



**St John of Jerusalem  
Eye Hospital Group**

مجموعة مستشفى سانت جون للعيون

St. John Eye Hospital  
مستشفى سانت جون للعيون

**STRATEGIC PLAN**

**2026 - 2028**

# COMPONENTS

## 01 Mission, Vision, and Values

These principles guide the Group's strategic decisions and daily operations. They are rooted in the St John Order's mission and values. We encourage all staff, at every level, to understand and fully embrace the Group's mission, vision, and values.

## 02 Our Services

This offers a comprehensive overview of the charitable eye care delivered by our Hospital Group. This includes a detailed snapshot of the services provided at each site.

## 03 Our Community Health Care Needs

Our understanding of community eye health care needs is based on a critical analysis of the contextual factors affecting ocular health in the Palestinian Territories.

The war in Gaza has resulted in the disruption of service delivery and in a huge demand for eye care services.

In addition, community health care needs have been determined based on findings from the Rapid Assessment of Avoidable Blindness (RAAB) survey, which has identified the primary causes of blindness and visual impairment in the Holy Land.

These insights have helped shape our targeted interventions and service priorities.

## 04 Our Strategic Aims

Our strategic aims were developed through a comprehensive SWOT analysis conducted by the Group's Senior Leadership Team, in collaboration with the Board of Trustees and our national and international partners.

These aims guide our ongoing efforts to improve and expand access to quality eye care.



## Purpose and Methods

The purpose of this strategic plan is to define the strategic, operational, and financial priorities that will guide the St. John of Jerusalem Eye Hospital Group (SJEHG) over the next three years. The 2026–2028 strategic plan was developed through a collaborative process involving the SJEHG Board of Trustees, Senior Leadership Team, and staff. It is grounded in key contextual factors influencing the Group's service delivery and is firmly aligned with the community health needs identified through the RAAB survey, conducted by the Hospital in 2018–2019.

RAAB surveys are conducted once every ten years, and the data from the most recent study remains both relevant and valid as a foundation for this strategic plan.

# Mission, Vision, and Values



SJEHG is a centre of excellence providing ophthalmic care of high quality to the people of the Holy Land regardless of ethnicity, religion, social class, or ability to pay.

## Our mission



SJEHG is committed to addressing avoidable blindness in the Holy Land and aims to be recognised as the leading provider of quality eye care in East Jerusalem, the West Bank, and the Gaza Strip.

## Our vision



- **Compassion:** We provide eye care with empathy, always committed to promoting the wellbeing of every individual.
- **Accountability:** We take responsibility for our actions, continuously improving our performance, embracing change, and seeking new opportunities to serve.
- **Respect:** We honour the dignity and worth of every person we encounter.
- **Excellence:** We strive to deliver exceptionally high-quality eye care in all that we do.

## Our values

care

# OUR SERVICES

SJEHG is a registered charity providing expert, high-quality eye care in East Jerusalem, the West Bank, and the Gaza Strip. As the largest and the main charitable provider of ophthalmic care in these areas, SJEHG is recognised as the leading provider of comprehensive eye care, covering all specialties except oncology. We are committed to treating all patients regardless of ethnicity, religion, social status, or ability to pay.

For over 144 years, the Order of St John has been delivering ophthalmic services in the Holy Land. The Hospital Group provides care from six sites:

## 1. The Jerusalem Hospital

The Jerusalem Hospital is our main facility situated in East Jerusalem and is a large, modern medical centre featuring:

- Outpatient department.
- Inpatient departments and a day care unit.
- Specialist units in retina, cornea, glaucoma, orthoptics, and paediatrics.
- Operating theatres.
- 24-hour emergency eye care services.

It was the first East Jerusalem Hospital to receive the Joint Commission International (JCI) accreditation, an achievement it has maintained since 2013.

## 2. Kufor Aqab Centre

The Kufor Aqab Centre has been established outside the Jerusalem separation wall to provide eye care services to patients who are unable to reach the Jerusalem Hospital. The centre offers a wide range of primary, secondary, and tertiary eye care services, including highly specialized ophthalmic services such as paediatrics, glaucoma, diabetic retinopathy treatment, oculoplastics, and corneal services.

