Kampala Family Clinic
Kampala Family Clinic

Project Overview and Objectives

- Finance
- Operations
- Six Steps to Great Marketing
- Information Technology
- Conclusion
Project Overview and Objectives

- Analysis of clinic today
- Steps to develop strategic plan
- General recommendations for the future

Sources
- QuickBooks financial data
- Encore patient data
- Patient referral data
# Main Findings and Recommendations

<table>
<thead>
<tr>
<th>Category</th>
<th>Findings and Recommendations</th>
</tr>
</thead>
</table>
| **Finances** | • Long cash cycle is cannibalizing realization of high profit margins  
• Closely monitor financials to better forecast funding needs and analyze investment opportunities |
| **Ops** | • High variability in patient flow results in inconsistent resource utilization and patient experience  
• Improve utilization of existing resources |
| **Marketing** | • Understanding of the market is difficult but crucial to understand customer demands  
• Follow the Six Steps to Great Marketing |
| **IT** | • Good IT support for day-to-day operations but not being used to full potential  
• Clean up IT and implement suggested project plan |
Kampala Family Clinic

- Project Overview and Objectives
- Finance
- Operations
- Six Steps to Great Marketing
- Information Technology
- Conclusion
Finance: Importance of Metrics

- What to track?
  - Profit & Loss
    - What services are growing?
    - Are expenses stable?
      - Fixed Costs vs. Variable Costs
    - Compare month-to-month and prior year results

- Why?
  - Forecast sales growth and identify expansion opportunities
  - Focus on services that are growing
  - Decrease overhead expenses
  - Understand how fluctuations in COGS affect the business
Finance: Importance of Metrics (cont’d)

- What to track?
  - Cash Flow
    - How to improve cash on hand
      - Accounts Receivable & Accounts Payable
  - Key Metric: Average Days of Collection
    - Aging of Receivables in QuickBooks
    - Receivable Turnover: $365/\text{(Sales/Average Receivables)}$

- Why?
  - Improve use of current financial resources
  - Forecast cash needs for future investment opportunities
Impressive growth is seen in each type of service. In 2009 growth is stagnant, largely due to Microcare.
Finance: Historical Trends
Growth Rate by Service

Strongest growth rate in Medicines followed by Consultations and Labs.
Finance: Current Snapshot
2009 Revenues by Payment Type

60% of 2009 revenue are insurance payments.
Revenue by insurance has grown significantly since 2007. Revenue by cash payment has had limited growth.
In 5 years, the insurance market grew from one to eight companies. We expect this growth to stabilize.
As revenues grow, total expenses have stabilized and variable costs grow at a slower rate. Economies of scale could help lower fixed costs.
## Finance: Fixed vs. Variable Costs (based on QuickBooks line items)

<table>
<thead>
<tr>
<th>Variable Costs</th>
<th>Fixed Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>COGS</td>
<td>Payroll (part-time and full-time)</td>
</tr>
<tr>
<td>Lab Supplies</td>
<td>Supplies</td>
</tr>
<tr>
<td>Medical Supplies</td>
<td>Rent</td>
</tr>
<tr>
<td>Lab Fees</td>
<td>Transport (motor bike, car, transport hire)</td>
</tr>
<tr>
<td>Medical Referrals</td>
<td>Telephone</td>
</tr>
<tr>
<td></td>
<td>Utilities (electricity, other utilities)</td>
</tr>
<tr>
<td></td>
<td>Insurance</td>
</tr>
<tr>
<td></td>
<td>Professional Fees</td>
</tr>
<tr>
<td></td>
<td>Bank Service Charge</td>
</tr>
<tr>
<td></td>
<td>Travel &amp; Entertainment</td>
</tr>
<tr>
<td></td>
<td>Other</td>
</tr>
</tbody>
</table>
While revenues and variable costs have gone down in 2009, payroll expenses slightly went up, possibly due to not adjusting for MicroCare.
Main Drivers in Fixed Cost Expenses

Bank charges, utilities, travel & entertainment and insurance have been your main drivers for growth in fixed cost expenses.

* Bank charges have the largest growth and are therefore removed to prevent skewing of the graph.
Profit margins have improved over the past 5 years and are currently at a strong 28%.
Income is increasing but cash on hand is not. There is a cash problem.

