



# Unjani Clinic Network

“Empowering Healthcare”

October 2017

# Introduction of Organisation

- ▶ 3 – 4 minutes slides

# Acknowledgment of Funders & Partnerships



# Mission

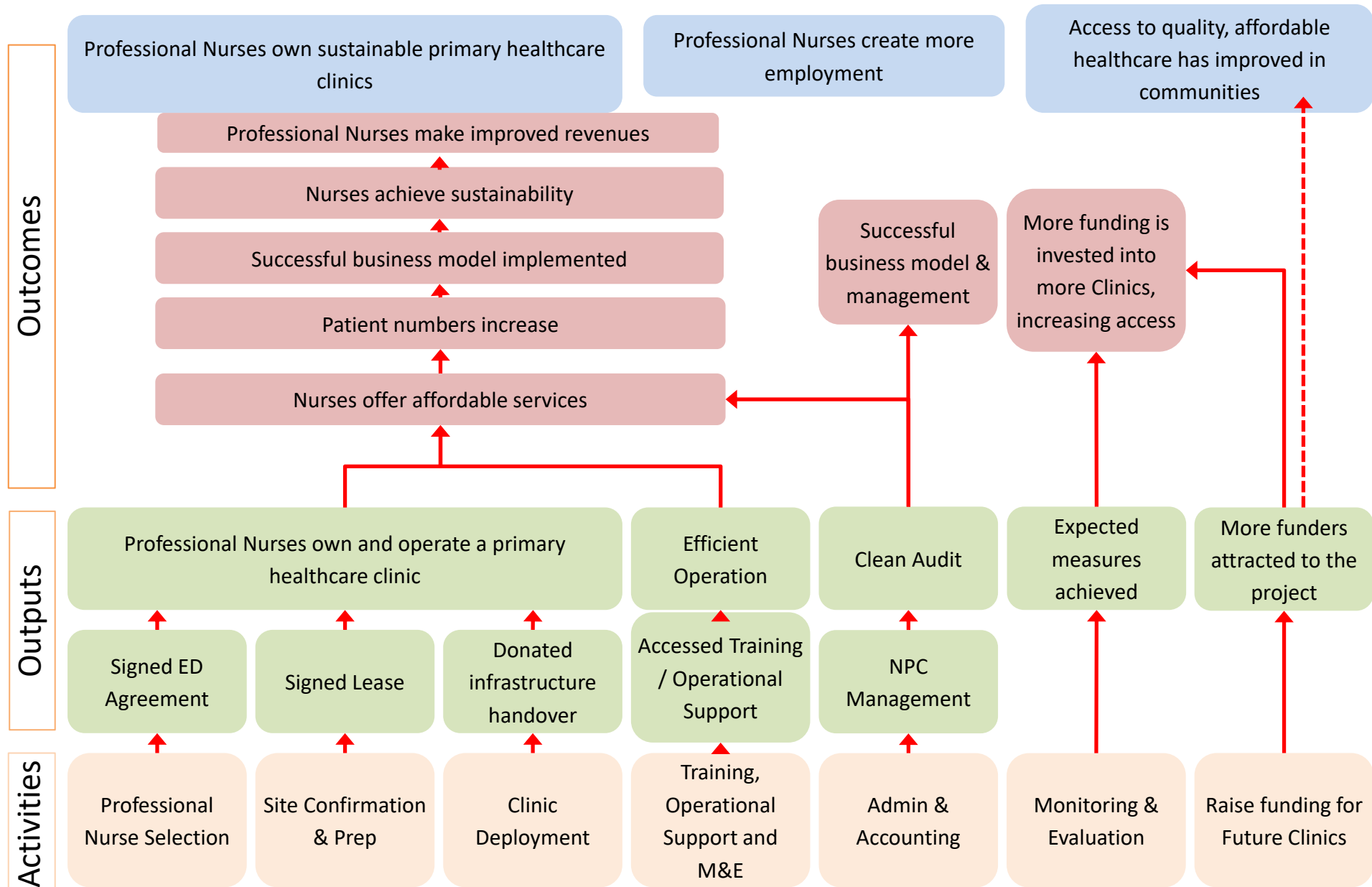
- ▶ Empower 350+ Professional Nurses
- ▶ Create 1000+ jobs
- ▶ Provide improved healthcare access to 3 million+ people
- ▶ Develop 350+ Sustainable Micro Enterprises that provide social value

# Model

- ▶ Task shifting for affordability and scale of access to primary care
- ▶ Empowering nurses as healthcare providers and entrepreneurial role models
- ▶ Transforming health seeking behaviours
- ▶ Proven model (“winning formula”) for sustainability

“Quality, affordable private healthcare”

# Theory of Change / Results Chain



# Social Sector Franchising Approach

- ▶ Model built on social franchising principals
  - Brand / supply chain / systems / training / SOP's
- ▶ “Sustainability presupposes commercial viability”
- ▶ Profitability at front end, minimal drain from centre
- ▶ Ability to scale based on a proven formula

# Measuring Impact

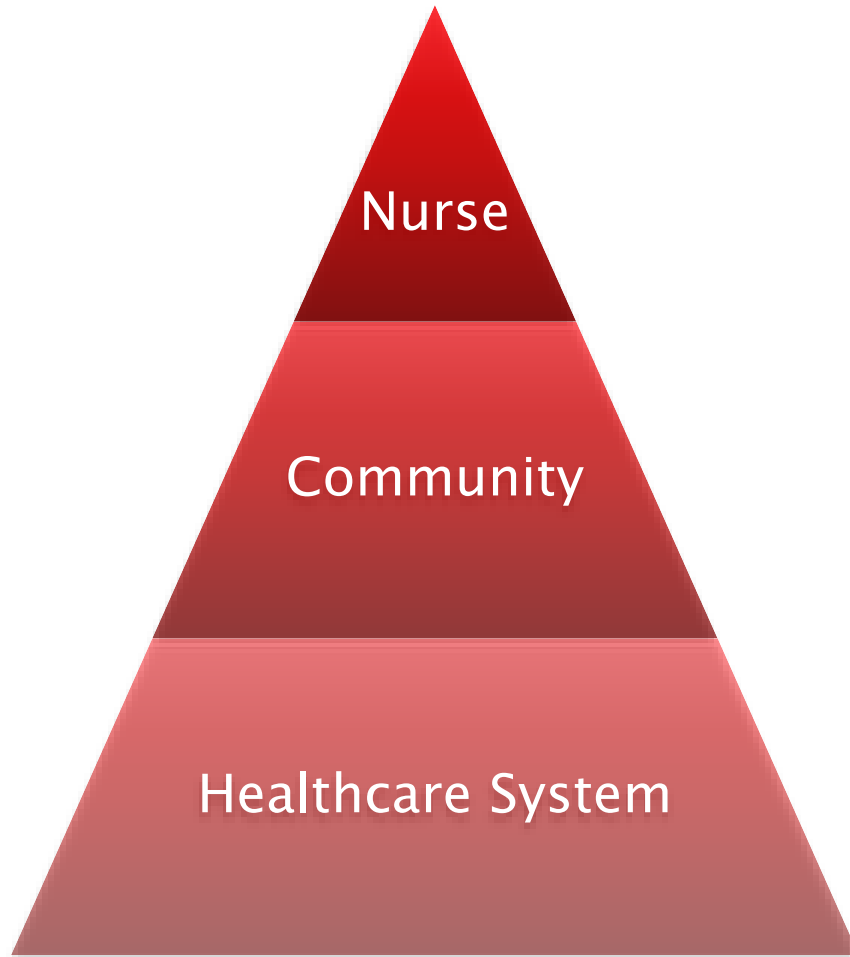
- ▶ 2 – 3 minutes slides



# Measuring Impact

- ▶ Traditional quantitative measures
  - Nurses Empowered / Enterprises Developed
  - Employment
  - Patients Served
- ▶ Qualitative measures
  - Lifestyle improvement
  - Impact on patients “are they healthier, are they more informed”
  - Independent surveys / internal surveys / patient feedback
- ▶ Impact Mapping (Theory of Change) .....SROI

# Quantitative Impact to Date



- ▶ 37 empowered business owners
- ▶ Improved lifestyles
- ▶ Permanent employment for 120+ people
- ▶ In excess of 350 000 consultations
- ▶ Access to improved services
- ▶ Access to quality medicines
- ▶ Primary care in communities
- ▶ Capacity building in surrounding Government Facilities
- ▶ Assistance with campaigns
- ▶ Healthcare systems strengthening

# Qualitative Impact to Date

“They have the best service ever and they attend to their patients very fast”

“The difference is that they can talk to us in a friendly manner, they don’t just give us pills that help us”

“The Clinic is of the highest standard and the waiting time is little”

“Their reception is very welcoming and they are fast enough to assist”

“Money cannot buy what we get on a daily basis” – Unjani Nurse

“The Unjani Clinics are the best thing that ever happened to our community”

# Impact Mapping

Unjani Clinics Impact Map (Theory of Change Measurement)

STAGE 1		STAGE 2			STAGE 3		
Stakeholders	Intended/ unintended changes	Inputs	Outputs	The Outcomes			
				Description	Indicator	Source	Financial Proxy
	Impact	Investment	Activities	Impact	Measurement	Measurement source	Value Change
Funders	Impact of Funding Invested	Donation in Rands invested	Number of Jobs Created Number of Nurses Empowered Improved access to healthcare Investment per patient served	Funders provide monetary donations to the Non Profit Company to Empower Professional Nurses, develop Sustainable Businesses and create jobs. Their funding enables a Professional Nurse to own an sustainable business, create employment and provide access to healthcare services that create social value.	Number of Nurses Empowered Nurse Feedback Score - Empowerment - Contribution to Community (Patient Care) Clinic Profitability and Nurse Salary Number of Jobs created Number of Patients served	Unjani NPC Nurse Survey Financial Records Community / Patient Survey	Rand investment / patients served Business profitability increase (5% of Profit) Skill Improvement Value (5% of Salary+Profits) Contribution to Community (5% of Profit) Financial Stability (5% of Salary)
Professional Nurse	Business Ownership Skill Level increase Empowerment Contribution to community Financial Stability	Initial Investment of R10 500 Time Risk (start-up business)	Business and Nursing Skills Improved Empowerment Improved health and education Increased economic activity in community	Nurse is given a business which she then has to operate. She receives business training as well as CPD nursing training and is empowered to build her business and make it profitable. She provides primary care and preventative care/knowledge to her community and can use the salary and profits she generates to buy things and invest in her community	Number of CA's Trained CA Feedback Score Nurse Feedback Score - Empowerment - Contribution to Community (Patient Care) Clinic Profitability and Nurse Salary	Unjani NPC Nurse Survey Financial Records	Avg Yearly Profit/Clinic Avg. Yearly Nurse's Salary Skill Improvement Value (5% of Salary+Profits) Contribution to Community (5% of Profit) Financial Stability (5% of Salary)
Clinic Assistant	Skill Level / Employment Responsibilities/Engagement Growth Opportunities Contribution to community	Time	Employment Technical and Administrative Training Improved Increase Responsibilities and engagement Future growth opportunities Contribution to Community	Clinical Assistant is hired by the Nurse, she is paid a salary and given responsibility. She learns skills to do her job and learns some additional skills from the nurse. She has opportunities to do other jobs at clinic and to spend some of her salary in the community	Number of Trained CA's Clinic Asst Feedback Score - Responsibility/Engagement - Growth Opportunity Contribution to Community	Unjani NPC Clinic Asst. Survey Financial Records	Avg. Yearly Clinic Asst Salary Skill Improvement Value (5% of Salary) Contribution to Community (5% of Salary)
Patient	Commute Time Waiting Time Affordability Satisfaction level Consultation Time Resolution of problems Access to medicines	Time & Money	Shorten commuting time Shorter waiting times Unjani cost vs. Willingness to Pay Higher Satisfaction levels Shorten consultation times Problems resolved Able to obtain medication	Patients receive better care and develop a relationship with the healthcare professional. They are able to return to work more quickly and medical problems are resolved/controlled. Medication is available at time of diagnosis.	Commuting Time (Minutes) Waiting Time (Minutes) Unjani Cost vs. Willingness to Pay Feedback Score: - Satisfaction - Comfortability with Nurse Consult Time (minutes) % Medicine Stockouts	Patient Survey Patient Records Stock Management System	Value of Commuting Time Value of Waiting time Willingness to Pay Impact Value of Medicine Stockout
Government	Saving/Redeployment of Resources (Capacity Building) Job Creation Healthcare accessibility	N/A	Saving/Redeployment Job Creation Healthcare accessibility	Reducing the burden on government clinics (capacity building), enabling them to redeploy services	Savings/Redeployment of Govt healthcare funds Incremental Jobs created above Nurse/Clinic Assistant % of population who is seen at Unjani	Health Barometer 16/17 StatsSA	Incremental Salary generated from other jobs