## 3. Nablus Hospital – Northern West Bank

Due to movement restrictions and the need to increase access to care, we established the Nablus Hospital in 2025 to serve over one million people residing in the northern districts of the West Bank. The Hospital offers primary, secondary and tertiary eye care services, with a focus on paediatrics and diabetic eye diseases. The Hospital also provides ophthalmic surgery namely cataract surgery with an aim to widen the range of eye surgical procedures in 2026.

## 4. Hebron Hospital – Southern West Bank

Our Hebron Hospital provides sight-saving treatments, including cataract, retinal and laser surgeries for diabetic retinopathy. The hospital serves 690,000 people, including urban residents and semi-nomadic Bedouin communities in the Negev Desert.

## 5. Gaza Hospital

Since 1992, SJEHG has operated in the Gaza Strip to meet the growing need for eye care, particularly due to limited access to Jerusalem. Today, over 2.2 million Palestinians, including 1.3 million refugees, live in the Strip—one of the most densely populated places on earth.

A new hospital was established in Gaza City in 2016 and operated in a near-emergency condition and upheld same quality standards as the Group. Prior to October 2023, the Hospital offered advanced subspecialty services, including:

- Retinal care.
- Glaucoma.
- Anterior segment surgery.
- Paediatric ophthalmology.
- Oculoplastic.

It was also digitally connected to our Jerusalem-based data servers to ensure continuity and quality of care.

The Gaza hospital was partially damaged during the war and was out of commission for almost seven months. After partial restoration, the hospital now provides limited outpatient services as well as outreach services.

## 6. Muristan Clinic- Old City of Jerusalem

The Mursitan clinic provides primary eye care services to the inhabitants of the old city of Jerusalem.

## 7. Mobile Outreach Programme

Our mobile outreach teams deliver free, essential eye care to remote and underserved communities in the West Bank. This initiative ensures access to services for those who would otherwise be unable to reach our facilities in Jerusalem and the West Bank.



# SNAPSHOT OF 2025

## Jerusalem Hospital

Patients treated: **57,284**

Major operations performed: **3,500**

Staff: **173** total, including **109** medical, allied health professionals, and nurses.

## Kufor Aqab Centre

Patients treated: **13,064**

Staff: **9** total, including **7** medical, allied health professionals, and nurses.

## Nablus Hospital

Outpatients treated: **16,244**

Major operations performed: **264**

Staff: **19** total, including **14** medical, allied health professionals, and nurses.

## Hebron Hospital

Patients treated: **17,345**

Major operations performed: **786**

Staff: **24** total, including **20** medical, allied health professionals, and nurses.

## Muristan Clinic & OldCity Screening

Patients screened/treated: **51**

Staff: **0.4** including medical and nurses.

## Mobile Outreach Programme

Three teams.

