



**QUALITY • AFFORDABLE
PRIVATE HEALTHCARE**

BUSINESS PROFILE



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PRIVATE HEALTHCARE**

Business Name: Unjani Clinics NPC

Registration Number: 2014/089277/08

Public Benefit Org: 930047735

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Introducing the Unjani Clinic Network

Unjani Clinic is an Enterprise Development initiative aimed at:

- Empowering Black Woman Professional Nurses;
- Creating Permanent Jobs; and
- Perfecting a Sustainable Clinic Model for providing primary healthcare.

The Concept

The Unjani Clinic concept was developed out of the need for the urgent transformation in the healthcare system in South Africa; the fact that our country faces the triple affliction of HIV, AIDS & TB; the fact that in excess of 80% of our population are dependent on an overburdened public sector system; and a costly curative-care based model versus disease prevention and promotion.

Unjani Clinic is a network of black women owned and operated primary healthcare clinics that provide accessible, affordable and quality healthcare to communities in low-income areas. It complements the re-engineering of our healthcare system by creating community-based healthcare structures at the point of need. It is an innovative model to address the inequality, which exists between private and public healthcare services in our country. Whilst private and public hospitals and clinics exist there are too few to deal with the increasing healthcare burden and private healthcare is too expensive for the bulk of the population. The innovation behind Unjani Clinic is based on shifting primary healthcare tasks to Professional Nurses and the ability to leverage a highly developed and extensive private sector distribution network to ensure more people have access to medicines. Unjani Clinic empowers women within their communities to own and lead the effort in transforming the healthcare system. At the front-end of the clinic delivery mechanism, the financial model has been tried and tested to ensure that sustainability pre-supposes commercial viability. All clinics in the network are given the business support and on-going coaching and mentoring to succeed and make a profit. Each clinic guarantees 3 full-time sustainable jobs and has the potential for a further 2 jobs as patient numbers increase. We have proven that Unjani Clinic offers a higher quality of care and more reliable service compared with other market offerings. The bundled pricing (R200 per consultation including medicines) is affordable and relevant to the low-income patients we serve.

The awarding of an Unjani Clinic requires a 5-year Enterprise Development Agreement to be signed by the Professional Nurse that details the responsibilities of the parties and ensures that the Professional Nurse remains compliant to the monthly reporting requirements, standard operating procedures, her scope of practice and all regulatory requirements. Should she breach, and fail to remedy her breach, the Clinic can be reallocated to another Professional Nurse, so she stands to lose her Clinic due to non-compliance.



There are currently 81 clinics operating in the Unjani Clinic Network nationally. Imperial Logistics, Johnson & Johnson Citizenship Trust and Johnson & Johnson Family of Companies, Rand Mutual Assurance, Pfizer SA, Pfizer Foundation, AECI's Tiso AEL Development Trust, AVI Corporate Trust, GlaxoSmithkline Consumer SA, Mediclinic South Africa, Bayer Social Impact Fund and MSD South Africa (MSD for Mothers) have provided the required Enterprise Development Funding to date to achieve this. GIZ and Unjani, through a co-operation agreement, worked together to expand the Network to sustainable levels and have launched programs to expand the Clinics services and income generating capacity. A successful application was made to the Jobs Fund (National Treasury - Innovation Round) and with matched funding from Imperial, J&J and others we rolled out 44 Clinics from 2017 to 2019 with the support of National Government for healthcare infrastructure enhancement and job creation in our communities. The Elma Foundation has provided 4 years of funding through their Growth Fund, to assist the NPC in achieving sustainability. We aim to have 100 clinics nationally by December 2021.

Founded on an owner-operator model and social franchising principals, our clinics serve the "bottom of the pyramid" and under-served markets, ensuring an affordable, quality primary healthcare service and the supply of quality medicines to the people of South Africa. The clinics are based in the communities of our Country ensuring that the service is delivered at the point of need.

