

# Unjani Clinic – Pre-Clinic Launch Milestones and Goals



## **1) Nurse Choice**

*Develop a more rigorous process for selection of nurses based on the following factors:*

- Business knowledge
- Problem solving ability
- Outspokenness, personality and sociability
- Patient Presence
- Resistance to adversity
- Connection to community
- Target clinical nurses

Suggestion: Have a successful Unjani clinic nurse interview potential nurses

## **4) Establish clear relationship between Nurse and Management**

- Clearly delineate responsibilities of nurses and management
- Develop layer of middle-management (Mabatu?) to oversee daily operations, finances and nurse oversight

## **2) Location Choice**

*Develop a more rigorous process for selecting clinic locations based on following criteria:*

- Availability and quality of Public Clinics
- Income level of community
- Employment status of community members
- Availability of Private GPs
- Proximity to community

## **5) Community Awareness**

*Build community awareness and hype for clinic BEFORE the clinic has been launched*

- Build relationship with Counselor
- Build relationships with Ministry of Health for vaccinations
- Build relationship with Public Clinic management for cross-referrals and stock-outs
- Build awareness at Town Halls, churches, schools
- Plan large marketing events to build awareness

## **3) Training and Materials**

*Develop an extensive, comprehensive multi-week nurse training program as well as provide a “welcome packet” of useful information*

- Leverage best practices from Warehouse-in-a-box training program
- Training should include how to hire a good assistant
- Training materials should include a casebook of Unjani-specific business problems and how they were resolved
- Welcome Packet includes contact information for IT, Facilities, Maintenance
- Welcome Packet includes marketing plan templates
- Welcome Packet clearly designates roles and responsibilities of Nurse-owner and Management

## Suggested Delineation of Responsibilities

IHS Management Responsibilities	Unjani Nurse Business Owner Responsibilities
Analysis of clinic reports	Providing accurate and timely financial, patient volume and stock reports to management
Confirming stock orders	Marketing in local community
Business development – expansion of new clinics, growth strategy, etc.	Addressing problems that may arise for their clinic (plumbing issues, marketing issues, community relationship issues)
Planning ongoing training efforts, assessing effectiveness of training, determining future training needs	Overall management and running of clinic
Addressing poor-performing clinics	Hiring and firing of clinic employees
Hiring and managing of middle management (field managers)	Landscaping and clinic aesthetics
Schedule and perform quarterly reviews with nurses	Preparing analysis of past quarter performance, as well as 1-month, 3-month, and 1-year goals for quarterly review with management

# Unjani Clinic – Year 1 Milestones and Goals

Pre-Clinic  
Launch

Year 1

Year 2 &  
Onwards

## **1) Marketing**

*In the first year of operations, it is critical to develop awareness of the clinic in the community and build patient volume*

- ❑ Develop a marketing calendar of required events (ie. HIV Awareness program, etc.)
- ❑ Share success of individual clinic's marketing initiatives with other clinics

## **4) Community Relationships**

*It is important to community to leverage community relationships to build awareness for the clinic in the first year.*

- ❑ Co-Plan Awareness Days with local Public Clinics 1x / Month
- ❑ Develop relationships with management at Public Clinics and distribute pamphlets
- ❑ Cross-refer patients with public clinics
- ❑ Establish stock-out plan with public clinics
- ❑ Establish vaccination sourcing with Ministry of Health

## **2) Pricing**

*Create a two-tiered price structure for each clinic based on community economic status and cost*

- ❑ Price Point 1: R50-75 for high-volume, quick turnaround, low-cost new services such as Immunizations, Eye Test, Birth Control shots
- ❑ Price Point 2: R100-150 (dependent on clinic location) for consultation and meds
- ❑ Develop a structured and data-driven price review process based on historic clinic sales

## **5) Quarterly Review**

*Establish a quarterly review process with each clinic to reflect on the past quarter's performance and establish an improvement plan for the future*

- ❑ Nurse-owner is expected to be prepared to discuss past quarter performance (patient volume trends, financials, what went well and poorly)
- ❑ Management is expected to help the nurse draft a plan for how to improve their specific clinic in the upcoming quarter

## **3) Training**

*It is essential to continue to train the nurses through off-site, action-oriented and targeted training programs that teach specific strategies applicable in their businesses*

- ❑ Provide a "casebook" of real business problems and present group-based training where nurses can discuss solutions and finally the successful implemented practice
- ❑ Provide on-site training at clinics in IT, Accounting and Finance where someone comes to the clinics bi-weekly and reviews each clinics' practices and teaches best practices

## **6) End of Year Clinic Performance Review**

*At the end of year 1, Management should establish a formal review process to review clinic performance in the following areas:*

- ❑ Patient Volume and Financials
- ❑ Quality of Care
- ❑ Nurse Performance
- ❑ Improvement opportunities

# Unjani Clinic – Year 2 & Onward Milestones and Goals



## 1) Marketing

*Assessment of first year strategy effectiveness is necessary before pursuing new strategies. Proven best practices should be integrated into training curriculum.*

- ❑ Introduce follow-up bundles/ appointments based on patient data
- ❑ Design specific treatment days
- ❑ Partner with non-health organizations (fluoride rinse at school)
- ❑ Expand marketing/ services to other neighborhoods.
- ❑ Create specific program packages such as maternity and specialty higher price services.
- ❑ Expand events with public clinic to increase reach

Note: Repeat all year one tactics for marketing and training.

## 2) Pricing

*Integrating pricing complexities create opportunities to maximize value to customers and capture greatest market share.*

- ❑ Assess and Adjust prices to fit customers and costs.
- ❑ Price product bundles to support volume increases.

## 4) Management

- ❑ Conduct quarterly reviews
- ❑ Facilitate group sessions
- ❑ Develop and execute training of Field Agents
- ❑ Set strategic direction of Unjani brand and communicate goals to nurses

## 3) Operational

- ❑ Electronic Medical Records
- ❑ Eliminate underutilized services– revise product mix to suit community needs
- ❑ Home/ site visits to create high volume opportunities
- ❑ Call/ text reminders for chronic disease appointments

## 5) Training

- ❑ Continue “casebook” group session to discuss new challenges and possible solutions as a group
- ❑ Continuous data entry skills development
- ❑ Action-oriented training updates in marketing and service.

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