

PS Kenya Strategic Plan 2021 – 2023



Sustainable impact through partnership, leadership, and innovation

ps
Kenya

Healthy lives. Measurable results.

PS Kenya's strategic challenge

“How do we leverage our strengths and adapt our institutional capabilities to grow our impact and work toward sustainability in a market that is becoming increasingly hostile to the status quo?”

Mission, Vision and Values



Mission

Improve the **health of Kenyans** by promoting **functional and sustainable systems** and increasing **access to quality health solutions**
(revised)



Vision

PS Kenya is the **leader in strengthening health markets** and **empowering every Kenyan** to make healthy choices



Values

Efficiency
Empowerment
Results-Oriented
Integrity
Innovation
Collaboration

Strategic priorities & Cross-cutting priorities

PS Kenya will increase impact by working through others, sitting at the table, and offering innovative sustainable solutions

SP1: Work with and through others to improve Sara's access to quality and affordable healthcare

SP2: Provide thought partnership and leading solutions to facilitate the GOK's successful UHC transformation

SP3: Develop and deliver to market scalable & sustainable solutions that will improve the delivery of healthcare to Sara in the long term

CP 1: Improve organizational efficiency to deliver results and solutions cost-effectively

CP2: Digital and innovative solutions that will disrupt the healthcare ecosystem and facilitate UHC

Shifting PS Kenya upstream by working through others will enhance PS Kenya's brand, build capacity and increase impact



Value proposition

End consumer (Sara): To Sara and the health ecosystem around her, PS Kenya will add significant value by providing technical leadership to enhance access to healthcare products, services, and communications, in line with government priorities.

Payer (donors): To donors wanting to maximize health impact to Sara at scale, while minimizing risk and oversight headaches, PS Kenya can be the local, end-to-end solution that drives long term effectiveness.

Partners (sub-awardees): To smaller, local NGOs/CBOs, PS Kenya can help connect them to resources, funding, and best practices to further their impact

Objectives



Improve access

Leverage technical leadership to build a network of partners to collectively enhance access to quality primary health services to Sara



Change behavior

Promote healthy behavior and increase the overall demand for health services and products by Sara



Expand reach & influence

Expand PS Kenya reach in counties and effectively position it to take advantage of the shifting health landscape



Build internal oversight capacity

Strengthen internal capacity for managing subcontractors to effectively de risk partner investments



Build external grassroots capacity

Increase capacity of smaller NGOs, CBOs aligned to PS Kenya's goals

PS Kenya will leverage its current leadership position to advocate for key decisions & solutions for UHC & MOH priorities



Value proposition

GOK: To facilitate the GOK's goal of UHC and other MOH priorities, PS Kenya can become the indispensable and go-to local partner in the essential integration of the private sector, in quality assurance, in digital enhancements, and beyond.

Private sector: To smaller private sector health facilities throughout the country, PS Kenya can be the intermediary who opens doors for integration into UHC, while also alleviating key technical blockages to quality and profitable service delivery

Objectives



Upgrade national influence

Become a thought leader to the GOK and MOH by sitting at the table and contributing meaningfully to critical nationwide UHC decisions and to nationwide communication campaigns



Improve healthcare delivery

Enhance the quality of health care services provided by the private sector *and* public sectors through insight generation, capacity building, and digitalization initiatives, on behalf of the MOH.



Support UHC Integration

Advocate for private sector involvement in UHC and then help deliver it through aggregation and system facilitation, on behalf of the MOH

PS Kenya will take an entrepreneurial approach to its existing services as well as to new services



Value proposition

PS Kenya will leverage its brand, partnerships, and experience delivering health programs in the market both to develop existing business opportunities as well as to develop others that will disrupt the market through its competitive local pricing

Objectives



Improve Org sustainability

Push PS Kenya closer to financial sustainability by selling high value-add services



Increase investment

Grow the total investment going to healthcare by providing solutions stakeholders and partners can invest in. Pursue innovative financing mechanisms



Exploit market opportunity

Leverage local price structure and reduced overhead, as well as local know-how, to price existing international competitors out of the market, without sacrificing quality

PS Kenya will continue to pursue efficiencies across the organization and maximize revenue



Value proposition

PS Kenya will build on previous experience optimizing key organizational processes to keep cost structure low while increasing grant revenue and maximize surplus that can be redirected as investments in other key areas

Objectives



Optimize efficiency of operations and cost centers

Build off previous cost optimization processes to optimize efficiencies and keep cost structures low.



Maximize Revenue

Enhance income of socially marketed products by prioritizing economies of scale from proven products over health impact from experimental or low-margin products.



Seed strategic initiatives

Invest in promising strategic initiatives without a clear funding source

PS Kenya will continue to pilot new and innovative solutions and approaches to meet market needs



Value proposition

PS Kenya will leverage its existing network and expertise successfully launching new products into the market (e.g. self-care) to pilot and scale new innovative product and service offerings that will disrupt the market

Objectives



Lead digital innovation

Leverage existing partnerships to pilot digital innovations and scale successful ones through implementing partners



Support organizational efficiency

Adopt technologies to improve organizational efficiency and reduce costs.



Apply innovations to existing environment

Exploit opportunities presented by COVID-19 to advance digital health solutions