Our focus is on the employed uninsured population of South Africa (some 10 to 12 million people). This portion of the population is able to afford to pay something towards their healthcare needs but are unable to afford private medical aid or private GP / healthcare practitioner rates. By providing an affordable alternative (R200 consultation fee including medication to treat the diagnosis) to this portion of the population, we aim to assist the Department of Health in capacity building, by drawing these patients away from the Government facilities, freeing up capacity for Government to deal with the unemployed and destitute portion of our population.

The initiative has several components from an entrepreneur incubator (selecting the right kind of prospective entrepreneur and designing a suitable suite of support services for them), enterprise development (supporting SMMEs grow) and market linkage (providing business intelligence, marketing information and links to strategic suppliers) all under one umbrella.

Development impact

The development outcomes that are being achieved through this project include permanent job creation for a minimum of 300 people as well as systemic change and transformation within the healthcare system in South Africa. Based on a clinic network of 81 clinics the Unjani Clinics manage between 500 000 and 600 000 consults annually. This means that these patients will have reduced the burden on the public health system (creating capacity in the existing State facilities) as well as received quality, accessible and affordable private healthcare at the point of need. The other significant beneficiaries are obviously the patients who are living in the communities, which we serve.

The nurse owned and operated, primary healthcare model is completely new to South Africa and is a new, alternative model of care. We believe that Unjani Clinic will help change the face of healthcare and that it will bring about systemic change. The Unjani Clinic concept is in line with government's policy for universal health coverage for all through the provision of an affordable and accessible "gap service" for those people who have the ability to pay something towards their healthcare. We aim to work with national, provincial, district and local department of health representatives to achieve the best possible health outcomes, in the most convenient and accessible way for the patient. We subscribe to the Batho Pele principles and strive to put the "Patient First", and our Communities are supporting the Unjani Clinic Model through the use of our services evident in our patient numbers.



Source: UN in collaboration with Project Everyone

Investment in the Nurse

The Enterprise Development investment cost in an Unjani Clinic will depend on the population in the area surrounding the clinic. There are 2 types of clinic infrastructure – peri-urban (which can serve up to 1800 patients per month) and semi-rural (which can serve up to 1200 patients per month). The cost of each of these structures (container infrastructure and all internal equipment, start-up stock and other requirements) varies from R750 000 to R850 000. In addition, in order to assist the Professional Nurse in achieving break-even (250 consultations per month), working capital assistance or operational donations are provided for the first 24 months of trade. This amounts to approximately R200 000 over the 24-month period. Payment of these funds is dependent on the Professional Nurses compliance to the Enterprise Development Agreement, standard operating procedures, on-time payment of suppliers and regulatory compliance. The final portion of the investment amounts to R50 000, which is utilised by Unjani Clinics NPC over the 5-year period to cover the costs to train, support, administer, mentor, manage and ultimately evaluate the sustainability of the Clinic. Thus, the total investment cost in an Unjani Clinic (and the Professional Nurse and the community that she will serve) is between R1 000 000 and R1 100 000 (depending on the infrastructure). From a timing perspective, it takes approximately 6 weeks to 3 months to operationalize a clinic (find a suitable Nurse, site and implement the Clinic).

The initiative is delivered through a Non-Profit Company registered as Unjani Clinics NPC, who acts as the support structure in the relationship. The legal structure is based in a Non-Profit Company, without members and is a registered Public Benefit organisation. This NPC structure was put in place in order to provide maximum funding benefit to the beneficiaries of Unjani Clinics NPC, the professional nurses that join the network as well as the funders or donors to the NPC (who will receive the necessary legal and tax exemption certificates). All of the clinics are Exempt Micro Enterprises – 100% black women owned, and their turnover levels are below R10m annually, thus the relevant BBBEE affidavits are provided to all funders to ensure that they meet the DTI Scorecard requirements.



Impact to Date:

Unjani Clinics has:

- Empowered in excess of **81** professional “nursepreneurs”; and
- Created permanent employment for over **300** people; and
- Provided in excess of **1 684 000** consultations through the Unjani Clinic Network since 2013.

Acknowledgment and Thanks to our Funders & Partners:

