health risk assessments completed	1 Quarterly Report (Detailed assessment reports)	Annu al	FH, LH, CWM, SGH, TTH, SDH	281,299
		Create awareness programs surrounding maternal health services.	Number of awareness programs developed	1 Quarterly Report	Annu al	FH	
		Train healthcare providers on maternal health guidelines and assessments.	Number of providers trained	1 Quarterly Report (Training reports with attendance)	Annu al	FH	
	Output 1.2.2 Strengthened immunization services and NCDs screening at MCH clinics	Organizing periodic immunization drives targeting communities.	Number of immunization drives conducted	1 Quarterly Report (Reports with names of communities and attendance)	Annu al	SDH	281,250

STRATEGIC PRIORITY 1: REFORM PUBLIC HEALTH SERVICES TO PROVIDE A POPULATION-BASED APPROACH FOR DISEASES AND THE CLIMATE CRISIS							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T $
		Implement routine NCD screening at Maternal and Child Health (MCH) clinics.	Number of screenings conducted	1 Quarterly Report (Screening data)	Annu al	SDH	
	Output 1.2.3 Improved breastfeeding and nutrition for children	Educational campaigns on the benefits of breastfeeding.	Number of campaigns launched	1 Quarterly Report (campaign reports with attendance and feedback from community)	Annu al	FH	22,500
		Provide resources and support for breastfeeding mothers.	Number of support resources distributed	1 Quarterly Report (Distribution reports)	Annu al	FH	
		Set up nutrition workshops for families with young children.	Number of workshops organized	1 Quarterly Report (Workshop reports and attendance)	Annu al	FH	
	Output 1.2.4 Strengthen Early Childhood Development (ECD)	Develop and promote ECD programs in local communities and schools.	Number of ECD programs implemented	1 Quarterly Report (programs implementation)	Annu al	FH	56,250
		Provide training for caregivers and educators on ECD best practices.	Number of caregivers/educa tors trained	1 Quarterly Report (Training reports with attendance)	Annu al	FH	
		Implement community assessment of ECD needs.	Number of assessments conducted	1 Quarterly Report (assessment reports)	Annu al	FH	

STRATEGIC PRIORITY 1: REFORM PUBLIC HEALTH SERVICES TO PROVIDE A POPULATION-BASED APPROACH FOR DISEASES AND THE CLIMATE CRISIS							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T $
	Output 1.2.5 Improved prevention, detection and diagnosis of childhood illnesses	Conduct health workshops focusing on common childhood illnesses.	Number of health workshops conducted	1 Quarterly Report (Workshop reports and attendance)	Annu al	FH	731,250
		Improve access to diagnostic tools at primary health facilities.	Number of diagnostic tools provided	1 Quarterly Report (detailed names of health facilities assisted in the quarter)	Annu al	FH	
		Establish referral pathways for identified conditions.	Number of referral pathways established	1 Quarterly Report (Report on the pathways established)	Annu al	FH, LH, CWM, SGH, TTH, SDH	
	Output 1.2.6 Strengthened adolescent health services	Create adolescent health outreach programs and workshops.	Number of outreach programs initiated	1 Quarterly Report (outreach program, aim. Target group)	Annu al	FH, LH, CWM, SGH, TTH, SDH	225,000
		Develop peer education programs in schools.	Number of peer education programs developed	1 Quarterly Report (outreach program, aim. Target group)	Annu al	FH, HIV, OH	
		Implement mental health and wellness screenings for adolescents.	Number of screenings conducted	1 Quarterly Report (screening report and cases identified and action taken)	Annu al	SDH	

STRATEGIC PRIORITY 1: REFORM PUBLIC HEALTH SERVICES TO PROVIDE A POPULATION-BASED APPROACH FOR DISEASES AND THE CLIMATE CRISIS							
OUTCOME	**OUTPUT**	**ACTIVITY**	**KPI**	**TARGET**	**TIME LINE**	**RESPONS IBLE**	**BUDGE T $**
	Output 1.2.7 Strengthened breast and cervical cancer prevention, screening and diagnosis	Awareness campaigns focusing on breast and cervical cancer prevention.	Number of awareness campaigns	1 Quarterly Report (Awareness reports, Location, Attendance, Resolutions)	Annu al	FH	
		Organize free screening events in communities.	Number of free screening events conducted	1 Quarterly Report (Screening reports, dates, locations, findings and attendance)	Annu al	FH, SDH	
		Train health professionals in diagnosis and referral processes.	Number of health professionals trained	1 Quarterly Report (Training reports)	Annu al	FH	
Outcome 1.3 Safeguard against environmental threats and public health emergencies	Output 1.3.1 Improvement in the effectiveness of environmental health service delivery	Conduct assessments to identify gaps in environmental health services.	Number of assessments conducted	1 Quarterly Report (assessment reports, findings and action taken)	Annu al	HP	**894,375**
		Develop training programs for environmental health staff.	Number of training programs developed	1 Quarterly Report	Annu al	HP	
		Implement community-based environmental health initiatives.	Number of initiatives implemented	1 Quarterly Report (Reports identifying initiatives)	Annu al	HP	