# Contact Us

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**Website [www.unjaniclinic.co.za](http://www.unjaniclinic.co.za)**





## Center for Social Innovation and Enterprise

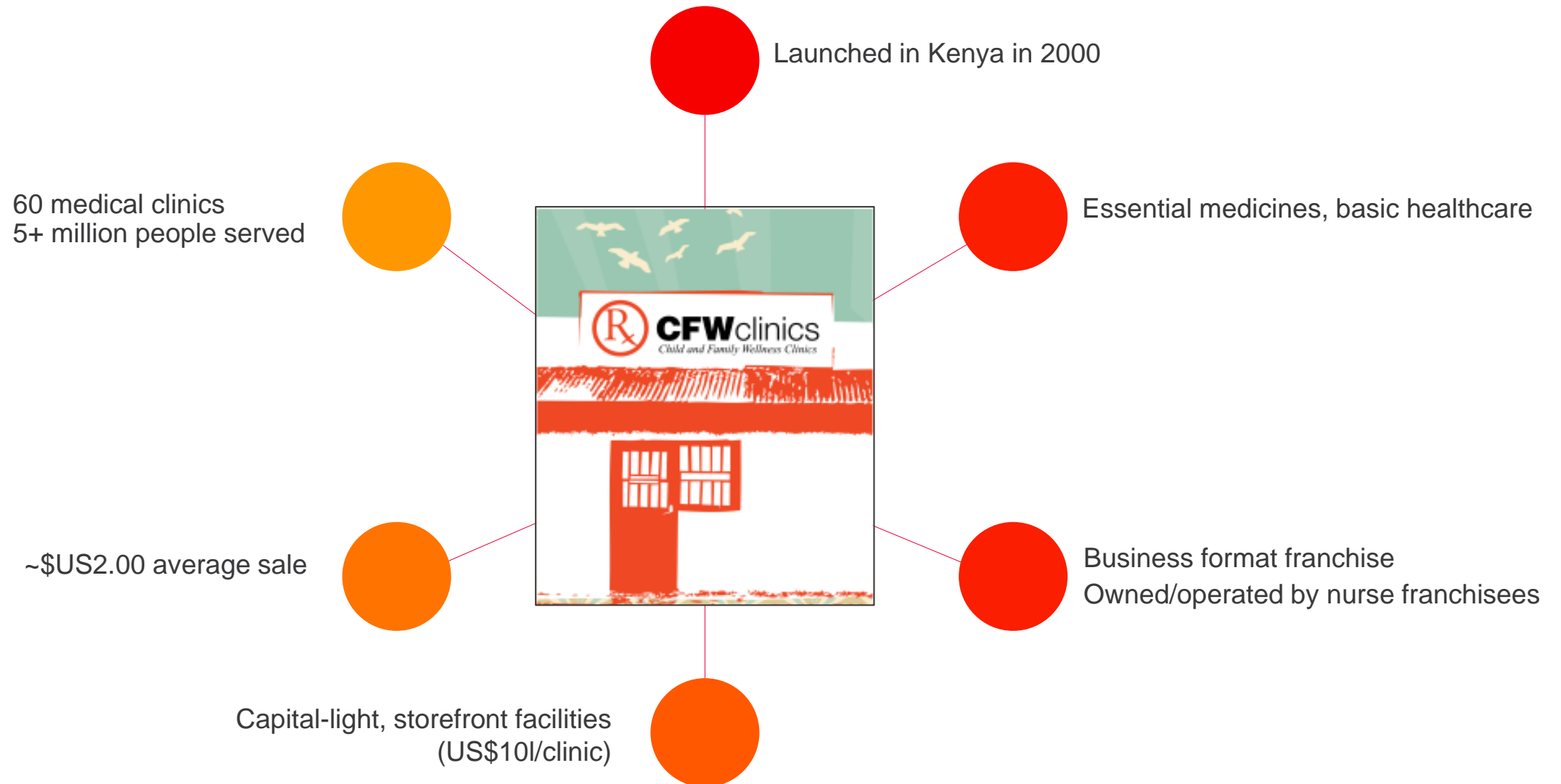
A joint venture of the Peter T. Paul College of Business  
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## Innovative Measurement Breakthroughs in Health Sector Franchising

Greg Starbird  
October 18, 2017

# Child and Family Wellness Clinics



# Measuring impact...

- ...to inform national policy
- ...by listening to customers
- ...as a product of 100+ pertinent variables
- ...using existing larger data sets



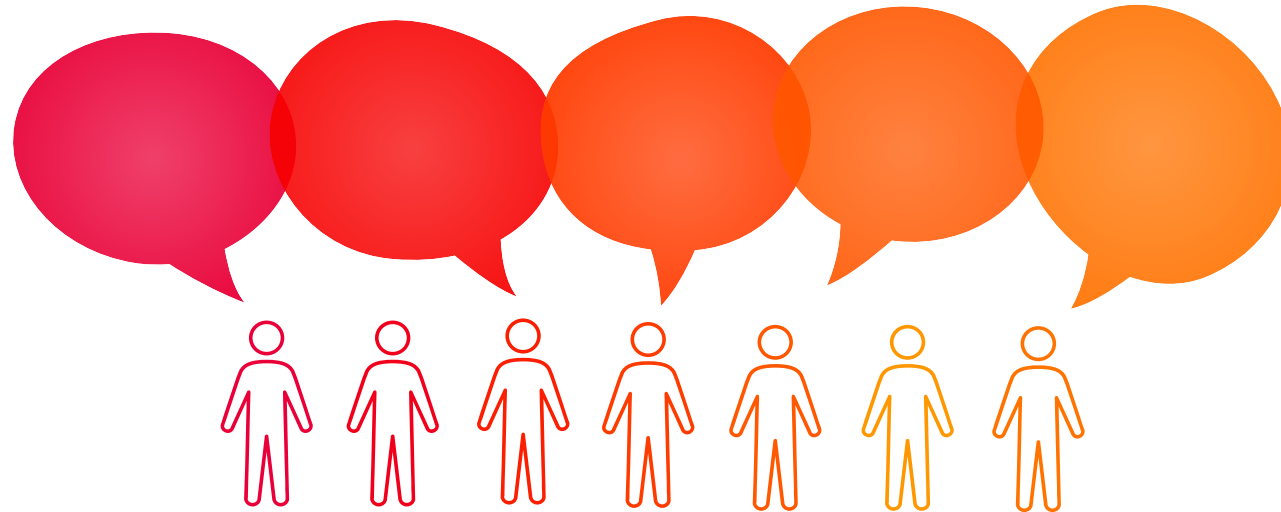
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## Example: Malaria RDTs

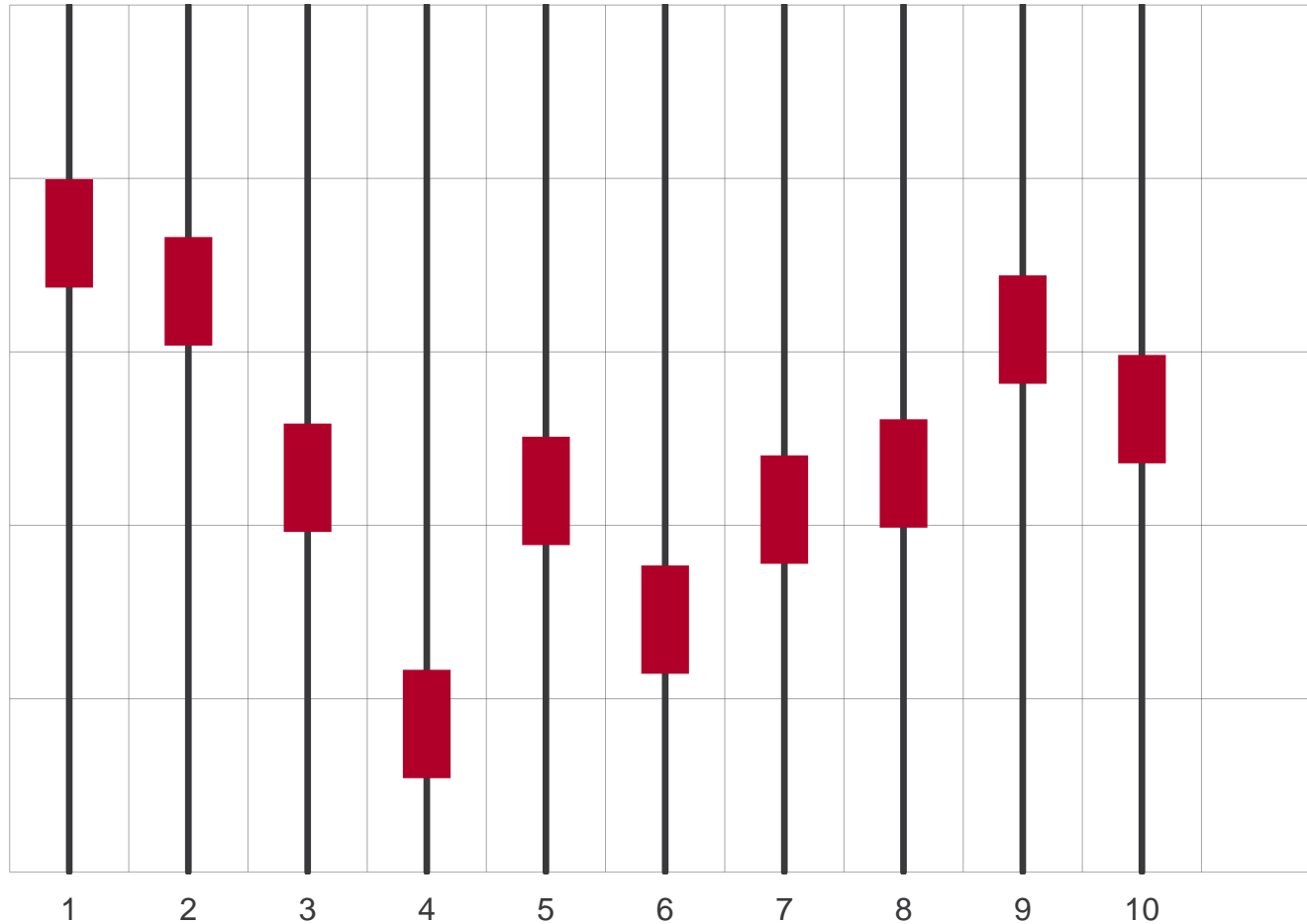


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Example: Randomized Distribution of Equally-Valued Coupons Across Surveyed Populations



