

2021

Insight Health Advisors Ltd. Corporate Profile

*Innovative health systems solutions through
partnerships*

INTRODUCTION

Insight Health Advisors Ltd (IHA) is a health systems management firm headquartered in Kenya, working in various Sub-Saharan African countries. Established in 2008, IHA's primary goal is to strengthen health systems to facilitate greater access and use of quality healthcare services and products for improved health outcomes. We deploy innovative interventions at the health system level that catalyze change and improve the efficiency and effectiveness of a health system in delivering care. Our approach is based on building strong partnerships with both the public and private sectors and with various local and international actors in health.

IHA leverages its networks and strong working relations with *both* public and private health stakeholders in the region to deliver locally owned, timely and cost-effective solutions. Our approach in developing healthcare solutions is based on:

- A deep understanding of the healthcare sector in the region along with a strong health systems and health markets focus.
- A consultative approach that entails deliberate and strategic engagement of relevant actors and stakeholders (both state and non- state) to foster collaboration, partnerships, and ownership.
- Evidence-based solutions that integrate new knowledge in health system strengthening, health market development, and global trends in healthcare delivery and finance.
- Our solutions are grounded on longstanding sector and market experience in running successful health programs, institutions, and businesses in the region.

IHA's key practice areas in health include:

- Health policy, and regulatory reforms
- Institutional capacity building, including governance, leadership, and management.
- Healthcare financing (demand-side financing mechanisms such as social health insurance, health micro-insurance, vouchers, health savings, private health insurance. Supply side financing such as performance-based financing, service contracting)
- Health infrastructure, technologies and HMIS
- Supply chain and health commodities management strengthening
- Healthcare quality improvement
- Private sector engagement through public-private dialogue, public-private partnerships, and collaborative initiatives in health
- Health markets assessments, facilitation, and service delivery model structuring. Health investment advisory.

IHA has extensive experience working with various local and international clients. Local clients in Kenya include UAP insurance, Occidental insurance company, KCB Bank Medical Scheme, National Hospital insurance (NHIF), KAPTLD, Ministry of Health Kenya among others. IHA has a diverse roster of development partners and multilateral agency clients such as DANIDA, DFID (FCDO), KfW, USAID, GFF, Global Challenges Canada and IFC/WB.

In delivering innovative health systems strengthening solutions, we have partnered with several international health consulting firms seeking African health sector expertise and experience including R4D, Abt Associates, McKinsey, Cardno Emerging Markets, Chemonics, Deloitte, Ecorys BV, FHI 360, HSLP, IT Shows and PharmAccess. Some of the major long-term projects that IHA has implemented in collaboration with its partners include Global USAID SHOPS, USAID SHOPS Plus, Uganda USAID PHS Project, Kenya DFID PSP4H Project, Danida PPHF Project, and GFF/WB PSA/PSE's.

IHA and its team members have specific SSA country experience in Ethiopia, Ivory Coast, Kenya, Malawi, Nigeria, Uganda, Malawi, Sierra Leone, and Tanzania. South Asian experience includes as Bangladesh, Myanmar, and Nepal. We can expand our regional capacity through our wide network of independent associates when needed.

RELEVANT EXPERIENCE

A summary of relevant IHA and team members' expertise and experience encompass the following:

Strengthening Dialogue and Accountability between Stakeholders in Health

Facilitate public-private dialogue on health policy. IHA has served as an "honest broker" to build the stakeholders capacity to engage and interact together on often difficult and politically sensitive topics. Examples include:

- Establishing the first ever public-private forum **in Kenya** that brought Ministry of Health (MOH) officials, Faith-Based Organizations (FBOs) leaders and private sector leaders together and facilitating discussions on pressing policy issues such as the implementation of the 2010 Constitution in health and National Health Insurance Fund (NHIF) reforms (SHOPS project and World Bank, 2009 -2012).
- Bringing together the national and 47 county governments **in Kenya** the first post-devolution forum to thrash out harmonization and coordination between national government and devolved units in delivering healthcare (IFC, 2014).
- Helping public and private stakeholders **in Tanzania** to design and establish the recently formed Public-Private Health Forum to promote public private engagement and partnerships and to build the Forum board's capacity to manage an inclusive dialogue process (DANIDA 2016-2018).
- Conducting a private health sector assessment and assessing Ministry of Health and Family Welfare's capacity to engage and partner with the private sector **in Bangladesh** (GFF/WB 2019-2020) to inform the government on how to strategically engage and partner with the private sector to increase access and utilization of essential health services with a focus on Urban and rural poor.
- Assisting the malarial program **in Nigeria** (2020) to assess and evaluate opportunities for private sector engagement and partnerships, including philanthropy, as a strategy to increase access to malaria treatment services and products.
- Conducting multiple private health sector assessment for Bangladesh, Ethiopia, Kenya, Malawi, Myanmar, Nepal, Tanzania, Sierra Leone, and Uganda (under USAID and World Bank contracts) to identify opportunities for leveraging private health sector to contribute towards UHC and more recently, COVID19.
- Drafting for the World Health Organization and World Bank, guidance for low- and middle-income on how to facilitate inclusive public-private dialogue initiatives.