STRATEGIC PRIORITY 1: REFORM PUBLIC HEALTH SERVICES TO PROVIDE A POPULATION-BASED APPROACH FOR DISEASES AND THE CLIMATE CRISIS							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T $
	Output 1.3.2 Strengthen preparedness and resilience to public health emergencies	Develop emergency response protocols in collaboration with emergency services.	Number of protocols developed	1 Quarterly Report(protocols prepared and endorsed)	Annu al	HP	
		Conduct drills and training for health staff on emergency readiness.	Number of drills conducted	1 Quarterly Report (Report on implementation and findings from drills conducted)	Annu al	HP	
		Establish communication strategies for public alerts.	Number of strategies implemented	1 Quarterly Report (Strategies developed, implemented and results)	Annu al	HP	
Outcome 1.4 Strengthen population-wide resilience to the climate crisis	Output 1.4.1 Strengthened role of Fiji Emergency Medical Assistance Team (FEMAT)	Enhance training programs for FEMAT members on disaster response.	Number of training programs conducted	1 Quarterly Report (Training reports)	Annu al	HP	
		Conduct joint training with other emergency responders.	Number of joint training sessions held	1 Quarterly Report (Training reports)	Annu al	HP	
		Establish partnerships for resource	Number of partnerships established	1 Quarterly Report (number of Partnership agreements)	Annu al	HP	

STRATEGIC PRIORITY 1: REFORM PUBLIC HEALTH SERVICES TO PROVIDE A POPULATION-BASED APPROACH FOR DISEASES AND THE CLIMATE CRISIS							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T $
		mobilization during emergencies.					
	Output 1.4.3 Enhance disaster preparedness, management and resilience	Conduct risk assessments for disaster preparedness.	Number of risk assessments conducted	1 Quarterly Report (assessed and findings)	Annu al	SDH, LH, CWM, SGH, TTH, FPBS, HP	
		Develop and distribute disaster preparedness guides.	Number of guides distributed	1 Quarterly Report (Distribution reports)	Annu al	SDH, LH, CWM, SGH, TTH, FPBS, HP	
		Establish local disaster response committees.	Number of committees established	1 Quarterly Report (Name, Location and purpose of committees)	Annu al	SDH, LH, CWM, SGH, TTH, FPBS, HP	

STRATEGIC PRIORITY 2: INCREASE ACCESS TO QUALITY, SAFE AND PATIENT-FOCUSED CLINICAL SERVICES							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T
Outcome 2.1. Improve patient health outcomes, with a particular focus on services	Output 2.1.1 Increased access to maternal and child health	Conduct a needs assessment to determine service gaps in maternal and child health.	Number of assessments conducted (Conduct	1 Quarterly Report (Assessment reports with findings and actions taken)	Annu al	FH, SDH, LH, CWM	337,500

STRATEGIC PRIORITY 2:							
INCREASE ACCESS TO QUALITY, SAFE AND PATIENT-FOCUSED CLINICAL SERVICES							
OUTCOME	**OUTPUT**	**ACTIVITY**	**KPI**	**TARGET**	**TIME LINE**	**RESPONSIBLE**	**BUDGET**
for women, children, young people and vulnerable groups	services based on population needs		Assessment in all health facility)				
		Increase availability of mobile health clinics	Number of community visits	1 Quarterly Report (Communities assessed and findings)	Annual	FH, SDH, LH, CWM	
		Expand hours of operation for existing maternal and child health services.	Number of additional operational hours established	1 Quarterly Report (Operation report)	Annual	SDH	
Outcome 2.2 Strengthen and decentralise effective clinical services, including rehabilitation, to meet the needs of the population	Output 2.2.1 Increase access to effective treatment and specialist services	Partner with specialist clinics to provide outreach services.	Number of outreach partnerships formed	1 Quarterly Report (Partnerships signed)	Annual	SDH, CWM, LH	**745,465**
		Improve referral processes for accessing specialized care.	Number of referral processes (Inflow and Outflow)	1 Quarterly Report	Annual	SDH, CWM, LH, SGH, TTH	
		Increase telehealth services for remote consultations.	Number of telehealth consultations conducted	1 Quarterly Report (Consultation conducted and findings)	Annual	SDH, CWM, LH, SGH, TTH	

