



# Jacaranda Health: Available and Affordable Emergency Obstetric Care

Kenya's maternal mortality rate is 488 deaths per 100,000 live births, most of which occur when complications arise such as postpartum hemorrhage, sepsis, and pre-eclampsia. A major factor in the rate of maternal mortality is the lack of emergency obstetric care services (EmOC) — in 2010, just 5 percent of public and private facilities had the capacity to conduct caesarean section (C-section) deliveries. Financial barriers to EmOC are high; in many private facilities, the cost of an emergency C-section is three times the cost of a normal delivery. In the low-income market, where over 80 percent of people are uninsured, the high and unexpected cost of an emergency C-section can be a significant challenge. In public facilities, the quality of care can be poor and is not always the first choice for expectant mothers.

The HANSHEP Health Enterprise Fund, implemented by the SHOPS project, awarded Jacaranda Health a grant to integrate emergency obstetric care (EmOC) into their operations to improve quality and reduce costs of C-sections. Jacaranda addresses the need for holistic health care that is patient centered, and includes follow up services such as contraception counseling.

### The Business Model

To address the need for emergency obstetric care in Kenya, Jacaranda Health is building a network of maternity hospitals that provide affordable, high quality, comprehensive care. The Jacaranda Maternities are small and comfortable (12 to 18 beds), and furnished with a lab, a pharmacy and equipment for delivery and postnatal care. Midwives manage women in labor, using their training which emphasizes friendliness and respect coupled with rapid identification of complications. Staff handle over two thirds of complications on site, and in other cases the patient is rushed to referral facilities.

On average, the cost of delivery in most private hospitals in Kenya ranges from 10,000-50,000 KSH. Jacaranda Health has a simple pricing model: ANC consultation and lab tests are 500 KSH, follow up visits for ANC or PNC are 100 KSH, and a delivery, including a bed, meals, and postnatal visits, totals 7,900 KSH, much lower than other private options. Jacaranda generates revenue primarily through deliveries. EmOC procedures, including caesarean deliveries, provide critical services to women in need, and diversify revenue. EmOC services provide a higher profit margin that helps increase Jacaranda's financial stability and competitiveness in the peri-urban maternal health market.



Physicians perform a simulation C-section in the new operating theatre.

Jacaranda Health

### Grantee at a Glance

- Vision: Create a sustainable model that transforms maternal and newborn health outcomes in East Africa
- Innovation type: Low-cost, high quality emergency obstetric care and caesarian sections
- Health focus: Maternal and child health
- Target population: Low- and lower-middle income women and newborns
- Country: Kenya

Jacaranda seeks to address geographic and financial barriers to high quality maternity services in under-served peri-urban areas. Costs are reduced through innovative process design and efficient systems. Jacaranda expands access by accepting patients with coverage through Kenya's National Health Insurance Fund. For those without insurance, Jacaranda offers MamaKiba, a pre-payment scheme to help women save for deliveries. This mobile banking system spreads out the cost of delivery over time to reduce financial stress on the family.

### **A New Operating Theatre and Ambulance to Assist with Transport**

The Health Enterprise Fund provided financial support for Jacaranda to remodel and equip their Kahawa West Maternity Hospital to provide EmOC services. The facility has a new, fully equipped operating theatre, and a laboratory and pharmacy. To improve efficiency, the Health Enterprise Fund helped Jacaranda roll out an electronic Pharmacy Management Inventory system to track the use of surgical pharmaceuticals. These improvements allow doctors to complete procedures immediately without having to place drug orders and minimize the number of referrals for lab results. The fund also supported the purchase of an ambulance for maternal and neonatal emergencies, which enables Jacaranda to transport women to referral facilities.

The fund provided technical assistance for a clinical quality needs assessment, and to address the identified gaps. Through this assessment, it was determined that Jacaranda would benefit from an evidence-based intrapartum care update, including hands-on clinical training and mentoring, findings which can inform further internal development. The assessment also led to the

initiation of clinical directors' luncheons, which enable Health Enterprise Fund grantees, including Jacaranda, to share best practices. The fund's health care financing and savings experts provided guidance to Jacaranda as it reassessed the financing options it offers and re-launched its savings product, MamaKiba.

Through an additional grant, the fund will support Jacaranda to expand their impact by developing a maternal health quality improvement toolkit that will be piloted in government facilities.

### **The Impact**



Some of the things we feel really passionately about... are around building cultures of quality and our development of patient centered care.”

- Nick Pearson, Founder of Jacaranda Health

Since Jacaranda began working with the Health Enterprise Fund, they have provided more than 8,900 women with maternal health services, including antenatal care, traditional deliveries, and postpartum care and family planning. Their renovated Kahawa West Maternity Hospital received their license to operate and began providing services on September 1, 2014. Within the first 4 months of operations, the Kahawa West facility provided maternal and child health services to over 750 women and babies. In preparation for the introduction of EmOC services, 16 clinical nurse midwives and medical officers, and 14 patient care assistants were trained to provide emergency care. Jacaranda delivered its first baby by C-section in February 2015. With its new capacity to provide EmOC services and ambulance, Jacaranda has seen increased demand for services at both of their maternity hospitals.

### **For more information about the HANSHEP Health Enterprise Fund, contact:**

Caroline Quijada, Deputy Director  
SHOPS Project  
caroline\_quijada@abtassoc.com

The Strengthening Health Outcomes through the Private Sector (SHOPS) project is a five-year cooperative agreement (No. GPO-A-00-09-00007-00) funded by the U.S. Agency for International Development (USAID). The project focuses on increasing availability, improving quality, and expanding coverage of essential health products and services in family planning and reproductive health, maternal and child health, HIV and AIDS, and other health areas through the private sector. SHOPS is led by Abt Associates, in collaboration with Banyan Global, Jhpiego, Marie Stopes International, Monitor Group, and O'Hanlon Health Consulting. The views expressed in this material do not necessarily reflect the views of USAID or the United States government.

For more information about the SHOPS project, visit: [www.shopsproject.org](http://www.shopsproject.org)



Abt Associates Inc.  
4550 Montgomery Avenue, Suite 800 North  
Bethesda, MD 20814 USA  
Telephone: 301.347.5000 • Fax: 301.913.6019  
[www.abtassociates.com](http://www.abtassociates.com)