* Net income numbers may be skewed. November expense data appears distorted.
Finance: Calculating Net Change in Cash Flow

- Month by month, it is important to understand where the cash is being allocated
- Net Income is an *accounting number*
  - Net Income is not cash but rather a bookkeeping number, since e.g. some sales might be on credit
- Accounts Receivable
  - If A/R grows from the prior month, then we are not getting our sales in cash. Our Net Income increases, but our cash does not.
  - If A/R decreases from the prior month, that means customers are paying invoices and we are increasing our cash balance.
- Accounts Payable
  - If A/P grows from the prior month, we are holding on to our cash, instead of paying bills.
  - If A/P decreases from the prior month, we are paying our debt with cash and our cash shrinks as well.
To find out the net change in cash, we need to do the following

- Find Net Income (NI)
- Find change in A/R.
  - If A/R has gone up, subtract from NI
  - If A/R has gone down, add to NI
- Find change in A/P
  - If A/P has gone up, add to NI
  - If A/P has gone down, subtract from NI
- Financing
  - If cash came in from other sources, add to total sum
- Other
  - Find all items in books which increase or decrease NI, but do not result in any cash transfers. Adjust NI accordingly for those items.
## Finance: Current Snapshot

### Cash Flow

Accounts receivable balances are driving weak cash inflow. Net income numbers may be skewed. November expense data appeared distorted.

Financing in October is due to the Accounts Receivable balance transfers from 2006 database. This has distorted the actual cash picture. **Before relying on the cash flow statement, make sure cash in cash flow ties to the cash in all cash bank accounts!**

![Cash Flow Table](chart.png)

<table>
<thead>
<tr>
<th></th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>12,076,799</td>
<td>26,878,409</td>
<td>47,950,650</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>(57,022,028)</td>
<td>(29,663,548)</td>
<td>(50,617,139)</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>(11,337,891)</td>
<td>(9,854,953)</td>
<td>17,039,586</td>
</tr>
<tr>
<td>Financing</td>
<td>51,669,989</td>
<td>5,701,912</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>(1,422,480)</td>
<td>(620,828)</td>
<td>(12,964,381)</td>
</tr>
<tr>
<td>Net change in Cash</td>
<td>(6,035,611)</td>
<td>(7,337,807)</td>
<td>1,022,081</td>
</tr>
</tbody>
</table>

*Net income numbers may be skewed. November expense data appeared distorted.*
Insurance payment type has the weakest cash inflow.
Insurance payment type takes the most days on average to collect.
Finance: Average Days to Collect Cash vs. Insurance

Cash collection is better than most insurance payment collection.
Finance: Current Snapshot
Days Payable (Jan-Sept 2009)

Monitor payment schedule to achieve effective credit management and to maintain relationships.
Largest suppliers are paid late – don’t strain those relationships. Better to diversify payments across different suppliers.
Finance: Importance of the Cash Cycle

A shorter cash cycle reduces needs for financing and increases cash resources for future investment opportunities.
Finance: Recommendations

- Track Financial Metrics

- Decrease Cash Cycle
  - Cash payments have a shorter collection period than most insurance payments
  - Postpone payment of payables as long as possible

- Use QuickBooks more as a management tool
  - Enter all transactions and use financial analysis reports
Kampala Family Clinic

- Project Overview and Objectives
- Financial Analysis
- Operations
- Six Steps to Great Marketing
- IT
- Conclusion
Operations: Capacity Levers

- Capacity can be defined by physical resources, human resources and service quality
- Increasing utilization of one resource may strain other resources
  - E.g. Better use of consultation rooms may require having more doctors
  - E.g. Seeing more patients per hour may reduce the time each patient can spend with the doctor thereby reducing quality

<table>
<thead>
<tr>
<th>Physical Resources</th>
<th>Human Resources</th>
<th>Service Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Rooms</td>
<td>• Doctors</td>
<td>• Waiting time</td>
</tr>
<tr>
<td>• Lab Equipment</td>
<td>• Nurses</td>
<td>• Consultation Time</td>
</tr>
</tbody>
</table>
Operations: Physical Resource Capacity Utilization

- **Maximum Capacity**
  - 81.5 hours per week
  - 20 minutes per consultation

- **Target Capacity**
  - 70% of maximum

- **With 2 doctors per shift**
  - 2 doctors (6 patients/hour)
  - 489 patients per week

- **With 3 doctors per shift**
  - 3 doctors (9 patients/hour)
  - 733.5 patients per week

The clinic appears to have enough capacity to sustain growth for the near term.
Encore can help predict seasonality and improve utilization.
Monday and Wednesday are the busiest days of the week. Adjust staffing to maintain consistent service level.
The clinic is busiest right before lunch and again around 17:00. To smooth patient flow, KFC may adjust doctor shifts or reward patients for coming during slow times.
The clinic is busiest right before lunch and again around 17:00. To smooth patient flow, KFC may adjust doctor shifts or reward patients for coming during slow times.
Although doctors may sometimes see many or no patients in a given hour, on average they serve between 1.5 and 2 patients per hour.

