

UNJANI CLINIC: QUALITY AFFORDABLE HEALTHCARE

Providing access to the Base of the Pyramid

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Courtesy of Sora Bae Kim, Korn Chinsawananon, Kari Hodges, and Nicholas Sze. Used with permission.

THE OPPORTUNITY



Unjani Clinic in Etwatwa. One of the first pilot clinic.

Unjani Clinic, a CSI project of Imperial Health Sciences, is a nurse-run for-profit healthcare clinic-in-a-box franchise initiative based in South Africa. Unjani is addressing the healthcare delivery gap between the private (at R300 a visit) and public clinics (free of charge) in South Africa. The franchise model provides both the opportunity for the nurses to become entrepreneurs and the opportunity for the community with access to quality affordable healthcare. Currently, Unjani has 7 clinics with the goal to scale up to 2,500 clinics covering the whole country.

In order to scale up successfully, Unjani has to tackle two of the biggest problems they are currently facing; how to drive up the patient volume, and what would be the appropriate pricing strategy going forward. Our project is based on understanding the needs as well as analyzing the data to deliver the successful expansion plan.

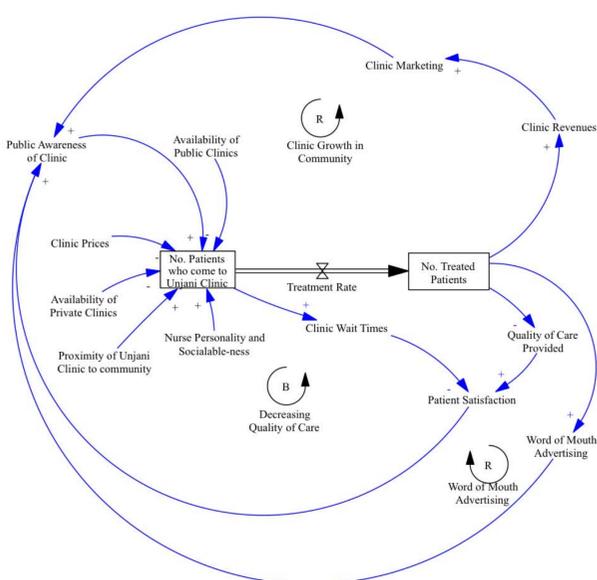
PRE TRIP AND ON SITE

Prior to the trip we analyzed the historical financial data of three clinics and devised the potential cross subsidizing pricing strategy. On the marketing, we found that there are currently no successful franchise primary healthcare delivery organizations in the world. Therefore, we shifted our research to drawing lessons from other successful franchises as well as other healthcare delivery organizations in low income setting.

On site, we were focused on understanding more about the localized settings and issues with each clinic. We visited 6 of the 7 currently operating clinics and conducted over 80 interviews with healthcare staffs, public workers, patients, and non-patients living around each clinic. We tried to establish potential partnerships with public clinics, analyzed the community willingness-to-pay, and identify the highest clinic potential for Unjani to focus its resources on.



The GHD team on site visiting Unjani Clinic in Soweto with Anjali



Unjani within the South Africa healthcare landscape

POST TRIP

We distilled all pre-trip and post-trip work to come up with executable recommendations to move Unjani forward. We started from the ground up by questioning both the big picture of how fast they can scale and the execution guideline of pricing and marketing on a year-by-year basis.

We will also be providing the nurses case studies we drew from the most successful clinic. This will serve as the main knowledge sharing and training material for the nurses across the franchise going forward.

Sora Bae Kim has worked as a structural engineer in London for nearly four years and is completing her MIT Sloan MBA in 2014, and is preparing for a summer internship in the UN. Korn Chinsawananon has worked at Accenture as an IT Consultant and is completing his MIT Sloan MBA in 2014, and is preparing for a summer internship at BCG Bangkok. Kari Hodges has worked at NYU and the Cato Institute and is working on an education start-up. Nicholas Sze has worked at Accenture as a Healthcare Consultant and is completing his MIT Sloan MBA in 2014, and is preparing for a summer internship at Biogen.



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