Patients treated: **27,479**

Staff: **16**

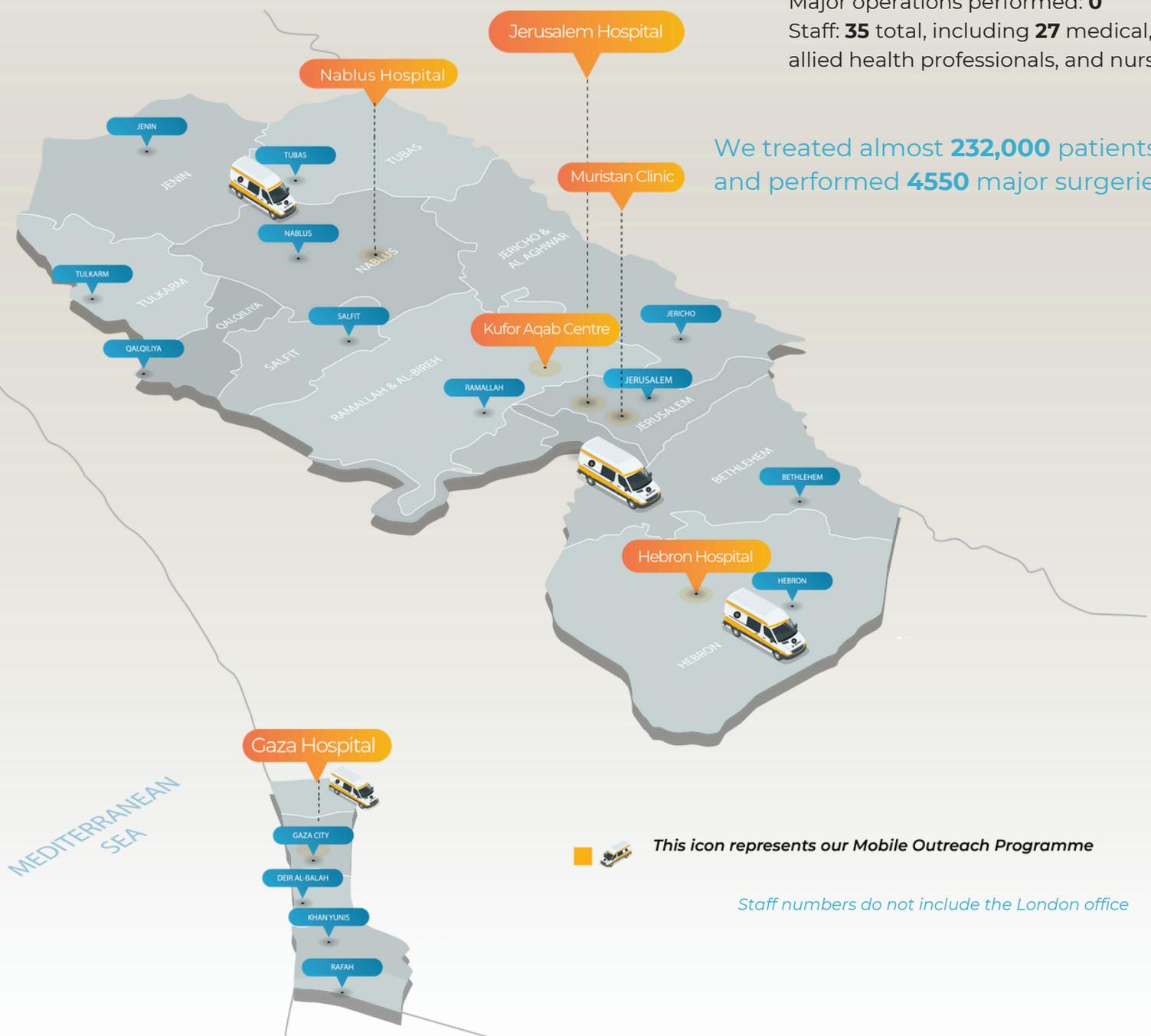
## Gaza Hospital

Outpatients treated: **40,921**

Major operations performed: **0**

Staff: **35** total, including **27** medical, allied health professionals, and nurses.

We treated almost **232,000** patients and performed **4550** major surgeries.



This icon represents our Mobile Outreach Programme

Staff numbers do not include the London office

# OUR COMMUNITY HEALTH CARE SERVICES

Serving the neediest in the Holy Land, SJEHG is dedicated to serving the most vulnerable populations across East Jerusalem, the West Bank, and the Gaza Strip. Strategically positioned across the region, SJEHG enhances access to high-quality eye care for communities most in need. Based on key findings from the 2018–2019 RAAB —conducted by SJEHG—the leading causes of blindness and visual impairment in the region include:

**1**  
**Cataract**

**2**  
**Diabetic Retinopathy**

**(RAAB)**

National Survey of Avoidable Blindness, Diabetic Retinopathy, and Disability in Palestine

## Contributing factors to vision loss in the population served

The ongoing Gaza war, the community contextual analysis and the findings from the RAAB survey have highlighted several systemic and social factors contributing to the high prevalence of visual impairment and blindness:



Limited access to eye care due to physical, financial, and informational barriers.



Ongoing and prolonged political and security unrest in the region resulting to the displacement of people into refugee camps.



Widespread poverty and high unemployment rates.



Poor-quality eye care services and a fragmented health care system.



Gender inequality, influenced by socioeconomic and cultural norms.



Genetic and inherited eye diseases, often linked to consanguinity.