# Measuring Impact as a Product of 100+ Variables

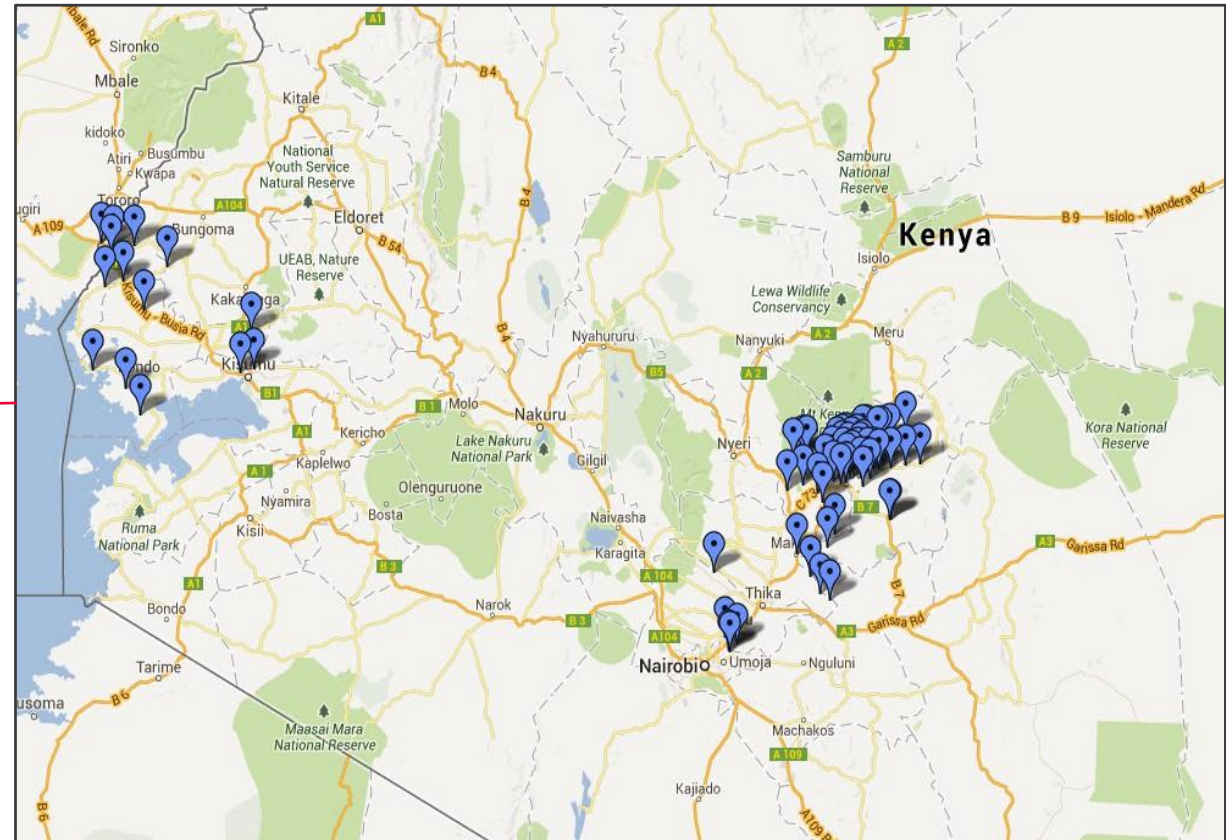


- Product Mix
- Year-on-Year Growth
- Staff Titles, Salaries, Timing
- Franchisee / Franchisor Financial Terms
- Etc...

→ Unit Profitability & Impact

→ Network Profitability & Impact

# Measuring Impact Using Existing Larger Data Sets



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greg@starbirdconsulting.net

# MSI Social Franchise

## Strategy, systems and metrics

### Roundtable: Social Sector Franchise Initiative (SSFI)



**Helen Blackholly**

Vice President and Director of  
Technical Services

University of New Hampshire  
October 2017



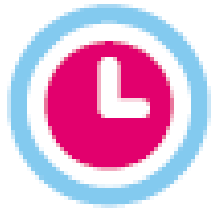
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# Who we are and what we do

## Theory of Change

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# What we do



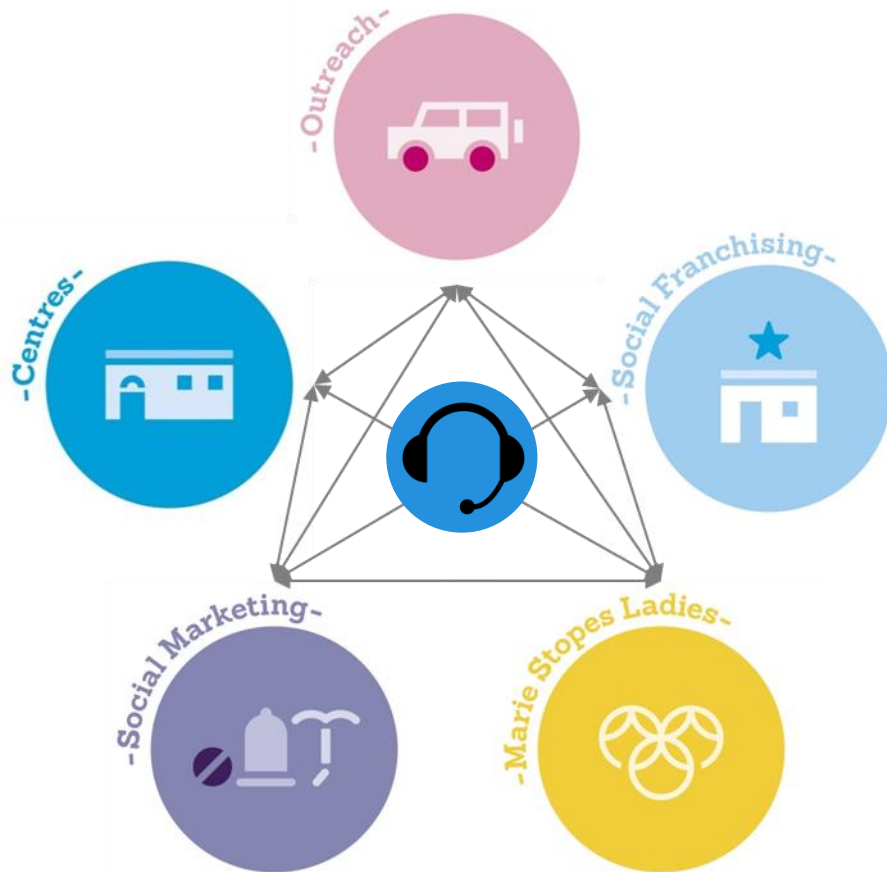
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Every day our 13,000 team members around the world focus on one aim: delivering contraception and safe abortion services to women who need them. Their passion, drive and commitment is paying off. In the last five years, we have doubled our health impact. Our services have given millions of women in the 37 countries where we work the ability to live healthier lives and pursue their ambitions by having children by choice, not chance.



# Social Franchise bridging the access gap

**MSI Channels : operating across 37 countries**



## Social Franchising – private sector

- 4,000 SF's across 16 countries
- 17% of services
- Bridge gap between urban & rural
- Located in areas of “unmet” need
- Low level, mid level providers
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# MSI Social Franchise – theory of change

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## Host government

- Reduces burden on public sector.
- Improves national health indicators.
- Helps organise, professionalise the private health sector.

## The franchisee

- Increases client numbers & revenue.
- Builds their capacity.
- Enhances their reputation.
- Free or subsidised commodities.

## The client

- Increases access to services.
- Increases the quality of these.
- Increases their affordability.

## MSI

- Allows us to scale up cost-effectively.
- Allows us to scale up quicker.
- Builds presence in private sector.

## The health system

- Helps address unmet need.
- Strengthens private sector capacity.
- Improves the quality of services.

# What is the deal?

## MSI provides a package of support comprising

- Training in cross cutting areas (IP, VL, MEM).
- Training in core services (contraception, SA/PAC).
- Annual continuous supportive supervision visits.
- Demand generation, potentially including vouchers.
- Linkages to the health system, e.g. commodities, NHI accreditation.
- Support from a dedicated SF lead

## In return we expect franchisees to

- Sign a contract / written agreement.
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- Adhere to MSI's clinical policies and guidelines; data validation standards & policies
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- Report aggregated results every month
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## We drive performance by

- Annual clinical quality internal audits of every franchisee; quarterly monitoring and supervision visits.
- Tracking performance with a robust MIS & monthly performance review process
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**How we improve public outcomes**

