



# Growing businesses to grow health impact

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# Program Overview

## Objectives of the overall program

- Offer holistic quality improvement leading to SafeCare accreditation
- Help in bridging provider gap in business skills
- Provide access to affordable financing

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**Tunza Providers Implementing  
Business Skills**

# Areas of Focus



*I had never seen my facility with the business eyes. From that time, I set my mind to the work as a business, with the support of the business team*



## **General Business Operations:**

- Business registration, tax and statutory compliance, risk management, general facility layout and client satisfaction

## **Financial Management:**

- Setting up financial systems, bank accounts, managing debts, using data for decision making

## **Stock Management:**

- Manual and automated

## **Marketing and Demand Creation:**

- Basic / community marketing techniques to spur growth

# How the business program works



# Stepwise Business Improvement

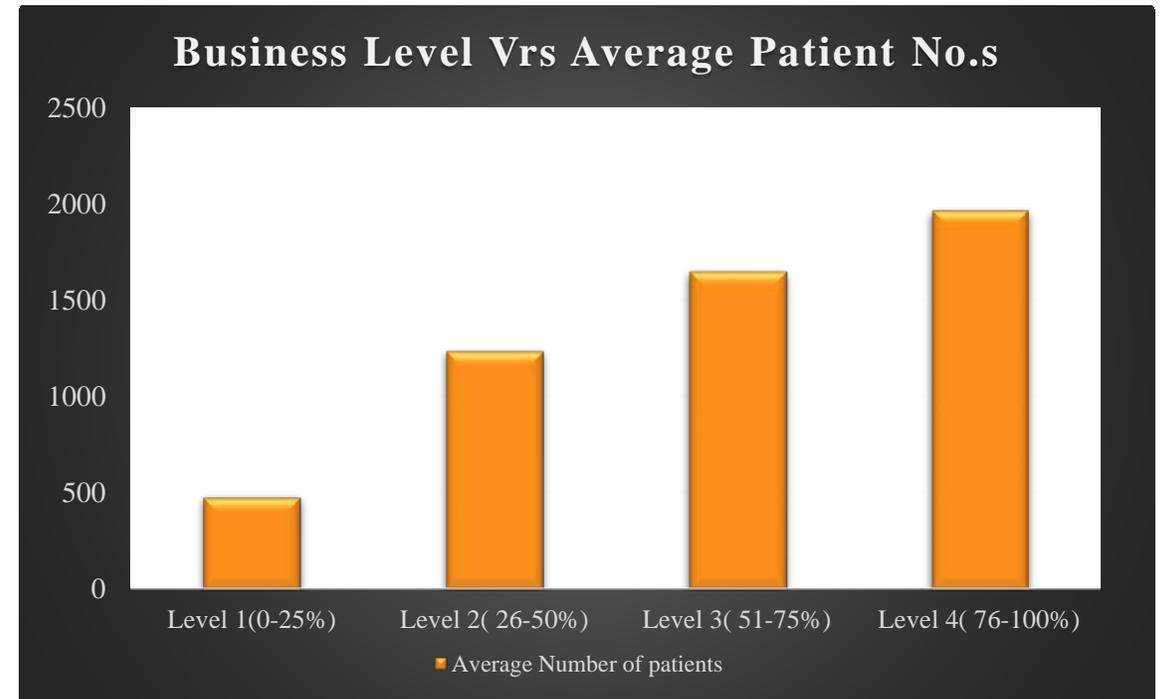
Using business levels to help clinics grow & improve...

- Segment the providers into different levels to target resources and create efficiencies.
- Do not implement a “one size fits all” model (due to different sized clinics with varying capability to take on new services)

Business Level	Score Bracket	Business Description
Level 1	0% - 25%	No Business Skills
Level 2	26% - 50%	Limited Business Skills
Level 3	51% - 75%	Good Business Management
Level 4	76% - 100%	Excellent Business Management

# Impact

- **Client Flow:** Increased by an avg. of 35%!!!!
- **Revenue:** Up by 28%
- **Improved systems:** 41 facilities have Clinic Management Systems (up from 15)
- 59% - have moved from one level to another
- 29% - accessed credit



## Tunza facility Levels

Level 1: 24 facilities    Level 3: 78 facilities  
Level 2: 60 facilities    Level 4: 12 facilities

# Impact

## What has worked?

- Providers receptive to learning new business skills e.g. Improved business systems, improved inventory management, cash management, data use etc.
- The program often led to rapid business growth/facility expansion e.g. lab

## Sara (our PSI client archetype!)

- Improved customer service (exit survey – 95% satisfied)
- Increased scope of services (continuum of care)
- Access to quality and affordable drugs

## What has not worked?

- Some providers are reluctant to share revenue data

## Lessons learnt

- Facilities in the business program perform better in other quality related assessments e.g. NHIF, JHIC
- Considerable effort initially required as providers need hand holding

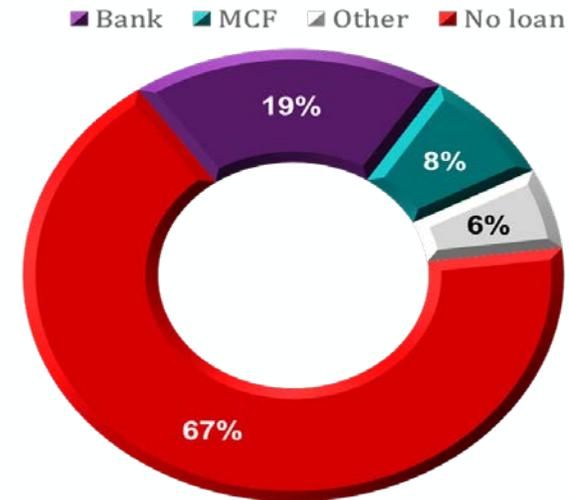
# Loans for growth

## What happened?

- Providers became credit worthy and banks became more willing to lend to providers
- 29% of providers accessed formal credit through this program

## What worked?

- Access to financing led to improved quality of services, increased clients and revenue
- Linkage to banks and facilitation of loans application process



## Lessons learnt

- Assumption that providers lack other sources of funding is not entirely true!

# Grace Wanjiku's clinic



*I urge other clinics to take up the advice of the Tunza business team and watch how your business will grow.*

- On joining the business program, she transformed her approach to doing business. Within the first 1 year, Patients increased from 20 to 45 per day.



***“The Tunza Business team gave me business legs to stand on.”***

Grace Wanjiku Masila,  
Registered Nurse

THANK  
YOU