**3**  
**Refractive Errors**

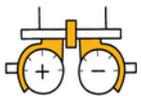
**4**  
**Glaucoma**

**SJEHG continues to address these challenges by taking services to people who need it most and through targeted services, outreach, education, and advocacy, ensuring that no one is left behind in the fight against avoidable blindness.**

# STRATEGIC AIMS



## SERVICES



Provide eye care, which is of the highest quality, accessible, and patient-centered.

## Organizational Sustainability



Ensure financially sustainable services by enhancing service related and voluntary income.

## People and Staff



Attract, motivate, develop, and retain the highest standard of staff, and become the employer of choice for eye care in the region.

## Modern Infrastructure



Ensure modern facilities and resources are in place to meet the increasing expectations of patients.

## Gaza



Rebuild our Gaza services to meet the needs of people postwar.

## Good governance and leadership



Ensure good Group governance and leadership, enhance reputation and partnerships.

## Clinical Development



Foster education, academic research, and an innovative culture in a conflict zone.

# STRATEGIC AIMS

## SERVICE

Services: provide eye care, which is of the highest quality, accessible, and patient-centered

# 2026

Embed JCI standards at the Nablus hospital.

Increase surgical uptake in Nablus by **50%**.

Strengthen the provision of quality surgical services in Nablus to include paediatric surgery.

Seek funding to sustain northern outreach services.

Establish an additional outreach service in Hebron.

Seek funding to continue child vision screening programme.

Train 3 orthoptic assistants for Hebron, Kufor Aqab Centre, and Nablus.

# 2027

Embed JCI standards at the Nablus hospital.

Embed quality standards in Gaza in preparation for future JCI accreditations subject to political and security developments.

Strengthen the provision of quality surgical services in Nablus to include retinal and oculoplasties.

Seek funding to sustain northern outreach services.

Sustain outreach service in Hebron.

Continue child vision screening programme.

# 2028

Achieve JCI Accreditation in June 2028 for the Nablus Hospital.

Embed quality standards in Gaza in preparation for future JCI accreditations subject to political and security developments.

Strengthen the provision of quality surgical services in Nablus to include most subspecialties.

Seek funding to sustain northern outreach services.

Sustain outreach service in Hebron.

Continue child vision screening programme.

# STRATEGIC AIMS

## SERVICE

Services: provide eye care, which is of the highest quality, equitable, accessible, and patient-centered

# 2026

● Increase general and subspecialty services at Kufor Aqab Centre by 10%.

● Pending funding and MoH approvals, introduce general anaesthetic services in Hebron.

● Create and implement a reviewed care model with emphasis on day care provisions.

● Increase the number of patients treated annually at the Group from 200,000 to 230,000.

# 2027

● Increase services provisions at Kufor Aqab Centre by 10%.

● Modernize ocularist services in Jerusalem by training an additional ocularist abroad.

● Increase the number of patients treated annually at the Group from 230,000 to 250,000.

# 2028

● Increase service provision at Kufor Aqab Centre by 10%.

● Treat 250,000 patients annually.

# STRATEGIC AIMS

## Organizational Sustainability

Ensure financially sustainable services by enhancing service related and voluntary income.

# 2026

Establish a commercial pharmacy at the Jerusalem Hospital and explore establishing a pharmacy at the Hebron Hospital based on the Nablus experience.

Establish for profit Muristan café project.

London office: develop and execute a comprehensive fundraising plan.

Jerusalem office: develop and execute a comprehensive fundraising plan.

Through better marketing, increase income from refractive surgery by 10%.

Increase accommodation rental income by 10% through facility modernization to attract expatriate tenants.

Strengthen relationships with Pories through intentional communication, targeted marketing efforts, and active stewardship initiatives.

Implement an approved Group investment strategy.

# 2027

Conduct a feasibility study for the establishment of eyeglasses shop project.

Further strengthen Muristan Café to include events and professional meetings.

Continue to ensure that all fundraising initiatives/ grant applications are hospital driven with emphasis on operational support.

Through better marketing, increase income from refractive surgery by 10%.

Increase accommodation rental income by 10% through facility modernization.

Strengthen relationships with Pories through intentional communication, targeted marketing efforts, and active stewardship initiatives.

Implement an approved Group investment strategy.