STRATEGIC PRIORITY 2: INCREASE ACCESS TO QUALITY, SAFE AND PATIENT-FOCUSED CLINICAL SERVICES							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T
	Output 2.2.2 Strengthen clinical management of priority NCDs	Conduct training for healthcare providers on updated clinical guidelines for NCDs.	Number of providers trained (Wellness trains in all health facilities)	1 Quarterly Report (Training reports)	Annu al	Wellness	15,255,31 0
		Implement regular monitoring and evaluation of NCD services.	Number of monitoring reports generated	1 Quarterly Report (Detailed monitoring reports)	Annu al	Wellness	
		Develop patient education materials on NCD management.	Number of materials developed	1 Quarterly Report (NCD materials)	Annu al	Wellness	
	Output 2.2.3 Efficient and effective referral system	Standardize referral processes across facilities.	Number of processes standardized	1 Quarterly Report	Annu al	SDH, CWM, LH, TTH, SGH	1,237,50 0
		Implement a tracking system for referred patients.	Number of tracking systems implemented	1 Quarterly Report	Annu al	SDH, CWM, LH, TTH, SGH	
		Train healthcare providers on the referral protocol.	Number of providers trained	1 Quarterly Report (Training reports)	Annu al	SDH, CWM, LH, TTH, SGH	
Outcome 2.3 Continuously improve patient safety, and the quality and value of services	Output 2.3.1 Provision of standardized clinical services	Develop standardized clinical service protocols based on best practices.	Number of protocols developed	1 Quarterly Report (protocols endorsed)	Annu al	SDH, CWM, LH, SGH, TTH	123,750

| | | | STRATEGIC PRIORITY 2: | | | | |
| | | | INCREASE ACCESS TO QUALITY, SAFE AND PATIENT-FOCUSED CLINICAL SERVICES | | | | |
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T
		Conduct training for health professionals on these standards.	Number of training sessions held	1 Quarterly Report (Training Reports)	Annu al	SDH, CWM, LH, TTH, SGH	
		Regularly audit clinical services for compliance.	Number of audits conducted	1 Quarterly Report (Audit reports and findings)	Annu al	SDH, CWM, LH, TTH, SGH	
	Output 2.3.2 Improved patient safety and reduced variation of care	Implement a patient safety reporting system.	Number of reporting systems implemented	1 Quarterly Report (	Annu al	SDH, CWM, LH, SGH, TTH	337,500
		Conduct workshops on best practices in patient safety.	Number of workshops conducted	1 Quarterly Report (Workshop reports and attendance)	Annu al	SDH, CWM, LH, SGH, TTH	
		Regularly review and update clinical protocols.	Number of protocols reviewed	1 Quarterly Report (Minutes capturing review process)	Annu al	SDH, CWM, LH, SGH, TTH	
	Output 2.3.3 Improved quality and value of services by improving efficiency and reducing wastage	Perform a cost analysis of services to identify areas of waste.	Number of cost analysis completed	1 Quarterly Report (Reports with identified areas and action taken)	Annu al	SDH, CWM, LH, SGH, TTH, OH, HIV, W, HP, FH	277,329, 865
		Implement quality improvement initiatives across health facilities.	Number of initiatives implemented	1 Quarterly Report (Health facilities identified for quality improvement)	Annu al	SDH, CWM, LH, SGH, TTH, OH, HIV, W, HP, FH	

STRATEGIC PRIORITY 2: INCREASE ACCESS TO QUALITY, SAFE AND PATIENT-FOCUSED CLINICAL SERVICES							
OUTCOME	OUTPUT	ACTIVITY	KPI	TARGET	TIME LINE	RESPONS IBLE	BUDGE T
		Develop metrics to assess service efficiency.	Number of efficient metrics developed	1 Quarterly Report	Annu al	SDH, CWM, LH, SGH, TTH, OH, HIV, W, HP, FH	

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
Outcome 3.1. Cultivate a competent and capable workforce, where the contribution of every staff member is recognized and valued	Output 3.1.1 Implement plans and policies to manage the workforce and working environment	Review existing workforce management policies and identify areas for improvement.	Number of policies reviewed	1 Quarterly Report (Draft policies and timelines)	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT,	
		Implement a workforce planning tool to manage staffing needs.	Number of tools implemented	1 Quarterly Report	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
		Develop a comprehensive health and safety policy.	Number of policies developed	1 Quarterly Report (Draft policy and timeline for completion)	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH,	