* Dr. Israel’s patients are calculated based on an average of 40 and 35 hour weeks (37.5 hours) to account for a change in his schedule.
Drs. Israel and Docus may see the most patients in a week due to the number of hours worked and higher morning traffic flow.
Operations: Patients by Doctor (%)

Drs. Israel and Docus may see the most patients in a week due to the number of hours worked and higher morning traffic flow.
Large variability exists between highs and lows in patient flow. Encore can help predict fluctuations.
Large variability exists between highs and lows in patient flow. Encore can help predict fluctuations.
Operations: Recommendations

- Smooth patient flow to optimize utilization
  - Reward patients for scheduling appointments and calling ahead
  - Communicate busy hours and doctor schedules via website or signs in the clinic

- Reduce doctor/nurse turnover to improve service quality
  - Formalize recruiting process to encourage input from multiple staff members
  - Offer signing bonuses for new staff with penalties of repayment if minimum service time is not fulfilled (e.g. 1 year)
  - Post “Doctor of the Month” profiles to familiarize patients with staff
Operations: Recommendations (cont’d)

- Reduce rejections from insurance
  - Install protocols for prescribing medication and lab testing
  - Conduct peer reviews to evaluate processes
  - Emphasize personal responsibility for rejected claims
  - Import price lists into QuickBooks
- Minimize downtime for staff to improve productivity
  - Department heads to create projects for department members
    - Patient satisfaction follow-up surveys
    - Organize and clean files
    - Transfer patient information into Encore
    - Follow up with insurance companies
  - Implement incentive system to promote productivity
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Six Steps to Great Marketing

Market Research
Who are your customers?

Market Segmentation
What types of customers exist in your market?

Targeting
Which customer is most profitable and relevant to KFC?

Positioning
How to define KFC to attract the target customers?

4 P’s
Actionable steps to communicate our positioning

Branding
Tying it all together: Be consistent!

Market Orientation - Customer is in the center, ALWAYS.
Step 1: Market Research

Motivation

Without a good understanding of your market, you are operating in the dark

- Know who your customers are and what they want
- Know what your customers think of you
- Know your competitors and what they are doing

Research methodology

- **Primary**: Interviews with the different players in the market
- **Secondary**: Articles, industry publications, existing research
## Step 1: Market Research Sources

<table>
<thead>
<tr>
<th>Primary</th>
<th>Secondary</th>
</tr>
</thead>
</table>
| • Patients  
  • 19 patients: 11 women; 8 men  
  • Families and Individuals  
  • Chronic and basic ailments, medical examinations  
  • Insurance Companies  
  • Jubilee Insurance  
  • MicroCare  
  • Competitors  
  • SAS Clinic  
  • Nsambya General Clinic  
  • Nsambya Hospital | • Research papers  
  • Newspaper and magazine articles  
  • Government reports |
## Step 1: Market Research
### Private Health Care - Overview

<table>
<thead>
<tr>
<th>Patients</th>
<th>Payers (Insurance Companies)</th>
<th>Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Emerging middle class</td>
<td>• <strong>5%</strong> of population covered</td>
<td>• Intense competition</td>
</tr>
<tr>
<td>• Insured/Cash</td>
<td>• Mainly corporate organizations</td>
<td>• Location-based</td>
</tr>
<tr>
<td>• Private (45%) vs. Public (41%)</td>
<td>• Limited number of clinics in network</td>
<td>• Bigger and better centers (“one stop shops”)</td>
</tr>
<tr>
<td>• Reasons for choosing provider:</td>
<td>• Concerns of fraud</td>
<td>• Consolidation of providers</td>
</tr>
<tr>
<td>• Location: 59%</td>
<td>• Many exclusions</td>
<td></td>
</tr>
</tbody>
</table>
Step 1: Patient Interviews

Key Quotes

“Dr. David takes the time to find out exactly what I need”

“My daughter was sick in the middle of the night and KFC was not open”

