



JACARANDA HEALTH

Impact Report

2015

LETTER FROM CEO

2015 was a decisive year for Jacaranda. After quietly but aggressively focusing on our operations and impact the last year, we are thrilled to share our results in our first annual impact report.

Jacaranda Health is not simply about providing a safe and respectful place for mothers to give birth. Our vision is to change the way that maternal and newborn healthcare is provided in East Africa – to improve quality of care across public and private facilities, and empower mothers to expect respectful care from well-trained nurses, with strong clinical systems. To hold ourselves accountable, we measure our results against that goal relentlessly.

In 2015 our second maternity hospital put us on the map, garnering the attention of healthcare leaders locally and globally. Kenya's health ministers, influential clinicians, and international maternal health experts have all visited our hospitals and expressed incredulity: How do we provide care this great for less than \$100 per delivery? This enthusiasm has sparked key partnerships – from health leadership in neighboring counties, to research work with Harvard and UC San Francisco, to strategic funders like Grand Challenges Canada and the Gates Foundation.

With over 20,000 patient visits, our revenues are up by 500 percent, and our facilities are trending towards self-sustainability. Meanwhile we have achieved exceptional results in improving health outcomes, quality of care, and patient satisfaction. Read ahead for more examples of how we measure that impact.

Our second big milestone of 2015 was launching our partnerships with government hospitals. We recognize that the biggest opportunity in maternal health lies in improving quality where the most women seek care: public hospitals. Last year we began work in two hospitals, where we're now reaching thousands of additional women and babies and working closely with our government partners to adapt Jacaranda's approach for improving quality of care.

In 2016 we are planning for a third, larger Jacaranda maternity that will become a regional center of excellence. And we are tripling our government partner facilities, while we refine a scalable model to improve quality of care in the public sector.

I'm happy to share what we are learning and our plans for the future, or to discuss partnerships. If you are interested in learning more, please send me a note: npearson@jacarandahealth.org.

Sincerely,
Nick

A photograph of a woman in a hospital gown holding a baby wrapped in a patterned blanket. The scene is set in a hospital room, with a bed and a table visible in the background. The entire image is overlaid with a semi-transparent purple filter. The word "GROWTH" is written in white, uppercase letters across the center of the image.

GROWTH

We are touching more lives than ever before

In a few short years, we've gone from operating a single mobile clinic to running two private maternity hospitals, bringing high quality, dignified, and affordable services to thousands of women and families every year. This year we reached 60% cost recovery at our Kahawa facility, trending towards becoming self-sustaining in the near future.