# 2028

Continue to ensure that all fundraising initiatives/ grant application are hospital driven with emphasis on operational support.

Through better marketing, increase income from refractive surgery by 10%.

Increase accommodation rental income by 10%.

Strengthen relationships with Pories through intentional communication, targeted marketing efforts, and active stewardship initiatives.

Implement an approved Group investment strategy and review performance and adapt accordingly.

# STRATEGIC AIMS

## People and Staff

Attract, motivate, develop, and retain the highest standard of staff, and become the employer of choice for eye care in the region

# 2026

- Strengthen the development of future leaders through a well-executed succession plan.
- Facilitate and encourage clinical staff (mainly nursing staff) to obtain Israeli Ministry of Health license.
- Using staff appraisals and evaluations, promote and support continuous learning opportunities for staff at all levels.
- Continuing implementation of pay scale and review as needed.
- Using employee of the month scheme strengthen current performance reward initiatives.
- Strengthen further our equity, diversity, and inclusion programme.
- Conduct mental health and safety training to strengthen mental wellbeing, resilience, and safety for all staff.

# 2027

- By December 31, 2027, ensure that 100% of staff members complete at least two role-appropriate training sessions relevant to their duties.
- Conduct in-house leadership training for 5 potential leaders.
- Increase Israeli licensed clinical/nursing staff by 10%.
- Continuing implementation of pay scale and review as needed.
- Using employee of the month scheme strengthen current performance reward initiatives.
- Strengthen further our equity, diversity, and inclusion programme.
- Train one staff member/ officer in each site of the Group to function as a counsellor for staff.

# 2028

- By December 31, 2028, ensure that 100% of staff members complete at least five role-appropriate training sessions relevant to their duties.
- Conduct in-house leadership training for 5 potential leaders.
- Increase the Israeli licensed clinical/nursing staff by 10%.
- Continuing implementation of pay scale and review as needed.
- Using employee of the month scheme strengthen current performance reward initiatives.
- Strengthen further our equity, diversity, and inclusion programme.

# STRATEGIC AIMS

## Modern Infrastructure

Ensure modern facilities and resources are in place to meet the increasing expectations of patients.

# 2026

- Develop a building masterplan for the Jerusalem hospital to ensure optimum use of available space.

- Complete cybersecurity project and provide continuous monitoring and periodic reports to the IT and Cybersecurity Board Committee.

- Continue to stabilize current health information system and explore possible optimization.

- Develop a three-year equipment plan to cater for future clinical requirements across the Group.

- Modernize available space at the Jerusalem site to further enhance non-nservice income.

- Prioritize income generating projects such as pharmacy, and patient care park.

- Implement an ERP system across the Group.

# 2027

- Have infrastructure plans in place to modernize facilities and support the growing needs of our community, including people with disabilities.

- Ensure IT support plans are in place to advance innovative ways of providing eye care, including the introduction of digital services and virtual consultations.

- Maintain a three-year equipment plan to cater for future clinical requirements across the Group.

- Modernize available space at the Jerusalem site to further enhance non-service income.

- Convert rental accommodation into small studio flats to increase use.

- Implement an ERP system across the Group.

# 2028

- Ensure IT support plans are in place to advance innovative ways of providing eye care, including the introduction of digital services and virtual consultations.

- Maintain a three-year equipment plan to cater for future clinical requirements across the Group.

- Modernize available space at the Jerusalem site to further enhance non-service income.

- Convert rental accommodation into small studio flats to increase use.

# STRATEGIC AIMS

## Gaza Strip

Rebuild our Gaza services to meet the needs of people postwar

# 2026

Play a role in building the shattered health care services in Gaza.

Continue with current eye care provision and where appropriate strengthen services in Gaza.

Postwar, develop a comprehensive business plan to renovate, restore, and re-equip the Gaza hospital to reestablish services to the prewar levels.

Strengthen liaison with international health care providers to facilitate work in Gaza.

Enhance staff capabilities to ensure the delivery of quality services.

Based on available funding, establish one outreach eye care service to displaced people residing in camps.

# 2027

Play a role in building the shattered health care services in Gaza.

Respond to the expected rise in eye care needs in Gaza.

Strengthen liaison with international health care providers to facilitate work in Gaza.