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
						HIV, W, HP, FH	
	Output 3.1.2 Attract, select, recruit, retain and empower the right people to create a diverse, inclusive and engaged workforce	Conduct workforce surveys to identify areas for improvement in diversity.	Number of surveys conducted	1 Quarterly Report (Survey reports and findings)	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	277,329, 865
		Implement target recruitment strategies for underrepresented groups.	Number of strategies executed	1 Quarterly Report	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
		Develop employee engagement programs that foster inclusion.	Number of programs developed	1 Quarterly Report	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU,	

			STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM				
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
						PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
	Output 3.1.3 Provide opportunities for professional development to achieve a more engaged, skilled and satisfied workforce	Create a professional development curriculum based on employee needs.	Number of curricula developed	1 Quarterly Report	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	**1,555,076**
		Implement mentorship programs to support career growth.	Number of mentorship programs initiated	1 Quarterly Report	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
		Host regular training and development workshops.	Number of workshops held	1 Quarterly Report	Annual	HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU,	

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
						FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
Outcome 3.2. Improve the efficiency of supply chain management and procurement systems, and maintenance of equipment	Output 3.2.1 Improved availability and accessibility to medical products	Conduct an inventory assessment of medical products in use.	Number of assessments conducted	1 Quarterly Report (assessment reports)	Annual	FPBS, SDH, LH, CWM, SGH, TTH	59,660,000
		Liaise with suppliers to ensure consistent supply chains.	Number of suppliers contacted	1 Quarterly Report (Agreement reports)	Annual	FPBS, SDH, LH, CWM, SGH, TTH	
		Implement a procurement forecasting system to anticipate needs.	Number of systems implemented	1 Quarterly Report	Annual	FPBS, SDH, LH, CWM, SGH, TTH	
	Output 3.2.2 Quality assurance processes for all medical supplies established	Develop a quality assurance protocol for medical supplies.	Number of protocols developed	1 Quarterly Report	Annual	FPBS	80,000

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
		Conduct quality audits on medical supplies regularly.	Number of audits conducted	1 Quarterly Report (Audit reports and findings)	Annual	FPBS, SDH, LH, CWM, SGH, TTH	
		Train staff on quality control measures.	Number of staff trained	1 Quarterly Report (Staff training reports)	Annual	FPBS, SDH, LH, CWM, SGH, TTH	
	Output 3.2.3 Improved functionality of biomedical & dental equipment in health facilities	Develop a maintenance schedule for all biomedical and dental equipment.	Number of maintenance schedules developed	1 Quarterly Report	Annual	FPBS, SDH, LH, CWM, SGH, TTH	**14,100,000**
		Conduct staff training on proper equipment use and troubleshooting.	Number of training sessions held	1 Quarterly Report (Training reports)	Annual	FPBS, SDH, LH, CWM, SGH, TTH	
		Establish a tracking system for equipment malfunction reports and repairs.	Number of tracking systems update	1 Quarterly Report	Annual	FPBS, SDH, LH, CWM, SGH, TTH	
Outcome 3.3. Implement more efficient financial processes, while reducing the financial	Output 3.3.1 Strengthened financial controls and processes at cost centers	Review and update financial management policies for cost centers.	Number of policies reviewed	1 Quarterly Report	Annual	FAMU, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
hardship of the most vulnerable							
		Conduct training for financial staff on controls and compliance.	Number of training sessions conducted	1 Quarterly Report (Training Reports)	Annual	FAMU, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	
		Implement an auditing schedule for cost center financial activities.	Number of audits conducted	1 Quarterly Report (Audit reports and findings)	Annual	FAMU, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	
	Output 3.3.2 Improved budget execution and financial performance	Develop clear budget management guidelines for all departments.	Number of guidelines developed	1 Quarterly Report	Annual	FAMU, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	53,337,170
		Set up regular financial workshops to enhance staff financial literacy.	Number of workshops conducted	1 Quarterly Report (seminar reports and attendance and resolutions)	Annual	FAMU, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	

			STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM				
OUTCOME	**OUTPUT**	**ACTIVITIES**	**KPI**	**TARGET**	**TIMELINE**	**RESPONSIBLE**	**BUDGET**
		Monitor budget performance metrics consistently.	Number of performance metrics tracked	1 Quarterly Report	Annual	FAMU, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	
	Output 3.3.3 Improved procurement and contract management processes	Establish a standardized procurement process and guidelines.	Number of processes established	1 Quarterly Report	Annual	FAMU, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH All	
		Conduct training for staff on procurement of best practices.	Number of training sessions held	1 Quarterly Report (Training reports)	Annual	FAMU, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	
		Implement contract management software to track agreements.	Number of software systems implemented (RIDAMIT to ensure software development and implementation)	1 Quarterly Report	Annual	RIDAMIT and FAMU	