**Measuring impact**

# Measuring operational performance

## KPIs

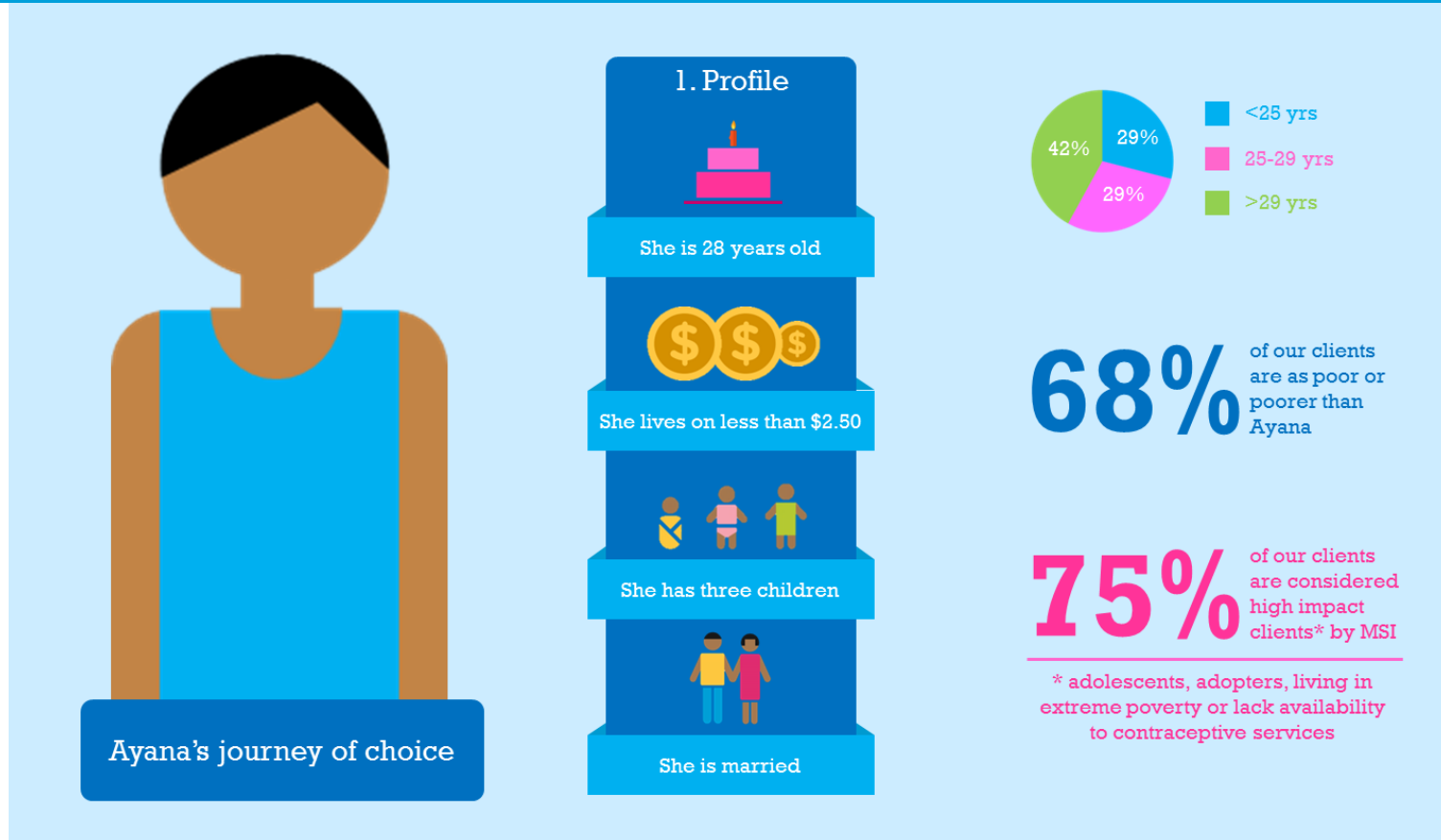
- Productivity Long acting methods; SA/PAC, Post abortion family planning & postpartum family planning per franchisee
- % of high impact clients, including 15-19 year olds
- % of franchisees providing SA/PAC
- Clinical Quality (audits & competency assessments)
- Total CYPs (couple year protection)
- Cost per CYP at a channel or regional level



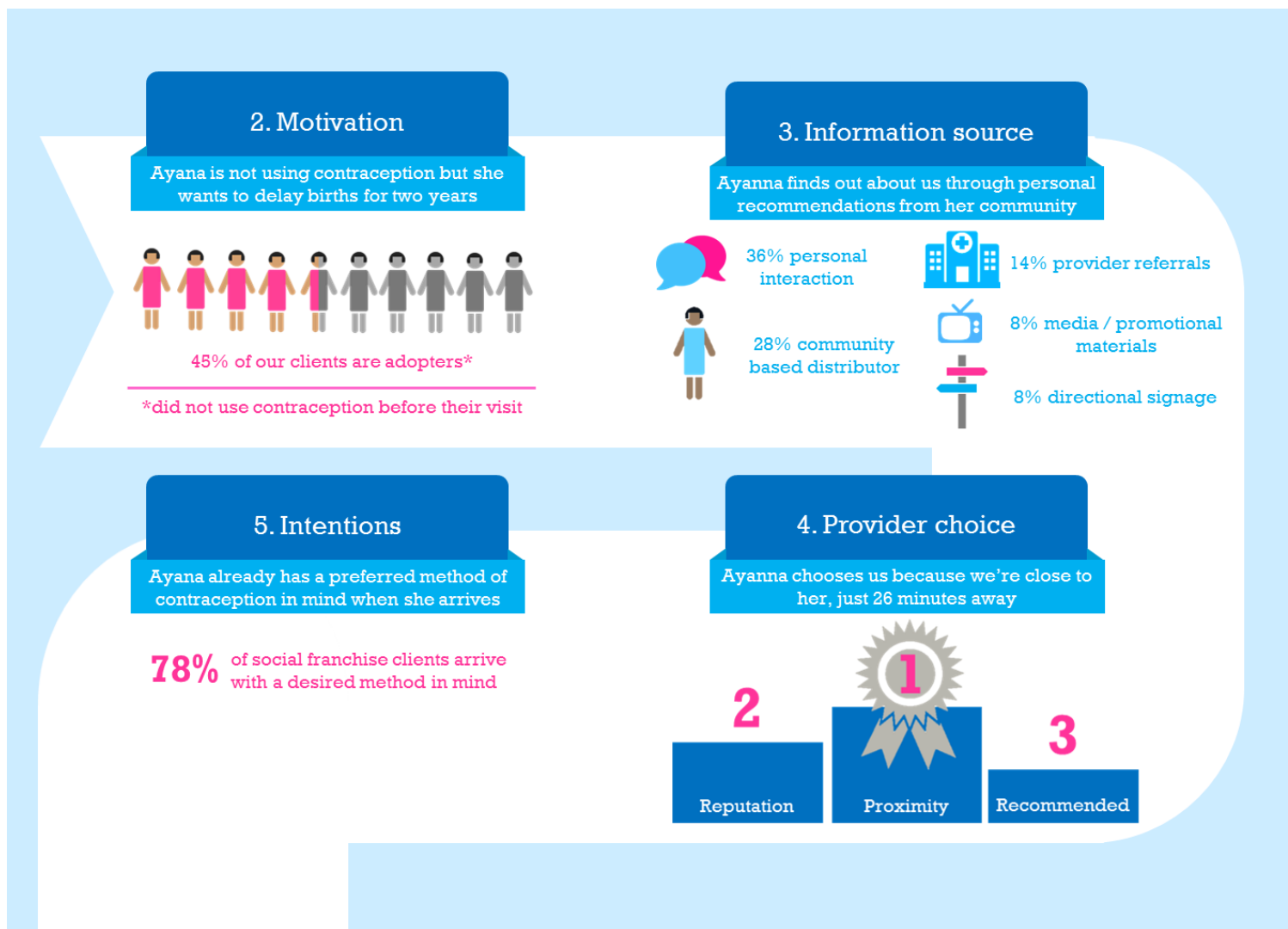
YTD Actuals	Access				Equity				Quality				Efficiency			
	CYPs		SA cases		LAPM cases		Youth Age Groups (proportion of 2015A clients)		LAPM (based on CYPs)		PAPD %		LAPM per Franchisee		SA/PAC Per Franchisee	
	Business Plan	2,718	Business Plan	212	Business Plan	548	Under 15 yrs		Permanent Methods		Clients for Postpartum CYP (PAC) and LAMM		Business Plan		Business Plan	
	Prior Year	2,527	Prior Year	200	Prior Year	589	15-19 yrs	10-14 yrs	Inject	STM	Inject	STM	Prior Year	0	Prior Year	1.5
	Index vs PY	94	Index vs PY	94	Index vs PY	91	20-24 yrs	25 yrs and above	Index vs PY	Index vs PY	Index vs PY	Index vs PY	Index vs PY	0	Index vs PY	2.25
	<b>TOTAL</b>	<b>2,767</b>	<b>TOTAL SA</b>	<b>170</b>	<b>TOTAL Cases</b>	<b>597</b>							<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2.77</b>
	SA	540	MSP	76	SUD	253							Current Year No. Franchisees	2,565	(monthly average)	
	PY	2,527	MSP	54	Inject	342							Business Plan No. Franchisees	3,063	(monthly average)	
					Permanent	2							Prior Year No. Franchisees	2,747	(monthly average)	