“I don’t continue to go to other clinics because I am not familiar with the doctors”

“Dr. Docus is like a mother to me”

“Would like emergency care during the night”

“KFC shares your pain, which gives great comfort”

“They need a bigger facility”

“Efficient and close”

“KFC cares about your life more than they care about your cash”
Step 2: Customer Segmentation

- Segmenting ALL customers in the market into distinct groups with one or more common factors

- Segmentation methods
  - Demographic – Income, Gender, Payment type
  - Behavioral – When and why do people get medical treatment?
    - Each segment behaves differently when seeking medical care
    - Due to lack of data, cannot analyze this segmentation
    - Possible behavioral segmentation:
Assumption: In Kampala, income level is a main determinant of behavior

Demographic segmentation:
- Income level
- Age
- Family status
- Payment method

*Numbers are figurative to show potential segmentation.*
Step 2: Segmentation Definitions

<table>
<thead>
<tr>
<th>Category</th>
<th>Characteristics</th>
</tr>
</thead>
</table>
| Business Owners        | • Shop owners, entrepreneurs  
                        | • High income  
                        | • Mature  
                        | • Cash patients |
| Corporate employees    | • Educated, ambitious  
                        | • Emerging middle class  
                        | • Ages 25-55  
                        | • Insured and cash patients |
| Formally-employed      | • Small shop employees  
                        | • Mid-level income  
                        | • Ages 25-55  
                        | • Private scheme or cash patients |
| Informally-employed    | • Low income  
                        | • Not age specific  
                        | • Cash patients |
| Not employed           | • No income  
                        | • Not age specific  
                        | • Government healthcare treatment |
Step 3: Targeting

- Target segment which is most profitable and relevant to KFC
  - Cash patients
  - Young couples and families

Revenue & Receivables by Payment Type

- Annual Revenue
- Accounts Receivables

<table>
<thead>
<tr>
<th>Payment Type</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>800</td>
</tr>
<tr>
<td>Insurance</td>
<td>600</td>
</tr>
<tr>
<td>Cash</td>
<td>200</td>
</tr>
<tr>
<td>Private Schemes</td>
<td></td>
</tr>
<tr>
<td>Unclassified/Other</td>
<td></td>
</tr>
</tbody>
</table>
Step 3: Targeting

More cash patients

Family oriented and loyal

Target:
Corporate employees
Formally-employed
(Ages: 20-40)
Step 4: Positioning

- Position KFC to attract target customers
- Analyze the 3C’s to find KFC’s *unique* offering

Find the gap within the current market and fill it!
### Step 4: Positioning – 3 C’s
Company, Customers, Competition

<table>
<thead>
<tr>
<th>Company</th>
<th>Customers</th>
<th>Competition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fast growth</td>
<td>Loyal</td>
<td>“Affordable quality”</td>
</tr>
<tr>
<td>Family</td>
<td>Price sensitive</td>
<td>One-stop shop</td>
</tr>
<tr>
<td>Personal</td>
<td>Want fast service</td>
<td>Emergency</td>
</tr>
<tr>
<td>Local</td>
<td>Lasting relationship</td>
<td>High-tech</td>
</tr>
<tr>
<td>Quality</td>
<td>Trusting</td>
<td>Numerous</td>
</tr>
<tr>
<td>Efficient</td>
<td></td>
<td>Consolidating</td>
</tr>
<tr>
<td>Limited service</td>
<td></td>
<td>More patients</td>
</tr>
<tr>
<td>Cramped</td>
<td></td>
<td>Bigger facilities</td>
</tr>
<tr>
<td>Limited by finances</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Market gap and our strength:** “Your health is our priority”
Step 4: Positioning: Key Words

- *Internal* keywords that describe KFC’s positioning
- Confirm that every one of KFC’s actions are consistent with the positioning
- Constantly communicate the positioning to the doctors and staff
Step 4: Positioning: Key Words
## Step 5: 4 P’s
### Actionable steps to communicate positioning

| Product          | • Features and capabilities  
|                  | • Services  
|                  | • Extending and planning product line |
| Price            | • Premium or discount pricing  
|                  | • Perceived value vs. at-cost |
| Promotion        | • Integrated marketing communication  
|                  | • Media channels, word of mouth, special event, sponsorships |
| Place            | • Distribution channels  
|                  | • Location and space management |
Step 5: 4 P’s: Product