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	**OUTPUT**	**ACTIVITIES**	**KPI**	**TARGET**	**TIMELINE**	**RESPONS IBLE**	**BUDGE T**
	Output 3.3.4 Health financing strategy and the national health accounts developed	Conduct consultations with stakeholders to gather input on health financing strategies.	Number of consultations held	1 Quarterly Report (Consultation conducted and findings)	Annual	PPDD, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	
		Establish a timeline for implementing national health strategy	Number of timelines developed	1 Quarterly Report	Annual	PPDD, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	
		National Health Accounts Report	Publication of National Health Accounts Report	1 Report	Annual	PPDD	
Outcome 3.4. Ensure infrastructure is maintained to match service needs	Output 3.4.1 Infrastructure upgraded based on needs	Conduct infrastructure assessments to identify critical needs.	Number of assessments conducted (AMU conducted at all health facilities)	1 Quarterly Report (Status of Health facility audits)	Annual	FAMU, SDH, LH, CWM, TTH, SGH, HP	**14,721,7 23**
		Develop a prioritized upgrade plan based on identified needs.	Number of upgrade plans created (AMU to assist in the creation of upgrade plans)	1 Quarterly Report (Plans drafted and endorsed with timelines)	Annual	FAMU, SDH, LH, CWM, TTH, SGH, HP	
		Secure funding and resources for infrastructure projects.	Number of funding sources secured (ESU/ AMU to assist)	1 Quarterly Report	Annual	FAMU, ESU	

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
Outcome 3.5 Harness digital technologies to facilitate better health care for our patients	Output 3.5.1 Improved accessibility to and completeness of patient information (including specialist information)	Implement electronic health records (EHR) across facilities.	Number of facilities using EHR	1 Quarterly Report	Annual	RIDAMIT	1,518,750
		Develop protocols for data entry and maintenance to ensure completeness.	Number of protocols developed	1 Quarterly Report	Annual	RIDAMIT	
		Train staff on utilizing the EHR effectively.	Number of staff trained	1 Quarterly Report (Staff training reports)	Annual	RIDAMIT	
	Output 3.5.2 Training and support provided for using information systems	Create a training schedule for staff on various information systems.	Number of training schedules created	1 Quarterly Report (Training reports)	Annual	RIDAMIT	56,250
		Develop user-friendly guides and support materials.	Number of guides developed	1 Quarterly Report	Annual	RIDAMIT	
		Provide ongoing technical assistance for system users.	Number of assistance sessions provided	1 Quarterly Report	Annual	RIDAMIT	

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
	Output 3.5.3 Strengthen research and innovation to support health systems strengthening	Establish partnerships with academic institutions for health research.	Number of partnerships formed	1 quarterly Report (Agreements signed)	Annual	RIDAMIT	**11,250**
		Develop grant applications to fund innovative health projects.	Number of applications submitted	1 Quarterly Report	Annual	RIDAMIT	
		Organize research symposiums to share findings and best practices.	Number of symposiums conducted	1 Quarterly Report (symposiums submitted and resolutions)	Annual	RIDAMIT	
Outcome 3.6 Continue to strengthen planning and governance throughout the MHMS	Output 3.6.1 Plans and policies reviewed and updated	Schedule regular reviews of existing plans and policies.	Number of reviews conducted	1 Quarterly Report	Annual	PPDD, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	**56,250**
		Engage various stakeholders for feedback on current policies.	Number of stakeholders engaged	1 Quarterly Report	Annual	PPDD, FPBS, SDH, LH, CWM, SGH, TTH, HP, W, FH	
		Develop a timeline for policy updates and revisions.	Number of timelines developed (PPDD to work	1 Quarterly Report	Annual	PPDD	

			STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM				
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
			with all health facilities)				
		Develop Competency Framework for Monitoring and Evaluation Staffing in the MHMS	1 Endorsed framework	1 Quarterly Report	Annual	PPDD	
	Output 3.6.2 Governance structures improved across the MHMS	Conduct a governance assessment to identify areas for improvement.	Number of assessments conducted	1 Quarterly Report (Assessment report identifying areas for improvement)	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
		Develop training workshops for leadership on governance best practices.	Number of workshops held	1 Quarterly Report (Workshop reports and attendance)	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH,	

STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM							
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
						HIV, W, HP, FH	
		Establish regular governance meetings for oversight and accountability.	Number of meetings held	1 Quarterly Report (Meeting minutes with time, place and resolutions)	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
Outcome 3.7. Widen our collaboration with partners for a more efficient, innovative and higher-quality health system	Output 3.7.1 Strengthened collaboration with other line ministries	Conduct inter-ministerial meetings to identify collaborative opportunities.	Number of inter-ministerial meetings held	1 Quarterly Report (Meeting minutes with time, place and resolutions)	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
		Establish joint task forces on health-related initiatives.	Number of task forces established	1 quarterly Report	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH,	

| | | | | | | STRATEGIC PRIORITY 3: | |
| | | | DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM | | | | |
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
						FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
		Share resources and expertise across ministries.	Number of resources shared	1 quarterly Report	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
	Output 3.7.2 Strengthened partnerships with external stakeholders	Develop a stakeholder engagement plan for collaboration.	Number of engagement update	1 quarterly Report	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	**6,841,303**

				STRATEGIC PRIORITY 3: DRIVE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE HEALTH SYSTEM			
OUTCOME	OUTPUT	ACTIVITIES	KPI	TARGET	TIMELINE	RESPONSIBLE	BUDGET
		Schedule regular meetings and updates with partners.	Number of meetings held	1 quarterly Report (Meeting minutes with time, place and resolutions)	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	
		Create joint initiatives with stakeholders to address common health issues.	Number of initiatives	1 quarterly Report	Annual	PPDD, HR, SDH, LH, CWM, SGH, TTH, FPBS, ESU, FAMU, PPDD, RIDAMIT, HI, OH, HIV, W, HP, FH	

10.0 ANNEXES

10.1 Capital Works

Strategic Priority	SEG No	Project	Planned Completion date	Total Budget ($)	1st QTR ($)	2nd QTR ($)	3rd QTR ($)	4th QTR ($)
Priority Area 3	8	Upgrade and Maintenance of Urban Hospitals and Institutional Quarters	Jul-26	**562,500**	38,813	213,469	213,469	181,125
	8	Construction of Tokaimalo HC-Phase 1	Jul-26	**278,719**	0	320,527	0	0
	8	Upgrade And Enhancement – Building Hospital - Urban	Jul-26	**3,401,045**	1,329,809	1,838,265	743,128	0
		Upgrade And Enhancement – Building Health Centers NS	Jul-26	**1,449,606**	716,830	533,455	416,762	0
	8	Upgrade And Enhancement – Infrastructure - Refurbishment of Savusavu Hospital	Jul-26	**24,750**	28,463	0	0	0
	8	Demolition & Construction Dreketi HC	Jul-26	**371,250**	0	0	196,391	230,547
	8	Upgrade And Enhancement – Building Operation - Labasa Hospital Interior	Jul-26	**337,500**	388,125	0	0	0
Priority Area 3	9	Purchase – Software IT Infrastructure	Jul-26	**1,125,000**	517,500	388,125	388,125	0
	9	Purchase – Specialized Medical Equipment (Urban)	Jul-26	**1,122,750**	645,582	219,498	426,083	0
	9	Purchase – Special Operation Equipment (Sub Divisional)	Jul-26	**2,089,228**	696,757	552,601	1,153,254	0
	9	Purchase – Equipment Operation - Dental	Jul-26	**1,125,000**	905,625	0	388,125	0

A

Strategic Priority	SEG No	Project	Planned Completion date	Total Budget ($)	1st QTR ($)	2nd QTR ($)	3rd QTR ($)	4th QTR ($)
	9	Purchase – Equipment Technical Biomedical	Purchase – Special Operation Equipment (Sub Divisional)	**10,250,000**	8,251,250	0	3,536,250	0

10.2   Budget Cash Flow

Budget Cash flow Forecast			39%	24%	27%	10%	100%
Outcome	**Output**	**Total Budget**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Total**
Outcome 1.1. Reduce communicable disease and non-communicable disease prevalence, especially for vulnerable groups	Output 1.1.1 Preventative programmes targeting risk factors implemented	**1,612,500**	631,275	390,580	432,096	158,549	1,612,500
	Output 1.1.2 Strengthen the integrated approach to preventive initiatives in communities through multidisciplinary teams	**3,474,837**	1,360,358	841,676	931,140	341,663	3,474,837
	Output 1.1.3 Strengthen surveillance, case detection and diagnosis for CDs and NCDs	**10,427,500**	4,082,245	2,525,752	2,794,221	1,025,282	10,427,500
Outcome 1.2 Improve the physical and mental well-being of all citizens, with	Output 1.2.1 Improved maternal and neonatal health services, with an increased focus	**281,299**	110,125	68,136	75,379	27,659	281,299