# Client insight systems and metrics

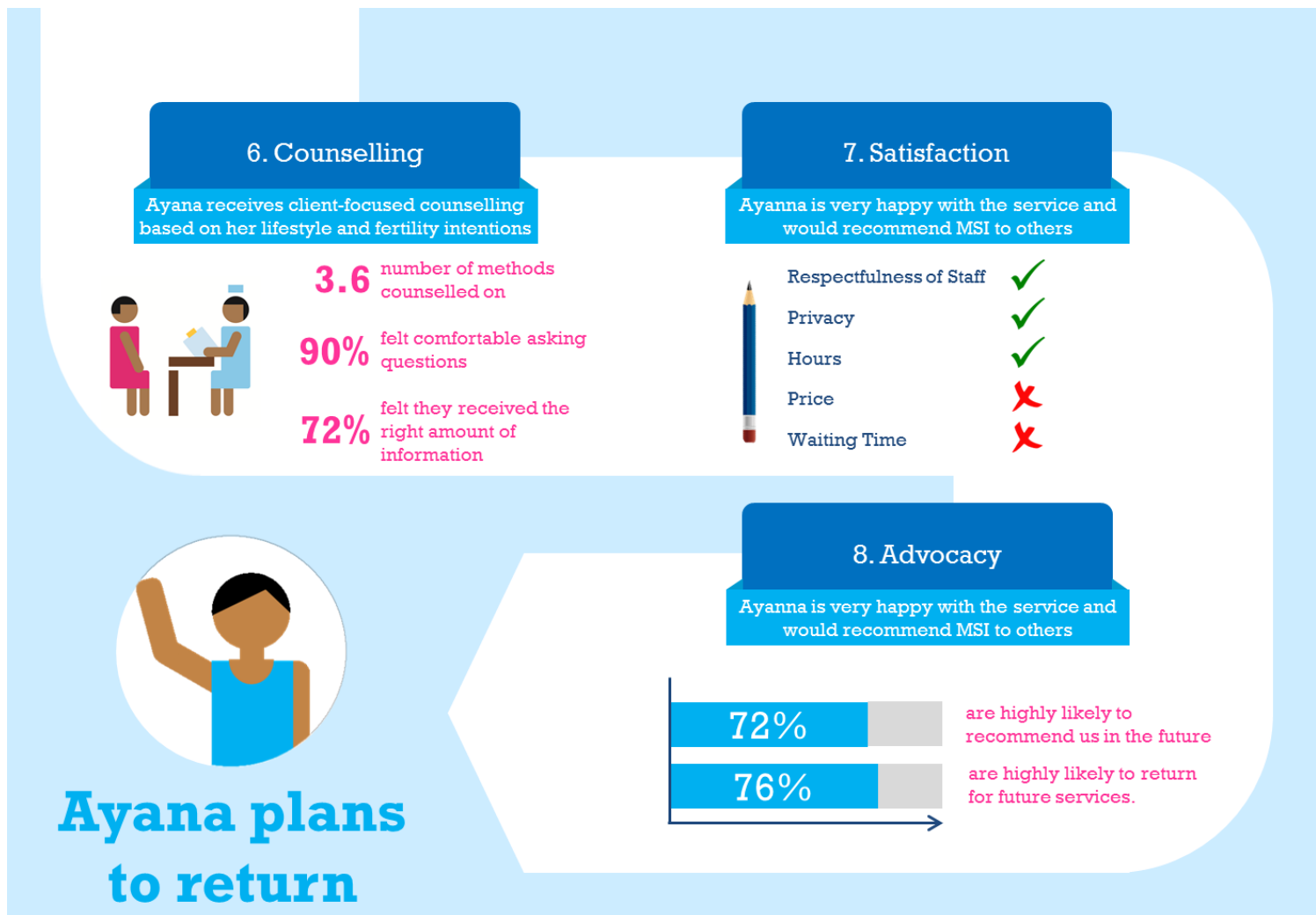
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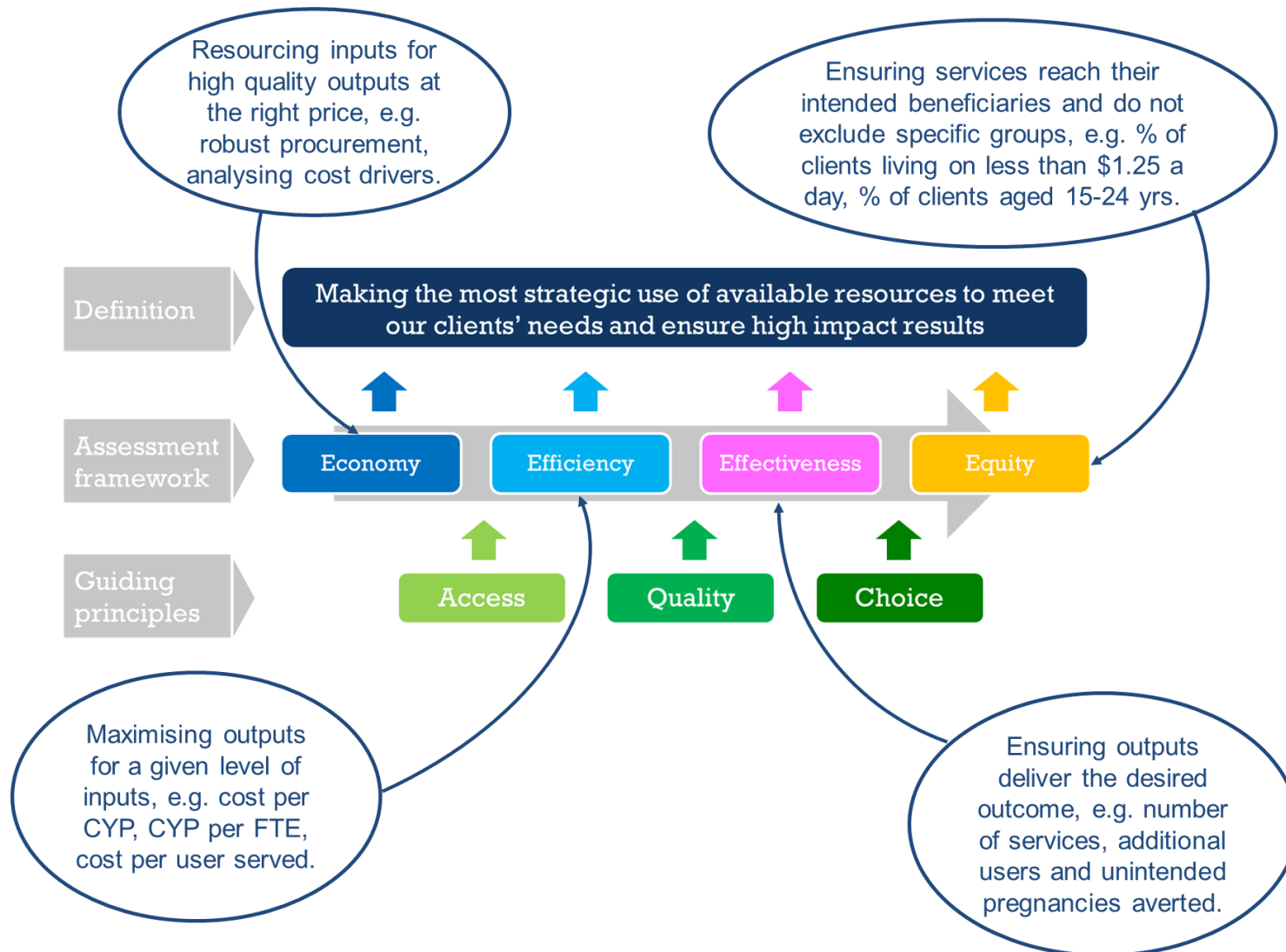


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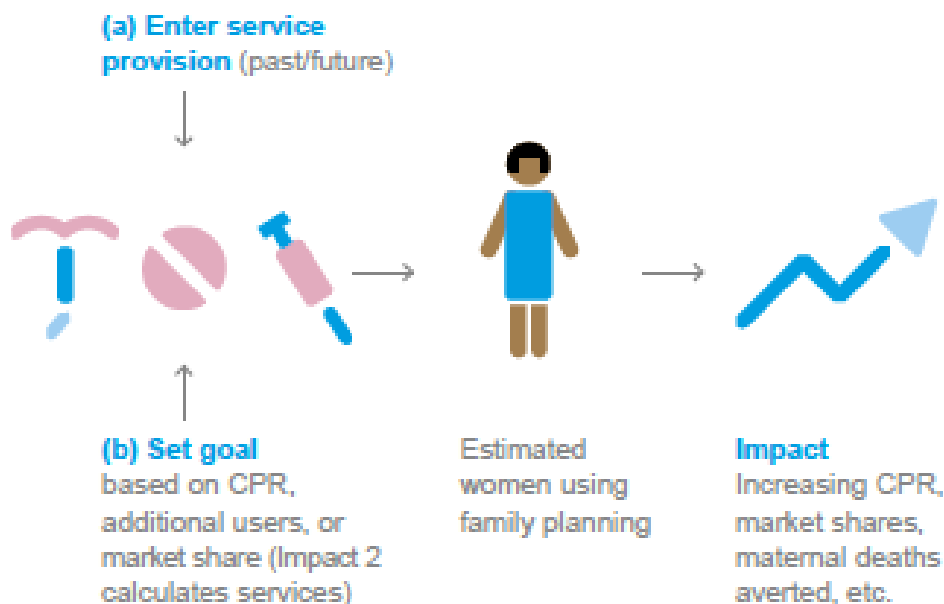


# Value for money



# Measuring Impact

Designed by MSI to run off service provision data. Can be used from national & organisational perspective



## MSI Social Franchise Contribution 2012-2016

Unintended pregnancies averted	5.5mn
maternal deaths averted	14,000
Unsafe abortions averted	2.9mn
Total DALYs averted	7mn
Direct Healthcare costs saved (GBP)	225mn
Users served	5.1mn
CYP (Couple Year Protection)	20mn
# Social Franchisees (2016)	3,662
	£
CYP per SF (GBP)/year	1,225

# Challenges

## **SCALE & IMPACT – reaching areas of most need with a compelling value proposition**

*Franchising the right people for the journey is key (pro-choice; want to uphold clinical & data standards; to help drive footfall; and will price to meet needs of young people)*

## **QUALITY - driving quality is constant work & supervision**

*Infection prevention, medical emergency management, learning from incident management, maintaining accurate records are all areas that demand relentless attention*

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*Our fee does not cover costs & not all pay fee*