- Under Merck For Mothers Initiative and through R4D partnership, IHA is supporting the Kakamega County government in Kenya to strengthen its engagement, dialogue, and partnership with private healthcare providers to improve maternal and child health, strengthen local health systems and drive towards UHC. This support includes mobilizing and organizing private providers in the county into a representative association for greater voice and more effective engagement with the county government.

Strengthen member associations to represent private sector voice in health policy. As a founding member of the Kenyan Healthcare Federation, Dr. Gitonga, the lead consultant, and his team have worked with various regional and country-level healthcare federations to help unify the private sector voice. Technical support includes:

- Coaching and mentoring Executive Directors from three healthcare federations (**in Kenya, Tanzania, and Uganda**) to effectively manage their respective Board of Directors, to develop strategic plans that map out pathways to financial and organizational sustainability and assisting them to draft winning proposals to secure funding (2015 to 2020).
- Assisting regions to establish the Africa Health Federation including drafting the AHF concept note, facilitating board meetings to vet the proposal, and drafting the AHF's terms of reference to be presented and approved at the next board meeting this fall (2017 to 2020).
- Working with the regional federations – West Africa and East Africa Healthcare Federations – to develop financial sustainability plans and to pursue new business development to create a steady revenue flow.
- Under the Private Health Support Program **in Uganda**, help stabilize the UHF by revamping the Board, setting up various Board Committees and their TOR, conducting training of Board members, hiring new Executive and Financial Directors, raising funds to create a steady revenue flow to support its growing activities.

Building Government Capacity to Steward a Mixed Health System

Guidance on stewardship of the private health sector. An IHA senior association is a member of the World Health Organization's Private Sector Engagement Advisory Council and is one of the strategy's key authors (<https://www.who.int/publications/i/item/strategy-report-engaging-the-private-health-service-delivery-sector-through-governance-in-mixed-health-systems>). In addition, IHA staff co-authored two articles in a recent WHO publication Private Sector Landscape in Mixed Health Systems (<https://www.who.int/publications/i/item/private-sector-landscape-in-mixed-health-systems>).

Governance practices during COVID19. An IHA senior associate has developed several technical papers and guidance notes on private sector engagement during COVID19 for the WHO's Health Systems and Governance Collaborative including i) an action plan on how to engage the private health sector to tackle COVID, ii) guidance on contracting private sector for COVID19 testing and treatment (in draft), iii) policy recommendations on how to address financial challenges facing the private health sector (draft).

Reform health policy and regulations to increase private investment. IHA has extensive experience in working with governments to analyze health policies and to develop regulatory reforms to create a more supportive policy environment and conducive market conditions for private investment.

Examples include: i) working with the Ministries of Health (**Malawi-2012, Uganda-2015, Tanzania-2018**) to develop a country-level PPP Strategy to harness and align private sector activities to health ministries' goals, and ii) conducting targeted health policy legal and regulatory reviews for MOH clients (**Kenya-2009, Malawi-2011, Ethiopia-2012, Tanzania-2013, Uganda-2016, Bangladesh 2019**) to identify barriers to leverage private healthcare businesses and to design policy reforms to incentivize private sector investment in priority health areas.

Design and implement systems to strengthen government regulatory and planning capacity.

IHA has worked with several health ministries in Africa to systems and tools to strengthen health ministries' capacity to oversee private sector quality. IHA worked with the councils in Uganda, and soon to launch in Ivory Coast, to re-engineer basic regulatory procedures, such as facility licensing, facility inspections, quality assessments, professional certification, and continuing medical education, to streamline and modernize them using web-based inoperable systems. **In Uganda**, IHA helped the MOH to design, institutionalize and roll-out in the private sector E-Health Licensing portal to: renew professional and facility licenses, conduct quality self-assessments required for facility license renewals, track CPD credits linked to professional license renewal, and inspect facilities using tablet-based inspection check-list linked to the E-Portal. In addition, IHA has helped various ministries use GIS mapping to create searchable data base of private health facilities.

