



# Spotlight on Siloam Hospital: A healthcare provider's perspective

PHARMACCESSGROUP

Investing in continuous quality improvement of healthcare in sub-Saharan Africa

# Spotlight on Siloam Hospital

On the verge of paying off their third loan through Medical Credit Fund and committed to further improve the quality of their healthcare services through SafeCare, Siloam Hospital is working hard to serve their community to their full potential.

Siloam Hospital is a private, 78-bed hospital in the highlands of the Great Rift Valley in Kericho County, Kenya. People in the area are mainly employed in tea, flower or dairy farming. About 70% of patients seeking care at Siloam are low-income earners. About a third of Siloam's patients are children.

The hospital focuses on antenatal and maternal care and deliveries, other primary healthcare services and HIV/AIDS testing and treatment, dental care, family planning, ambulance and mortuary services. Up to 70 insurance companies are affiliated with Siloam. It is also fully recognized and accredited by the National Hospital Insurance Fund (NHIF).

### Procedures in place

Alice Bett, a lawyer by profession, founded Siloam Hospital with her husband Franklin, a former politician. She now runs it with Mr. Stanley and Mr. Nimrod. "When Franklin and I started, neither of us had a medical background," Alice explains. Siloam first came into contact with SafeCare and Medical Credit Fund in 2011. "This program has opened



our eyes to areas where we could improve on our operations and services." This ranges from the importance of handwashing to knowing not to store flammables with the other medicines in the pharmacy. "The hygiene has greatly improved. We have seen

an enormous decline in infections and our patients spend less time in the hospital. Getting our standard operating procedures in place took time. We now have a quality improvement team, a clinical services team and a technical team, each with their own activities but all



**60 → 200**

# of deliveries increased from 60 to 200 per month



**143 → 320**

# of HIV tests increased from 143 to 320 per month



**1,600 → 2,630**

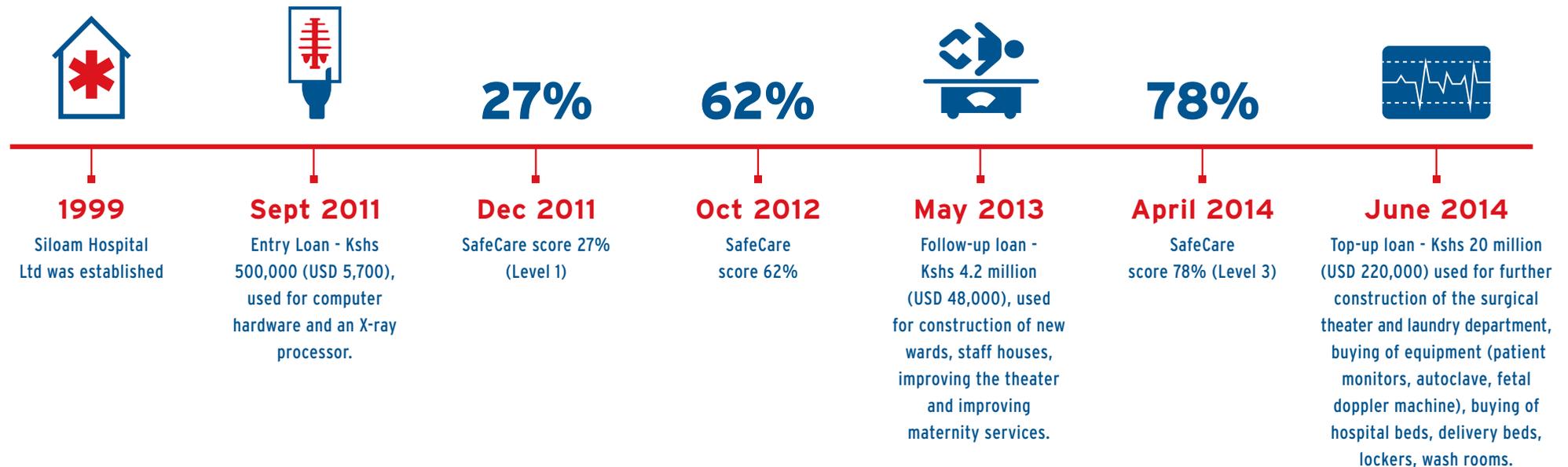
# of patient visits increased from 1,600 to 2,630 per month

geared towards improving services for our patients. It was also an eye-opener to see how this measure which didn't cost any money had such a positive effect on the hospital."

High staff turnover was a major challenge for Siloam. "Our nurses would often move on to other jobs within three to four months. Now, we invest in continuous medical education, we built staff houses on the premises and our staff really feels and functions like a team with a shared goal. Job satisfaction has

become so high that our nurses choose to stay with us even though they might be able to earn more at a public facility."

To diversify the services available, Siloam also used their loan to construct a doctor's plaza next to the main building, where they now have visiting consultants come in on average once a week. These include gynaecologists, paediatricians, ENT surgeons, orthopaedic surgeons, a dentist and an optician.





**'We have seen what we can achieve and we don't want to go back, we want to go higher'**

Alice Bett

### Challenges

Although achieving NHIF accreditation was a milestone, the NHIF's capitation model can be less advantageous compared to the fee for service model. Healthcare providers receive a fixed amount for every patient treated, regardless of whether they have had complex surgery or were diagnosed with a simple cold. In a hospital

that offers as many services as Siloam, this often means they are not paid nearly enough to cover their expenses.

Attracting more privately insured patients by constructing more private rooms, for example, is crucial to keep finances balanced, but as Alice says, "It's important to not lose focus of why we started: to provide services for those who



**4.7 → 7.6 million**

Revenues increased from Kshs 4.7 million to Kshs 7.6 million per month

need it most." Head nurse Beatrice adds "There are certainly other ways in which we could run this hospital that would be better business-wise, but that's not what the heart of our director says."

When Siloam Hospital entered the program in 2011, they were assessed as a Level 1 facility in the SafeCare program. Since then, they have progressed to Level 3 and Siloam is determined to continue their improvement journey. Their current quality improvement plan has them projected to achieve Level 5 by the end of 2016. "Our entire staff is more focused than ever," Alice explains. "We have seen what we can achieve and we don't want to go back, we want to go higher."

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