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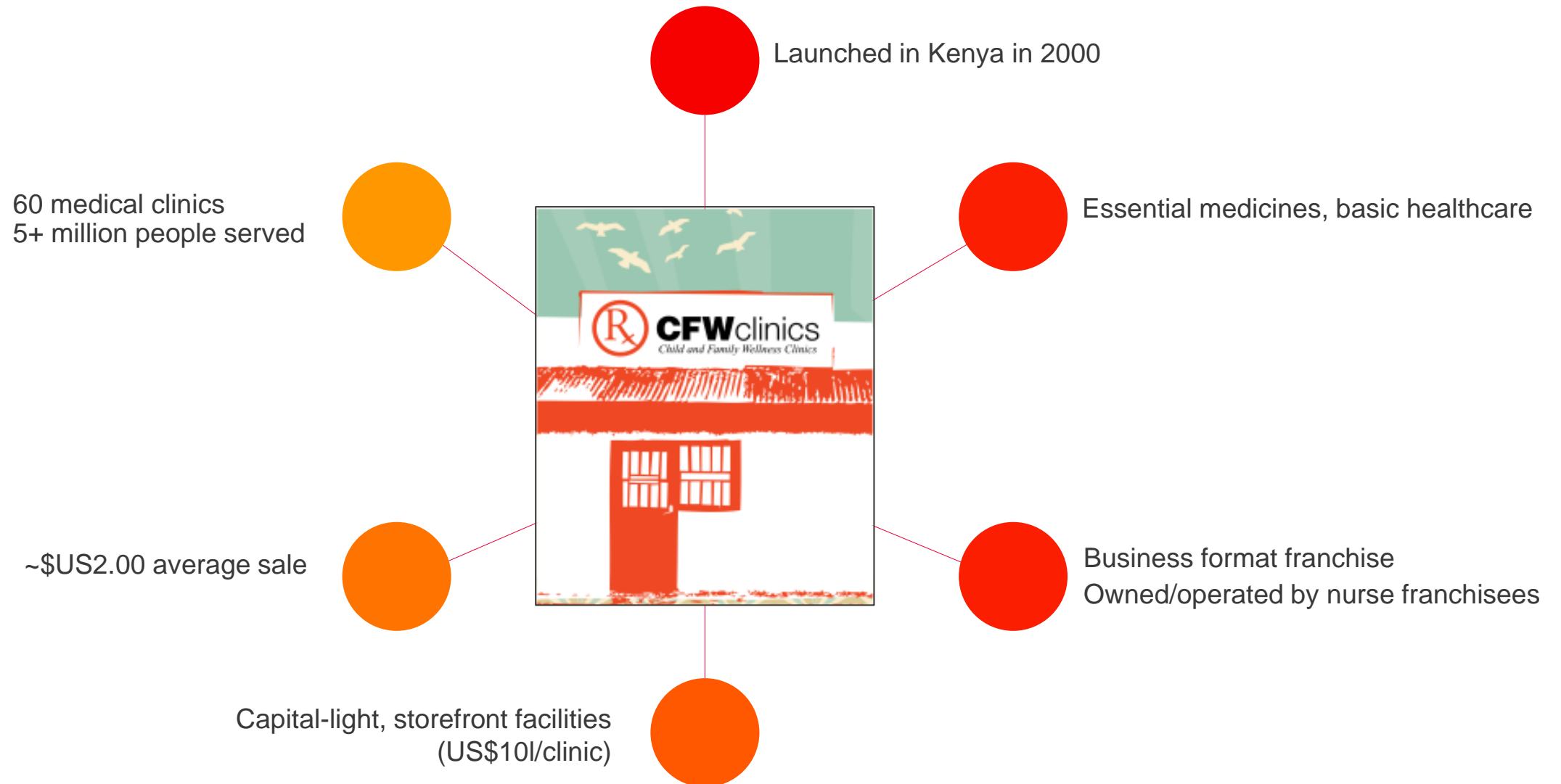
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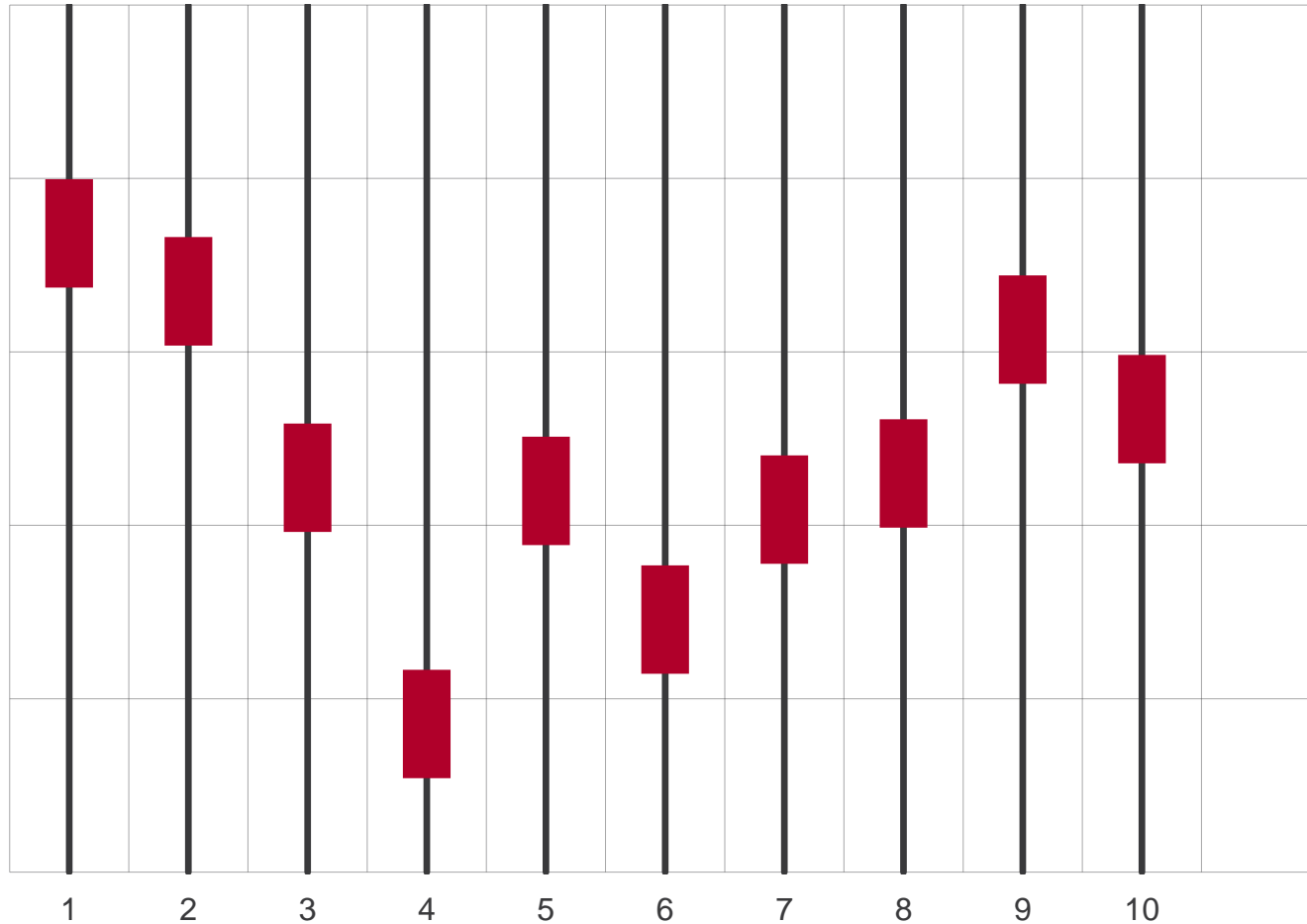


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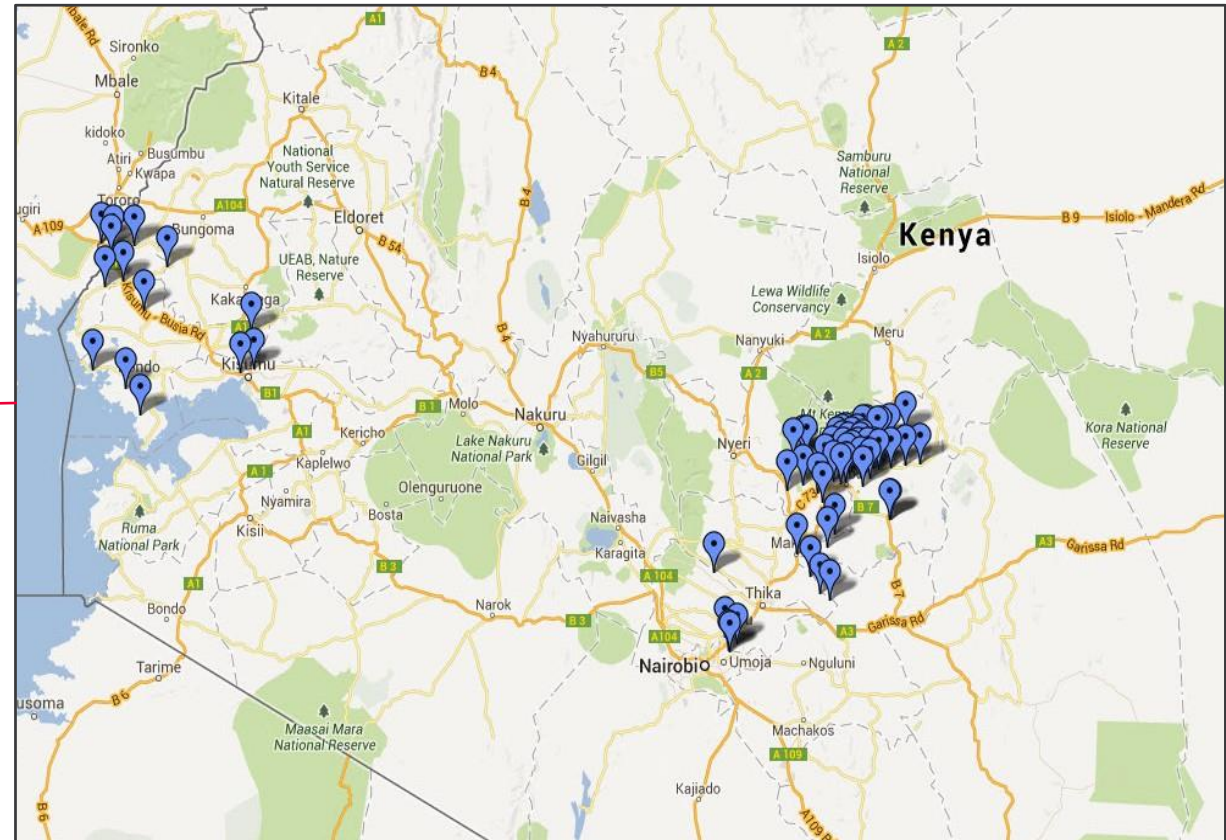


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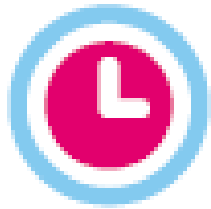
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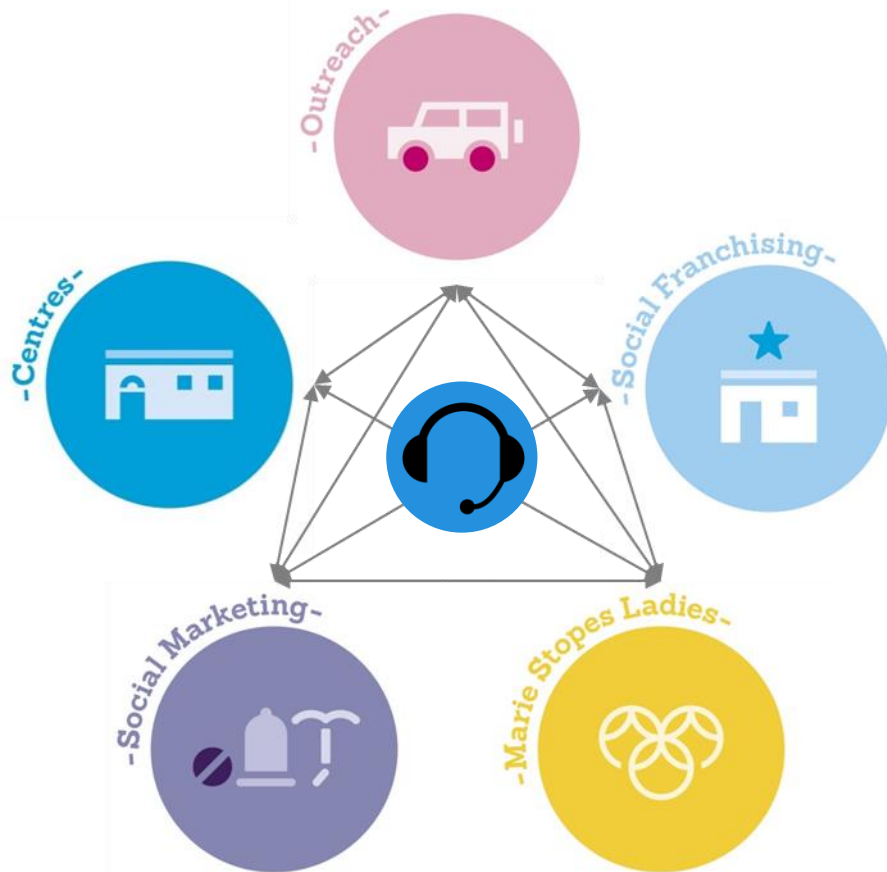