**Hours**
- 8:30-21:00
- Add free emergency phone consultations during the night hours

**Consultations**
- Walk-ins
- By phone
- Promote appointments

**Lab**
- Sufficient for basic tests
- Add new functionality: CD4 or HIV Elisa machine

**Pharmacy**
- Most medications are available
Step 5: 4 P’s: Price

Consultations

- Price comparison:
  - SAS: 25K
  - Jubilee: 10-15K for small clinics; 25K for large clinics
  - MicroCare: 20-30K for urban clinics
  - KFC: 12-18K ➔ Affordable

Lab

- Consistent across different payment plans

Medicine

- Sharp differences across different payment plans (four drugs selected randomly)

<table>
<thead>
<tr>
<th></th>
<th>ARV: Combivir</th>
<th>Azithromycin (500mg cap)</th>
<th>Doxycycline (capsule)</th>
<th>Pregnancy Test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>820</td>
<td>5,300</td>
<td>50</td>
<td>7,000</td>
</tr>
<tr>
<td></td>
<td>820</td>
<td>2,300</td>
<td>50</td>
<td>7,000</td>
</tr>
<tr>
<td></td>
<td>820</td>
<td>4,000</td>
<td>50</td>
<td>7,000</td>
</tr>
<tr>
<td></td>
<td>820</td>
<td>3,870</td>
<td>28</td>
<td>1,440</td>
</tr>
</tbody>
</table>
Step 5: 4 P’s: Price: Suggestions

- Change price of consultations?
- Analyze prices across different payment methods to minimize errors and to reduce overhead
- Possible analyses:
  - Per medicine: Number of prescriptions vs. number of sales in a given week to understand if sales are lost due to price
  - Are there buying patterns for each patient type?
    - Which medicines are the most popular?
    - What are the amounts bought and at what frequency?
Step 5: 4 P’s: Promotion (1/2)

KFC Outreach

• Corporate lectures to promote the clinic and preventative treatment
• Connect with mid-sized organizations in the area

Public Relations

• Engage in press-worthy activities to stimulate articles and coverage
  • Community service day, sponsorships, donations to a church, mentorship program for under-privileged children

Communication

• Website: Include doctor schedules, appointment requests and other relevant messages
• Links to the KFC site from insurance companies’ websites
• New street sign with logo

Operational promotions

• Expedited services for appointment patients – in every queue, an “appointment patient” will move to the front
Step 5: 4 P’s: Promotion (2/2)

Customer Promotions

- Patient Referral Program: For every one friend a patient refers to the clinic, a gift will be given:
  - Discount on future services, medical examinations, cash, free air time

Sales Promotions and New Customer Acquisition

- Free service day: HIV-testing, consultations, medical examinations

Customer Retention and Satisfaction

- After every visit, email or SMS the patient to answer two short questions:
  - Rate your visit from 1-4
  - Rate the wait time from 1-4
  - If the answers are 2 or below, management should call and understand what the problem is and how to improve
- Patient education about preventative treatment through brochures and medical examination
Step 5: 4 P’s: Place

- Optimize existing facility
  - Increase capacity utilization
  - Rent more rooms in current building
  - Move file cabinets upstairs
- Open more small clinics in the future?

Competitor: “Investing in more physical space is the last step because of the excess overhead involved”
Step 6: Branding: Differentiation of the KFC Experience

- **Brand Equity = KFC – any other clinic**
  - Why would a patient be willing to pay for services at KFC over any other clinic?

- **Brand awareness**
  - When thinking of a clinic in Nsambya, do patients think of KFC?

- **Brand consistency**
  - Every touch point between KFC and its patients should be consistent with its branding
Six Steps to Great Marketing: Recommendations

- Perform market research to better understand your customers
- Target the most profitable patients
- Position KFC to best achieve your goals
- Analyze prices and run promotions which are consistent with your positioning
Kampala Family Clinic

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IT: Website

Content
- Opening hours
- Location
- Doctor schedules
- Peak/off hours estimations
- Contact information for making appointments

Kampala Family Clinic
We are devoted to providing first class family health care and guidance to our distinguished customers.

Our mission is to improve the health of our clients through excellence in clinical care, education and research.