Build government capacity in health public-private partnerships (PPPs). IHA is a leader in developing government capacity to contract and/or partner with the private sector. Under several USAID and World Bank projects, IHA has worked closely with health ministries in Bangladesh, Kenya, Malawi, Sierra Leone, Tanzania, and Uganda, to develop the regulatory frameworks supporting health PPPs, build the institutional arrangements within Ministries of Finance, Health and Local Governments, and design new operating systems enabling health ministries to contract private healthcare providers. Tasks ranged from developing the Terms of References for the PPP Nodes, to drafting job descriptions for the Node's staff, to creating systems to track and monitor health PPPs in the pipeline. IHA has also helped build staff capacity in these PPP Nodes to draft new regulations, develop strategic plans, and design PPP policies to create the regulatory framework and systems needed to engage the private health sector. Also, the IHA team has contributed significantly to the development of Africa's future leaders in the healthcare industry through teaching positions and strategic alliances with leading universities. Select examples include: i) facilitated new health management and leadership programs such as Executive Healthcare Management Program, LeHHO and Managing Healthcare Businesses (2012-2014) at Strathmore Business School in Kenya, and ii) under the University of Nairobi UNTID program, trained healthcare and HIV/AIDS program managers in health systems strengthening and quality assurance principles (2009 -2011).

Strengthening Efficiency and Catalyzing Private Sector Investment in Health

Scope specific health markets for private clients. IHA also assists both African and Global commercial healthcare businesses to explore market potential for investment and/or growth. IHA has conducted multiple health sector/market assessments, such as introduction of new services, demand for specific medical equipment and/or medical devices, market potential for health ICT products, and market viability for healthcare provider networks. Due to commercial reasons the list of clients is confidential.

Facilitate private investment in health. IHA is a thought leader as well as implementer in the emerging area of health market facilitation which encourages increased private investment in and/or better alignment of private sector to public health goals. IHA's experience in technical leadership includes: i) developing the ground-breaking technical approaches in managing health markets to benefit the poor in partnership with World Bank Institute (2014), ii) publishing a paper (2016) for the BEAM Exchange on challenges in market mechanisms (<https://beamexchange.org/practice/research/non-traditional-sectors/health-market-systems/>), and co-led in-person courses for DFID (2015, 2017), World Bank staff (2016), for low- and middle-income policymakers (India 2018, Senegal 2019) and MOOC course (2020).

IHA has also pioneered and evaluated different market-based approaches to address healthcare delivery access and quality gaps for low-income consumers. Most important examples include: i) formation of PHARMNET, a network of quality-assured low-cost private pharmacies managed by the Kenya Pharmaceutical Association (KPA), ii) aggregating Tanzanian drug shops - ADDOS - through formation of regional networks, linkages to national health insurance and development of pooled procurement for medicines and medical supplies, and iii) introducing Afya Poa and Tanykina health insurance scheme, low-cost micro health insurance products for 'Jua Kali' artisans and farmers cooperative respectively working in the informal sector in Kenya.

Broker health PPPs. Our team members have experience in conceptualizing, facilitating and coordinating major PPP projects for primary to tertiary services in the greater eastern Africa region focusing on healthcare infrastructure and services development. The projects covered both new facility development and upgrading of existing ones and included deployment of the latest medical technology to deliver quality and cost-effective care through innovative approaches such as leasing and managed equipment services. The projects span the public, university teaching hospitals, FBO and private healthcare sectors.

Designing and Implementing Financing Mechanisms to Reduce Financial Risk

Strengthen public and private health insurance schemes. The IHA team is recognized for its expertise and experience in assisting both public *and* private health insurance. Important examples of IHA's public health insurance experience include:

- Conducting a strategic review of Kenya's National Hospital Insurance Fund (NHIF) that established benchmarks for NHIF reforms to more effectively accredit and contract healthcare providers,
- Assessing the Kenyan market for private prepaid health schemes (2010-2012) as a key input in the Kenyan government discussion on Universal Health Coverage,
- Formulating the 2018-2022 NHIF Strategic Plan to contribute to Universal Health Coverage strategy for the Kenyan MOH as part of the big four government agenda for the next five years, and
- In partnership with Swiss Tropical Health Institute KfW funded project to strengthen NHIFs core systems and processes (e.g. governance, claims, payments, ICT, etc.) and to expand social health insurance coverage to the poor/indigent and informal sector (project currently under re-design phase due to recent government UHC policy changes).

Design and implement innovative health financing mechanisms for low-income households. IHA has worked for a variety of public and private clients to design low-cost health insurance products.