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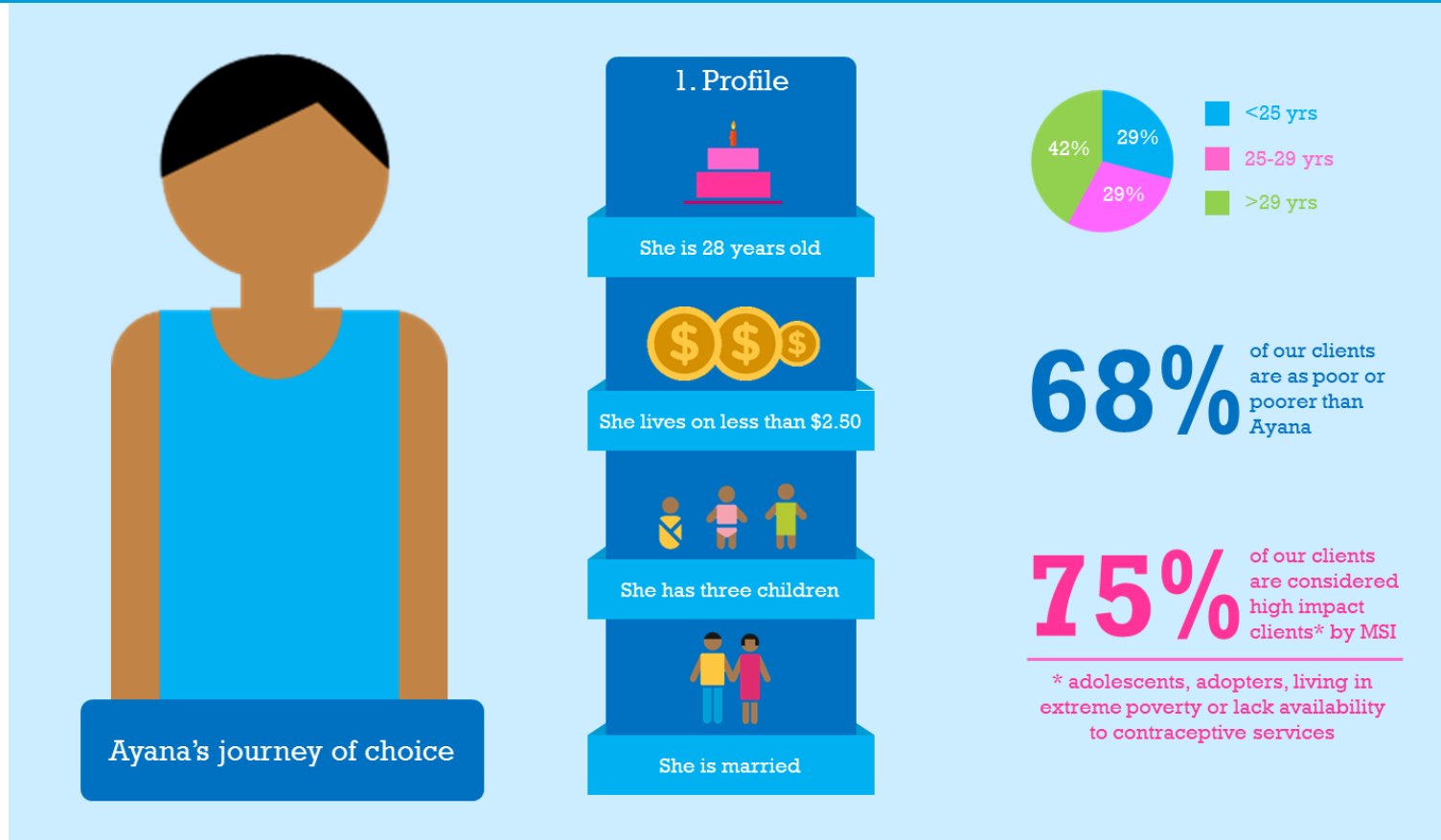
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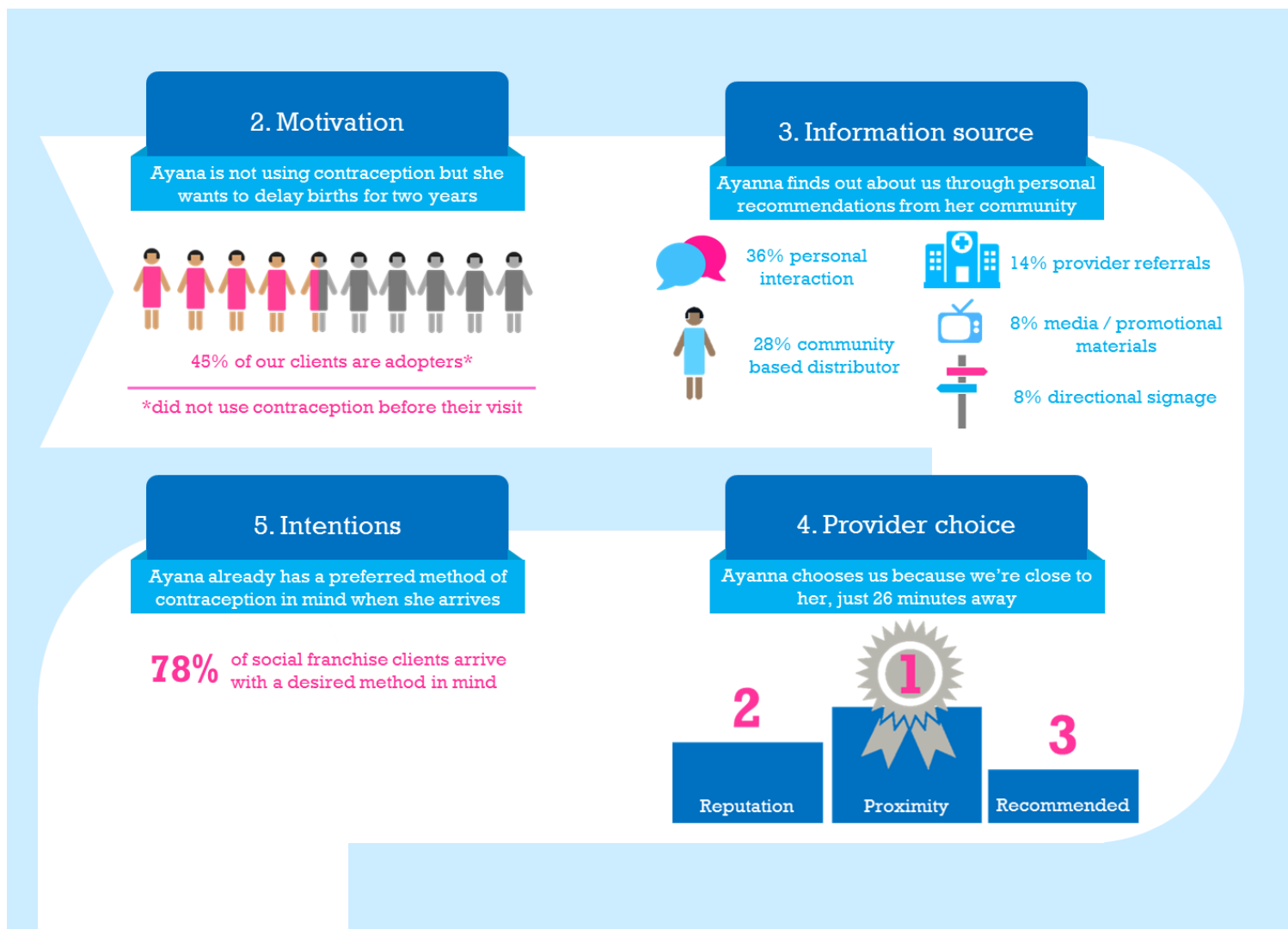
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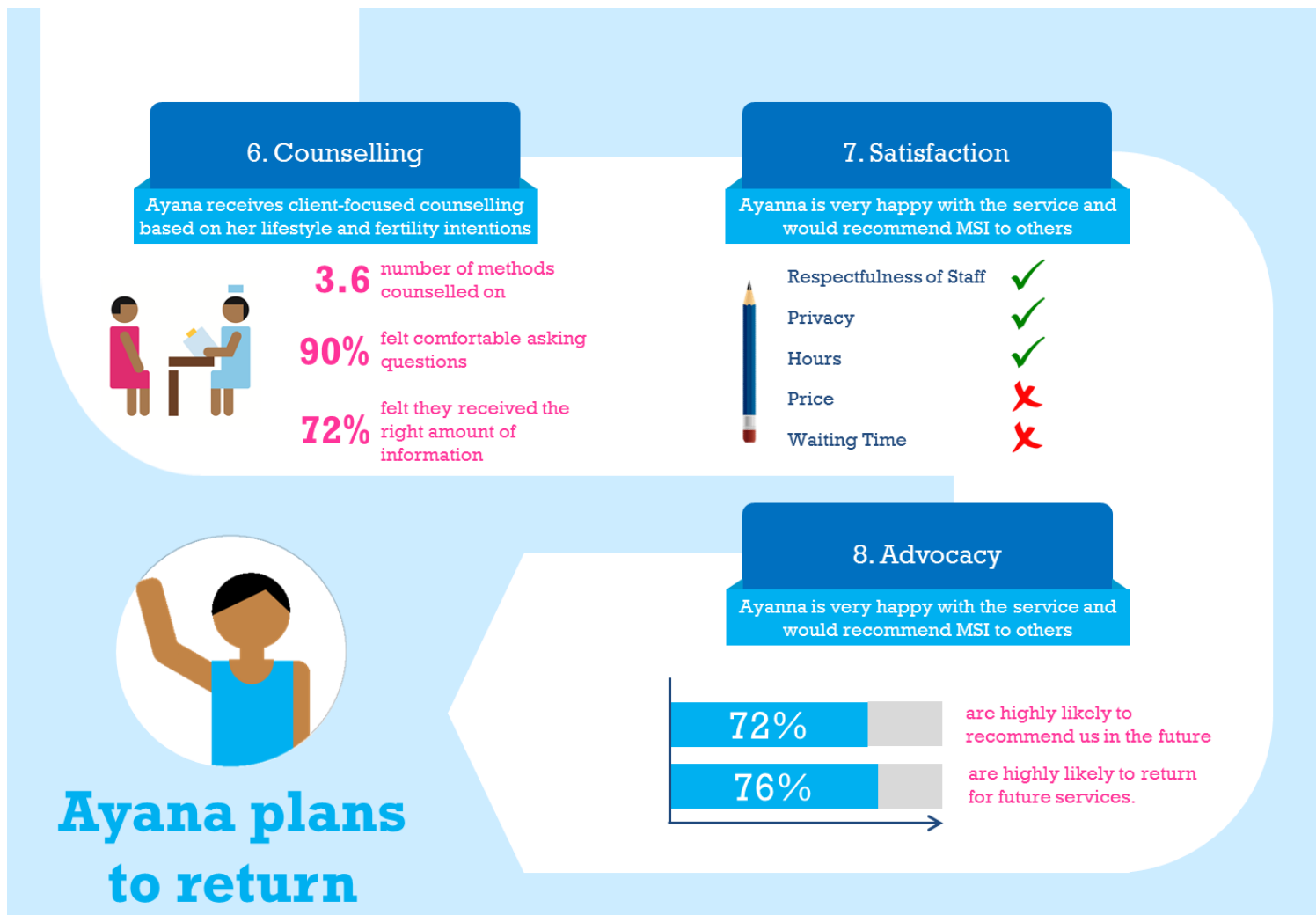
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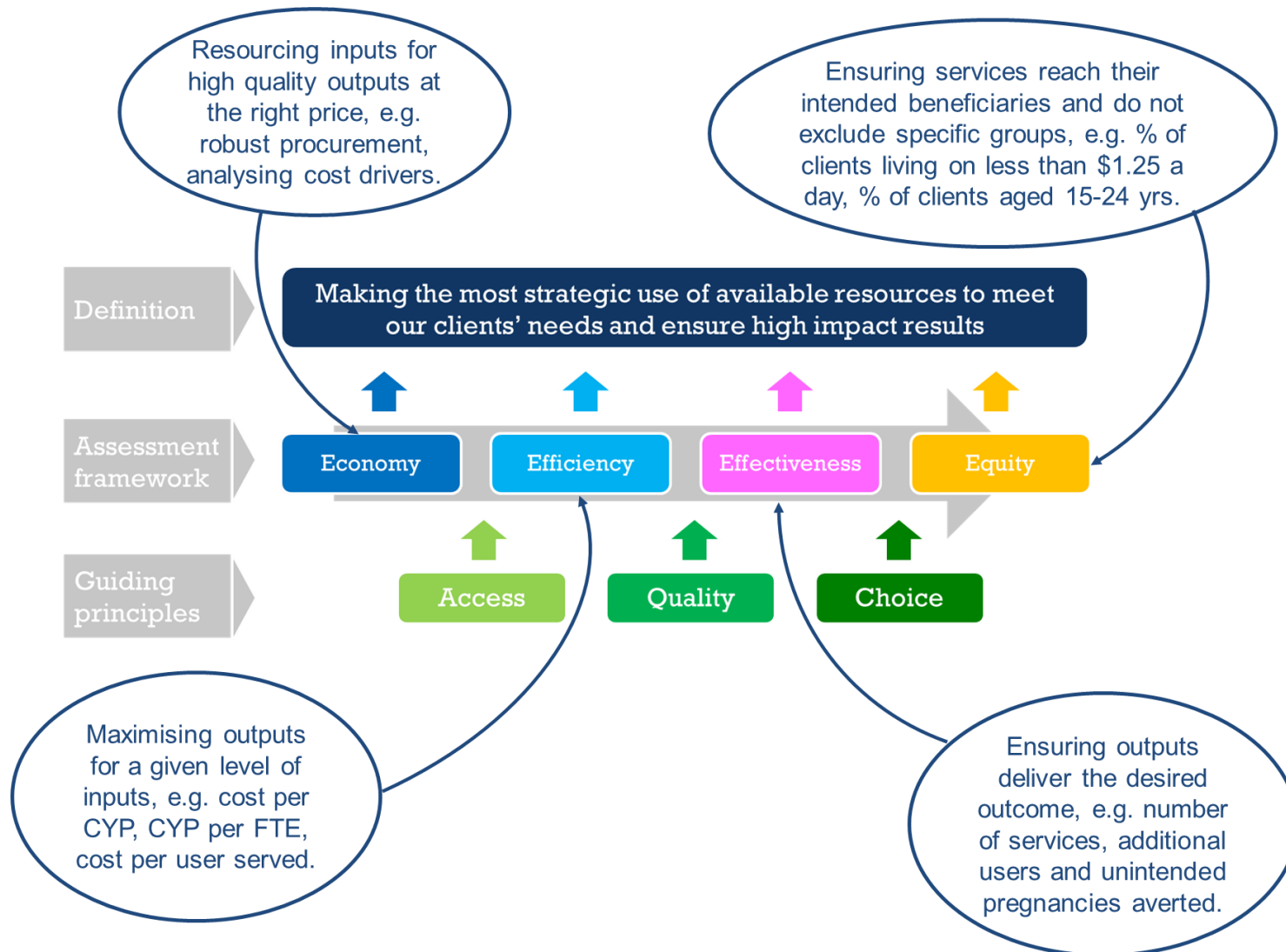
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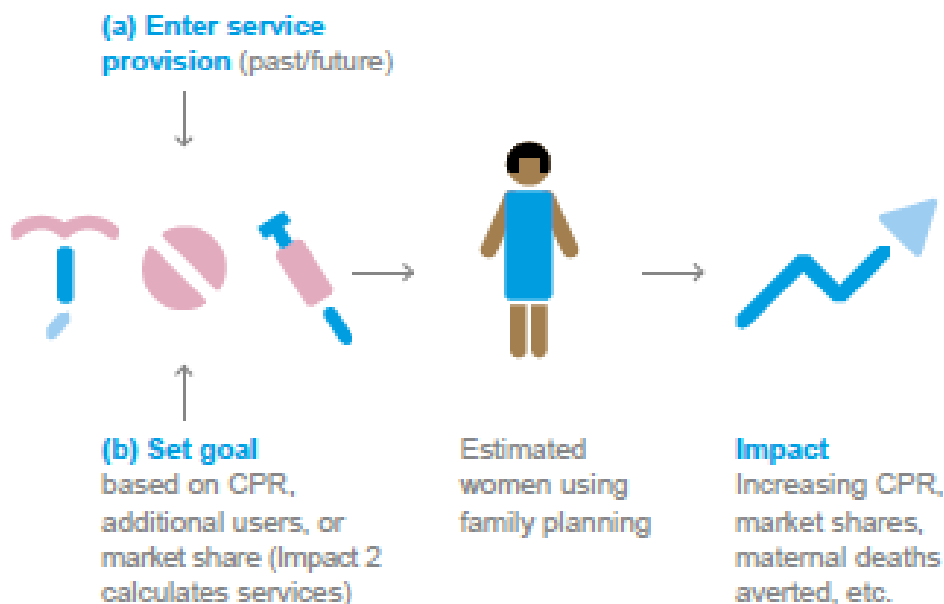
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**Mission:** Global Partners exist to develop communities across the global, delivering real, sustainable hope.