B

Budget Cash flow Forecast			39%	24%	27%	10%	100%
Outcome	**Output**	**Total Budget**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Total**
particular focus on women, children and young people through prevention measures	on health risk assessments						
	Output 1.2.2 Strengthened immunization services and NCDs screening at MCH clinics	**281,250**	110,106	68,124	75,366	27,654	281,250
	Output 1.2.3 Improved breastfeeding and nutrition for children	**22,500**	8,808	5,450	6,029	2,212	22,500
	Output 1.2.4 Strengthen Early Childhood Development (ECD)	**56,250**	22,021	13,625	15,073	5,531	56,250
	Output 1.2.5 Improved prevention, detection and diagnosis of childhood illnesses	**731,250**	286,276	177,124	195,951	71,900	731,250
	Output 1.2.6 Strengthened adolescent health services	**225,000**	88,085	54,500	60,292	22,123	225,000
	Output 1.2.7 Strengthened breast and cervical cancer prevention, screening and diagnosis	**281,250**	110,106	68,124	75,366	27,654	281,250
Outcome 1.3 Safeguard against environmental threats and public health emergencies	Output 1.3.1 Improvement in the effectiveness of environmental health service delivery	**894,375**	350,137	216,636	239,663	87,939	894,375
	Output 1.3.2 Strengthen preparedness and resilience to	**0**	0	0	0	0	0

C

Budget Cash flow Forecast			39%	24%	27%	10%	100%
Outcome	**Output**	**Total Budget**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Total**
	public health emergencies						
Outcome 1.4 Strengthen population-wide resilience to the climate crisis	Output 1.4.1 Strengthened role of Fiji Emergency Medical Assistance Team(FEMAT)	**0**	0	0	0	0	0
	Output 1.4.2 Strengthen the collaborative approaches between relevant stakeholders for effective resource and information usage	**0**	0	0	0	0	0
	Output 1.4.3 Enhance disaster preparedness, management and resilience	**0**	0	0	0	0	0
Outcome 2.1. Improve patient health outcomes, with a particular focus on services for women, children, young people and vulnerable groups	Output 2.1.1 Increased access to maternal and child health services based on population needs	**337,500**	132,127	81,749	90,439	33,185	337,500
	0	**0**	0	0	0	0	0
Outcome 2.2 Strengthen and decentralize effective clinical services, including rehabilitation, to meet the needs of the population	Output 2.2.1 Increase access to effective treatment and specialist services	**745,465**	291,841	180,567	199,760	73,298	745,465
	Output 2.2.2 Strengthen clinical management of priority NCDs	**15,255,310**	5,972,277	3,695,145	4,087,913	1,499,975	15,255,310
	Output 2.2.3 Efficient and	**1,237,500**	484,467	299,748	331,609	121,677	1,237,500

D

Budget Cash flow Forecast			39%	24%	27%	10%	100%
Outcome	Output	Total Budget	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total
	effective referral system						
Outcome 2.3 Continuously improve patient safety, and the quality and value of services	Output 2.3.1 Provision of standardized clinical services	**123,750**	48,447	29,975	33,161	12,168	123,750
	Output 2.3.2 Improved patient safety and reduced variation of care	**337,500**	132,127	81,749	90,439	33,185	337,500
	Output 2.3.3 Improved quality and value of services by improving efficiency and reducing wastage	**0**	0	0	0	0	0
Outcome 3.1. Cultivate a competent and capable workforce, where the contribution of every staff member is recognized and valued	Output 3.1.1 Implement plans and policies to manage the workforce and working environment	**0**	0	0	0	0	0
	Output 3.1.2 Attract, select, recruit, retain and empower the right people to create a diverse, inclusive and engaged workforce	**277,329,865**	108,571,428	67,174,911	74,315,130	27,268,396	277,329,865
	Output 3.1.3 Provide opportunities for professional development to achieve a more engaged, skilled and satisfied workforce	**1,555,076**	608,794	376,671	416,708	152,902	1,555,076
Outcome 3.2. Improve the efficiency of	Output 3.2.1 Improved availability and	**59,660,000**	23,356,199	14,450,861	15,986,885	5,866,056	59,660,000