- Over the last 10 years, IHA has pioneered innovative, low-cost health insurance products. Commercial clients included several private health insurers **in Kenya, Uganda and South Sudan** (UAP Insurance, CIC Insurance) targeting underserved, low-income groups, advising Occidental Insurance to expand their services in existing and low-income markets (2015)
- IHA designed for Pharmaccess Foundation a low-cost insurance product for an agricultural cooperative society **in Kenya** (Tanykina Health Scheme 2010).
- With KfW funding, IHA assisted the Kenyan health ministry to design a prototype of a health micro-insurance product targeted at low-income earners in the informal sector that was to be delivered through microfinance institutions (2013-2014).
- Through a DFID funded program, IHA assisted investors to provide health insurance to the informal sector workers based on a distribution channel that not only sells the product but also demystifies the insurance concept in health.
- IHA also has experience in reproductive health and maternal voucher programs. With Abt Associates, IHA carried out an assessment of the African and Asian experience of OBA voucher programs for safe motherhood and family planning (2009).
- For Merck for Mothers, IHA worked with O'Hanlon Health Consulting to examine the potential to create an urban OBA scheme for low-income mothers that would offer a full range of maternity and reproductive health services to be delivered by private providers located in the greater Kampala area (2016).

Evaluating Health Systems

Given IHA's health finance and systems focus, IHA is uniquely positioned to review and evaluate donor projects aimed at strengthening overall and/or specific health systems. Examples include multiple mid-term assessment, final project evaluations and project redesigns: i) mid-term review of the USAID Afya Ugavi project on supply chain systems and commodity management practices at both national and county level (2019), ii) review of USAID Kenya Supply Chain Systems Strengthening (KSCSS) Project implemented in 4 Kenyan counties (2017), iii) end-term evaluation and redesign of USAID Kenya commodity and supply chain management project (HCSM 2016), iv) mid-term review of PharmAccess Foundation healthcare financing programs in three African countries (Kenya, Tanzania and Nigeria 2011-2012), v) end-term evaluation and redesign of USAID Kenya commodity and supply chain management project (SPS 2010), and vi) mid-term evaluation of USAID Kenya APHIA II service delivery project (2009).

Improving Quality and Efficiency of Basic Health Services

Design and implement systems to improve private sector quality. Under the USAID Private Health Support Program **in Uganda**, IHA has helped the Uganda health councils to develop a simple yet innovative, web-based quality improvement system (Self-regulatory Quality Improvement System) for private healthcare providers. IHA has helped institutionalize the system within three out of the four councils and has strengthened the councils' capacity to use SQIS to monitor private sector quality. Additionally, IHA has supported the Uganda Healthcare Federation (UHF) to scale-up use of the SQIS nationwide, reaching 30% of all private facilities. Based on the SQIS' initial success, the councils have mandated that all private providers enroll in SQIS before securing their annual facility license.

Analyze and improve efficiency, timeliness, and productivity of health services. IHA has extensive experience in assisting private health insurance companies to better manage their network of providers to deliver timely, efficient, and cost-effective services that deliver health results. IHA's advisory services includes i) insurance product review and development, ii) provider panel development and contracting, tariff negotiations, and iii) quality assurance and digitization of insurance processes. Clients include UAP, CIC and Occidental Insurance companies. IHA also conducts audits and evaluation of employer based and commercial health insurance schemes to improve their efficiency and effectiveness. Examples of audits include: i) reviewing and auditing various in-house medical schemes for large companies such as Kenya Commercial Bank (KCB) and Equity Banks (2013 – 2016), ii) conducting health insurance scheme performance and fraud reviews for various commercial health insurance providers such as UAP, General Accident (GA) and Alexander Forbes, and iii) conducting the Medical Insurance Fraud Survey for the Association of Kenyan Insurers at the industry level.

IHA Core Team

IHA brings to the table a diverse team of seasoned professionals with strong health sector experience in in Sub Saharan Africa and South Asia. The team includes: i) health policy and regulation experts, ii) health systems strengthening experts, iii) health finance and health insurance experts, iv) supply chain and commodity management experts, v) health PPP advisors and market facilitation experts, vi) clinicians and pharmacists with broad public and private service delivery experience, and vii) organizational development experts. Where necessary, IHA can also quickly mobilize additional expertise from our wide range of independent associates located throughout East Africa.

Dr. Nelson Gitonga, the Founder and CEO of IHA, Ltd, is a recognized leader and expert in the region



on health systems strengthening, healthcare financing and healthcare management. In recent years, Dr. Gitonga has applied his Kenya experience to other countries in the region – Ethiopia, Malawi, Tanzania, Bangladesh and Uganda – in health systems strengthening technical areas such as private sector engagement, healthcare financing (UHC initiatives, public and private health insurance, micro-insurance and vouchers), health infrastructure and technology, provider networks and supply chain strengthening. He has participated in several private sector assessments (Ethiopia, Tanzania, Bangladesh, Uganda, Kenya and Malawi). Dr. Gitonga has facilitated the innovative public-private dialogue forum such as PPP-Health Kenya and PPP-Health Tanzania. He has been in the forefront of health care management, health service delivery improvement and health insurance in Kenya. He has extensive experience evaluating and designing various health programs in Kenya.