**Vision:** To provide sustainable health care solutions for West African communities.



## Center for Social Innovation and Enterprise

A joint venture of the Peter T. Paul College of Business  
and Economics and the Carsey School of Public Policy

## Social Sector Franchise Innovations Roundtable

The logo for Global Partners in Hope. It features a stylized graphic of two trees or structures on the left, followed by the text 'GLOBAL PARTNERS' in a bold, sans-serif font. To the right of this is the word 'in' in a smaller, italicized font, followed by the word 'HOPE' in a large, bold, sans-serif font. The entire logo is centered within a white rectangular area that has a thin green border. This area is set against a black background that also forms a header and footer bar.

**GLOBAL  
PARTNERS** *in* **HOPE**



## Theory of Change model:

- Work with reliable and proven local health care leaders
- Provide startup cost for the construction of the Water Well, Buildings and Solar panels.



# Theory of Change model:

Using the franchise system: We implement the same model in similar rural west African villages.



**Measure:** inputs, outputs, outcomes and impact  
**Evaluate:** Support, value and Capacity

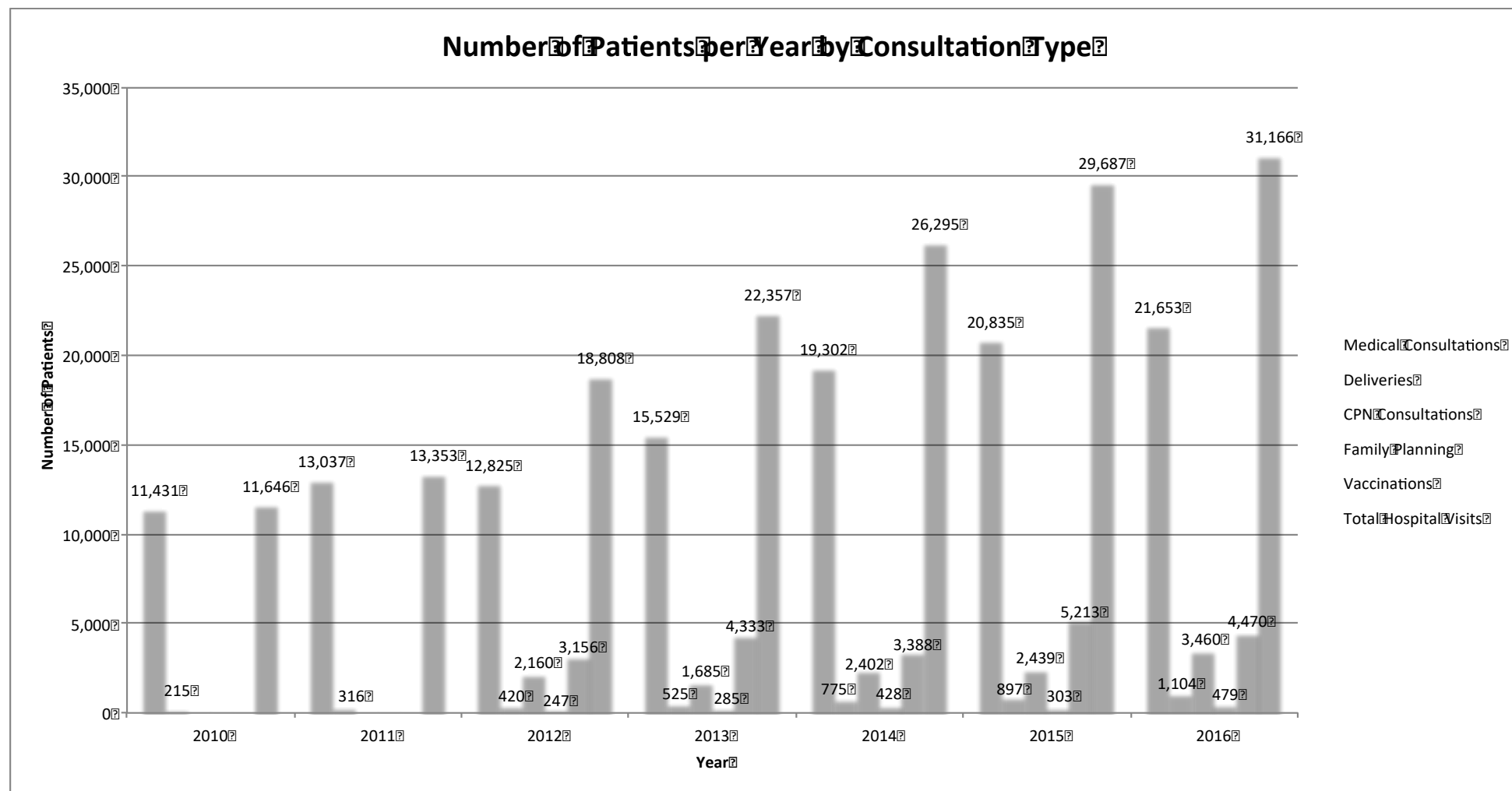
**KPI:** Number of patients, successful deliveries, child survival rate ( 1-5 years), spend per patient, total gross revenue and positive cash flow.



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