Make an Appointment
Phone: 041 457 6698
031 227 8759
031 226 5525
Email: kampalafamilyclinic@gmail.com

Hours of Operation
Monday - Friday 8AM - 10PM
Saturday 10AM - 10PM
Sunday 10AM - 8PM

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IT: Email

- kampalafamilyclinic.co.ug addresses (up to 50)
- Set up through Google Gmail
- Emails for
  - Doctors
  - Management
  - Administrative workers
- Joint email addresses
  - reception@kampalafamilyclinic.co.ug
  - consultation@kampalafamilyclinic.co.ug
## IT: Software - QuickBooks

- **Upgrade to 2008 has created major problems**
  - Difficult access to and duplication of management data

- **Options**

<table>
<thead>
<tr>
<th>Wait for QB 2009</th>
<th>Merge in QB 2008</th>
<th>Status Quo</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Upgrade old data and merge</td>
<td>• Immediately get rid of QB 2006</td>
<td>• Hard to produce reliable management data</td>
</tr>
<tr>
<td>• Might require substantial manual labor</td>
<td>• A/R and A/P require some work</td>
<td>• Difficult financial planning</td>
</tr>
</tbody>
</table>
IT: Software - Encore

- Rollout is frozen
- Restate goals and revive project

<table>
<thead>
<tr>
<th>Quality Improvement</th>
<th>Process Improvement</th>
<th>Management Monitoring</th>
</tr>
</thead>
</table>
| • Historical patient records will improve quality  
• Can the necessary data be recorded?  | • Monitor metrics of existing process  
• Design workflow processes in tandem with software capabilities | • Make sure ALL interesting data is collected  
• Make sure ONLY interesting data is collected |

- Dedicated project manager
  - Synchronize clinical processes, management requirements and IT issues
IT: Looking Forward

- QuickBooks and Encore don’t integrate well with other software
- Data consistency issues
  - Product lists
  - Product prices
  - Customer (and insurance) information
- Conclusion
  - Because of software limitations, extra care needs to be taken in work process design
IT: Suggestions

- Lack of professional software support greatly limits our choices
- Consider alternative software
  - OpenMRS for Medical Records
    - Free, open source
    - Being used in Uganda and Kenya
    - Easy to integrate
  - Financial software
    - Automation is achievable with different software
    - Cost-benefit analysis is needed before replacing QuickBooks
IT: Software Rollout Plan

Phase I
- Stabilize QuickBooks
  - Migrate data to QB 2008
  - Automatically extract management information

Phase II
- Rollout Encore
  - Enter all prescriptions and referrals
  - Manage patient queues
  - Create standard utilization reports and monitor periodically
  - Incentivize employees to use Encore consistently

Phase III
- Integration
  - Implement price levels in QuickBooks
  - Connect Encore prescriptions to QuickBooks billing
IT: Training

Training Plan

- 15-45 minutes documented training sessions for all staff
- Specific to user types
- Don’t burden users with features they don’t need
- “Sell” benefits as part of training
IT: Backup

- Why backup?
  - Hard disks WILL fail and data will be lost
  - Viruses
  - Catastrophe

- 3 – 2 – 1 rule
  - Information doesn’t exist until you have it…
    - … in 3 places
    - … on 2 different types of storage
    - … on 1 copy outside of office
IT: Backup at KFC

- Good hardware infrastructure
  - File server
  - Backup equipment
- Need better documentation
  - KFC staff should work to handle most problems independently
- Need better organization
  - Multiple locations of different files
IT: New IT Project
OpenXData

- Open source project
- Roots in Kampala with international support
- Customer survey with SMS
  - Wait time
  - Staff politeness
  - Environment
IT: Recommendations

- Merge all financial data into one database
- Appoint project manager for Encore rollout
- While hardware and infrastructure support is good, more work needs to be done to secure good software support
- Keep up excellent work on using IT to improve the company
  - Automate processes
  - Collect customer feedback
  - Use data to generate reports and give staff feedback on how they are doing
Kampala Family Clinic

- Project Overview and Objectives
- Financial Analysis
- Operations
- Six Steps to Great Marketing
- IT

Conclusion
## Main Findings and Recommendations

### Finances
- Long cash cycle is cannibalizing realization of high profit margins
- Closely monitor financials to better forecast funding needs and analyze investment opportunities

### Ops
- High variability in patient flow results in inconsistent resource utilization and patient experience
- Improve utilization of existing resources

### Marketing
- Understanding of the market is difficult but crucial to understand customer demands
- Follow the Six Steps to Great Marketing

### IT
- Good IT support for day-to-day operations but not being used to full potential
- Clean up IT and implement suggested project plan