E

Budget Cash flow Forecast			39%	24%	27%	10%	100%
Outcome	**Output**	**Total Budget**	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	**Total**
supply chain management and procurement systems, and maintenance of equipment	accessibility to medical products						
	Output 3.2.2 Quality assurance processes for all medical supplies established	**80,000**	31,319	19,378	21,437	7,866	80,000
	Output 3.2.3 Improved functionality of biomedical & dental equipment in health facilities	**14,100,000**	5,519,987	3,415,306	3,778,328	1,386,379	14,100,000
Outcome 3.3. Implement more efficient financial processes, while reducing the financial hardship of the most vulnerable	Output 3.3.1 Strengthened financial controls and processes at cost centers	**0**	0	0	0	0	0
	Output 3.3.2 Improved budget execution and financial performance	**53,337,170**	20,880,884	12,919,343	14,292,578	5,244,365	53,337,170
	Output 3.3.3 Improved procurement and contract management processes	**0**	0	0	0	0	0
	Output 3.3.4 Health financing strategy and the national health accounts developed	**0**	0	0	0	0	0
Outcome 3.4. Ensure infrastructure is maintained to match service needs	Output 3.4.1 Infrastructure upgraded based on needs	**14,721,723**	5,763,384	3,565,900	3,944,929	1,447,510	14,721,723

F

Budget Cash flow Forecast			39%	24%	27%	10%	100%
Outcome	**Output**	**Total Budget**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Total**
	Output 3.4.2 Affordable aesthetic solutions implemented	**0**	0	0	0	0	0
Outcome 3.5 Harness digital technologies to facilitate better health care for our patients	Output 3.5.1 Improved accessibility to and completeness of patient information (including specialist information)	**1,518,750**	594,573	367,872	406,974	149,331	1,518,750
	Output 3.5.2 Training and support provided for using information systems	**56,250**	22,021	13,625	15,073	5,531	56,250
	Output 3.5.3 Strengthen research and innovation to support health systems strengthening	**11,250**	4,404	2,725	3,015	1,106	11,250
Outcome 3.6 Continue to strengthen planning and governance throughout the MHMS	Output 3.6.1 Plans and policies reviewed and updated	**56,250**	22,021	13,625	15,073	5,531	56,250
	Output 3.6.2 Governance structures improved across the MHMS	**0**	0	0	0	0	0
	Output 3.6.3 Effective MEL system established	**0**	0	0	0	0	0
Outcome 3.7. Widen our collaboration with partners for a more efficient, innovative and higher-quality health system	Output 3.7.1 Strengthened collaboration with other line ministries	**0**	0	0	0	0	0

G

Budget Cash flow Forecast			39%	24%	27%	10%	100%
Outcome	**Output**	**Total Budget**	**1st Qtr.**	**2nd Qtr.**	**3rd Qtr.**	**4th Qtr.**	**Total**
	Output 3.7.2 Strengthened partnerships with external stakeholders	**6,841,303**	2,678,291	1,657,102	1,833,240	672,670	6,841,303
COVID-19 Emergency Response Project (World Bank)		**0**	**0**	**0**	**0**	**0**	**0**
TOTAL		**465,592,673.00**	**182,274,135.00**	**112,775,977.00**	**124,763,267.00**	**45,779,294.00**	**465,592,673.00**

11.1   Acronyms and Abbreviations

11.1.1   Institutions & Agencies

Acronym	Full Form
AMU	Asset Management Unit
CG	Clinical Governance
CWM	Colonial War Memorial (Hospital)
ESU	Executive Support Unit
FAM	Finance Asset Management
FAMU	Finance and Asset Management Unit
FEMAT	Fiji Emergency Medical Assistance Team
FH	Family Health
FPBS	Fiji Procurement and Biomedical Services
HP	Health Protection
HR	Human Resource
LH	Labasa Hospital
MHMS	Ministry of Health and Medical Services
NGO	Non-Governmental Organisation
NDP	National Development Plan
PPDD	Planning and Policy Development Division
RIDAMIT	Research, Innovation, Data Analysis, Management and Information Technology
SDH	Subdivisional Hospital
SGH	Saint Giles Hospital
TTH	Tamavua Twomey Hospital
W	Wellness Division
WB	World Bank
HI	Health Inspectors
OH	Oral Health
HIV	Human Immunodeficiency Virus

11.1.2   Programmes, Frameworks & Strategies

Acronym	Full Form
CD	Communicable Disease
ECD	Early Childhood Development
EHR	Electronic Health Records
KPI	Key Performance Indicator
MEL	Monitoring, Evaluation and Learning
MCH	Maternal and Child Health
MoU	Memorandum of Understanding
NCD	Non-Communicable Disease
SDG	Sustainable Development Goal
SEG	Segment (Budget Line)
SP	Strategic Priority

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