He played an active role in the Association of Kenya Insurers Health Insurance Technical Committee, bringing standards in private health insurance. He has participated in reviews of NHIF, conducted market assessments of Prepaid Schemes in Kenya and developed several low-cost health insurance products. Dr. Gitonga has been a part-time Health Systems Management lecturer at the Strathmore Business School and University of Nairobi UNITID program. He started his career in clinical practice and worked in both government and private healthcare services before transitioning to healthcare management. He holds an MBChB from the University of Nairobi Kenya, a Postgraduate Diploma in Health Systems Management from the University of London, GIMI and IESE/Strathmore Business Schools Advanced Management Programme.

Barbara O’Hanlon, Senior Associate, is a global thought leader and practitioners in international health



policy design and implementation with over 35 years’ experience. Ms. O’Hanlon is a pioneer in the areas of private sector policy reforms, public-private dialogue, and health public-private partnerships. Currently, is a member of World Health Organization’s Private Sector Advisory group charged to develop guidance for government ministries on how to effectively steward mixed health systems. In the last 17 years, she has worked with several low- and middle-income health ministries to conduct private health sector assessments, analyze key health

markets for private sector opportunities, formulate private sector policies, and establish health PPP Units. Ms. O’Hanlon has also supported several African health ministries to engage the private sector using a variety of policy instruments such as policy dialogue, contracting and other financial mechanisms, and

public-private partnerships. She also provides assist African healthcare federations to become viable membership organizations and strengthen their technical capacity to represent the private sector voice in policy design and implementation. As one of the co-authors of the MM4H course, Ms. O'Hanlon has trained health ministry officials from over 15 countries and development partner public health staff in the managing health markets approach. Ms. O'Hanlon's firm consults for a wide range of clients active in global health policy including the World Bank Group, UK Aid, USAID, World Health Organization, among others. Ms. O'Hanlon has a M.P.P. from the John F. Kennedy School of Public Policy at Harvard University.

Dr. Ambrose A. Nyangao is a trained medical doctor with post graduate training on health systems



management and a post graduate diploma in Global Sustainable Social Entrepreneurship (GSSE). Nyangao's key interest is to see demand side health financing become efficient and sustainable for the overall benefit of clients and investors in healthcare. Dr Nyangao has vast experience in health delivery in the private sector especially in quality and health financing. Dr. Nyangao has been a practitioner and an administrator in public and private hospitals and held senior management positions in the commercial health insurance sector. Over the last ten

years, Dr Nyangao has been in the private insurance market where he has been involved in health insurance product design, administration and evaluation. He also provides technical assistance to programs delivering innovative low-cost health insurance targeting the informal sector, deploying technology in a commercial setting to reduce healthcare costs, and using existing table banking social groups to encourage saving for healthcare. Dr. Nyangao has been instrumental in developing capacity in various medical insurance institutions to curb medical fraud and has conducted medical scheme audits for insurance and private companies as well as implemented an insurance fraud survey for the AKI. He is also a part time lecturer on health insurance and medical fraud at the Kenya college of Insurance. Dr Nyangao holds an MBChB from the University of Nairobi Kenya, a Postgraduate Diploma in Health Systems Management and post graduate diploma in Global Sustained Social Entrepreneurship (GSSE).

Dr. Walter Obita is a part-time consultant and Chief Operating Officer at Health Store East Africa. He



also serves as the Executive Director at Medicatia Hospital and Board Director of the Kenya Healthcare Federation (KHF) where he is KHF's Healthcare Financing Committee and PPP Committee Board Director. He has over 12 years' experience in the health sector working for the Kenyan government, non-profit organizations and commercial private sector institutions. He has founded and managed healthcare institutions, provided technical expertise on health systems strengthening, public-private engagement and partnerships, healthcare financing, healthcare management and franchising at national and international forums,

conferences, technical working groups and advisory boards. Dr. Obita holds a bachelor's degree in medicine and surgery from University of Nairobi and is an MBA candidate in Strategic Management from Catholic University of Eastern Africa. He trained on Healthcare Management and Leadership at Massachusetts General Hospital, Leadership and Management in Health at University of Washington and both Management in Health and Basics in Health Economics from the World Bank Educational Institute for Development.