Enhance staff capabilities to ensure the delivery of quality services.

Sustain outreach services to displaced people residing in camps.

Pending available funding to renovate, restore, and regain function to pre-war levels.

# 2028

Play a role in building the shattered health care services in Gaza.

Respond to the expected rise in eye care needs in Gaza.

Strengthen liaison with international health care providers to facilitate work in Gaza.

Embed quality clinical standards at the Gaza Hospital in preparation for future JCI accreditation.

Sustain outreach services to displaced people residing in camps.

# STRATEGIC AIMS

## Good governance and leadership

Ensure good Group governance and leadership, enhance reputation and partnerships

# 2026

For the Board of Trustees to provide overarching governance that safeguards and support the Group's long-term success.

For the CEO and Senior Leadership Team to lead the Group's operations with accountability and transparent communication to the Board of Trustees.

Strengthen partnerships both locally and globally.

Strengthen relationships with the St John Order's EMEAR region and playing a leading role in the provision of eye care in the Region.

Strengthen reputation through better use of marketing and communication strategies.

Develop the role of Group marketing and communication officers.

Disseminate Data Governance standard across the Group and conduct regular audits.

Conduct Group charitable work in full compliance with national and international best practices/international sanctions.

# 2027

For the Board of Trustees to provide overarching governance that safeguards and support the Group's long-term success.

For the CEO and Senior Leadership Team to lead the Group's operations with accountability and transparent communication to the Board of Trustees.

Strengthen partnership both locally and globally.

Strengthen relationship with the St John Order's EMEAR region and playing a leading role in the provision of eye care in the Region.

Strengthen reputation through better use of marketing and communication strategies.

Develop the Arabic website.

Implement Data Governance standard across the Group and conduct regular audits.

Conduct Group charitable work in full compliance with national and international best practices/ international sanctions.

# 2028

For the Board of Trustees to provide overarching governance that safeguards and support the Group's long-term success.

For the CEO and Senior Leadership Team to lead the Group's operations with accountability and transparent communication to the Board of Trustees.

Strengthen partnership both locally and globally.

Strengthen relationship with the St John Order's EMEAR region and playing a leading role in the provision of eye care in the Region.

Strengthen reputation through better use of marketing and communication strategies.

Implement Data Governance standard across the Group and conduct regular audits.

Conduct Group charitable work in full compliance with national and international best practices/international sanctions.

# STRATEGIC AIMS

## Clinical Development

Foster education, academic research, and an innovative culture in a conflict zone

# 2026

- Train eight nurses in postgraduate ophthalmic nursing annually.

- Enhance clinical staff research knowledge and expertise through in-house and fellowship training for one staff member.

- Foster an innovation culture and appoint an Artificial Intelligence lead.

- Invest in a highly qualified research lead/director with a PhD research qualification.

- Pursue and secure Helsinki committee registration with the Israeli Ministry of Health to undertake clinical research.

- Train eight medical residents annually.

- Based on the hospital need train one medical retinal specialist.

# 2027

- Maintain postgraduate ophthalmic nurse training based on hospital needs.

- Seek local and international academic accreditation and recognition of current medical residency training.

- Utilize Artificial Intelligence technology to advance care, improve communication with patients including the establishment of remote patient consultations.

- Based on the Jerusalem Hospital's Master Plan, establish a dedicated education, research and innovation centre at the Hospital.

- Commence clinical research through partnership with other local and international eye care providers.

- Maintain medical residency training.

- Based on hospital needs train one paediatric fellow.

# 2028

- Maintain postgraduate ophthalmic nurse training based on hospital needs.

- Utilize Artificial Intelligence technology to advance care, and improve communication with patients including the establishment of remote patient consultations.

- Commence clinical research through partnership with other local and international eye care providers.

- Maintain medical residency training .

- Based on hospital needs train one oculoplastic fellow.

# REVIEW



The review of the three-year strategic plan will be carried out by both the Senior Leadership Management Team and the Board of Trustees at different intervals, as illustrated in the diagram above.



# **STRATEGIC PLAN**

## **2026 - 2028**

[www.stjohnseyehospital.org/](http://www.stjohnseyehospital.org/)