GROWTH IN 2015

18,860

outpatient visits

923

babies delivered

3X

increase in deliveries and visits from 2014-2015

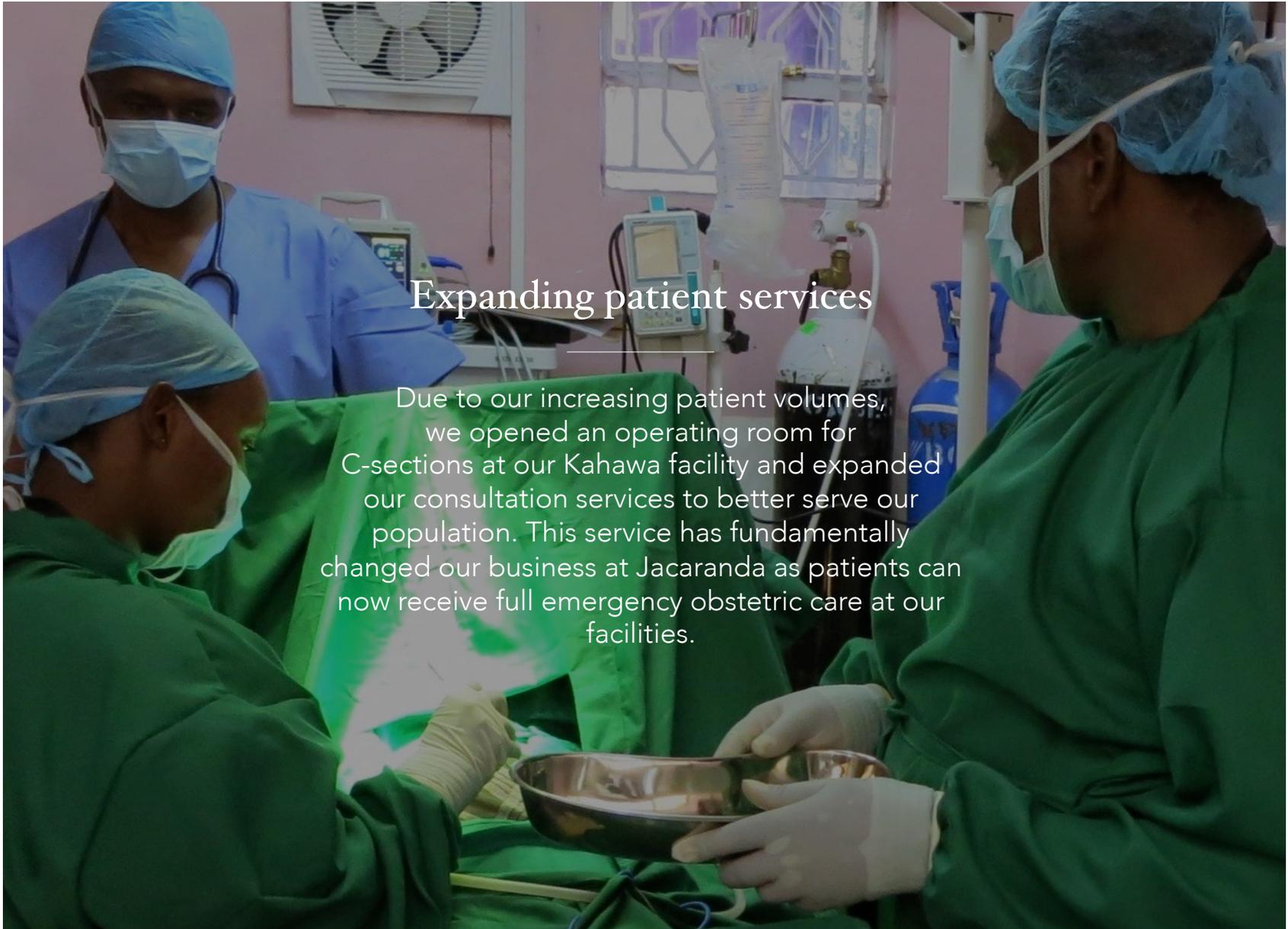
SUSTAINABILITY & AFFORDABILITY

5X

increase in
earned revenue from
2014-2015

<\$100

per safe delivery in
our clinics



Expanding patient services

Due to our increasing patient volumes, we opened an operating room for C-sections at our Kahawa facility and expanded our consultation services to better serve our population. This service has fundamentally changed our business at Jacaranda as patients can now receive full emergency obstetric care at our facilities.

A photograph of three young women, likely students or professionals, wearing white lab coats. They are gathered around a document, looking at it with interest and smiling. The woman in the center is looking down at the document, while the woman on the right is looking towards the center. The woman on the left is partially visible, looking towards the center. The image has a blue tint and the text 'IMPACT AND INNOVATION' is overlaid in white, uppercase letters.

IMPACT AND INNOVATION

We're improving quality of care and healthy outcomes

Research and innovation are a part of our DNA. We are building and adapting better tools and practices for quality maternity care, and rigorously test our innovations before scaling them. We're proud to share some exciting results of how Jacaranda's model drives positive behavior change and better health outcomes for women and infants.



POSITIVE OUTCOMES

99.9%

survival rates for newborns and mothers

98%

of clients would recommend us to
a friend

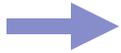
45%

fewer maternal complications than nearby public
hospitals in Kenya

IMPROVING HEALTHY BEHAVIORS

90%

of clients are still exclusively breastfeeding at 9-weeks postpartum

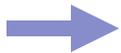


3X

national average in Kenya

40%

of women returned for family planning services within 3 months of delivery



67%

increase from 2014





Academic partnerships and implementation science

Measuring impact is critical to our success, so we work with some of the world's top academics to test our innovations and research how to improve care. This year we have been privileged to work with researchers at Harvard School of Public Health, University of California, San Francisco, and UNC Chapel Hill to deploy and research innovative tools in our facilities and with government partners.

A photograph of three healthcare workers, two men and one woman, smiling and wearing white uniforms with logos. The image is overlaid with a semi-transparent blue filter. The text 'INFLUENCING PUBLIC HOSPITALS' is centered in white, uppercase letters.

INFLUENCING PUBLIC HOSPITALS

We're influencing the public sector through partnerships

Nearly 90% of Kenya's facility-based births happen in public hospitals, where there are still significant opportunities to improve nursing standards, health systems, and respectful care. This year we launched our first partnerships with two public hospitals to adapt Jacaranda's tools to their setting and work together to develop a scalable approach to improve quality of care in government facilities.

IMPACT AT SCALE

2

public hospitals in Kenya are testing Jacaranda's approach

2,500

babies delivered last year at these hospitals, helping to expand our reach by 5x

EARLY RESULTS

69%

reduction in suspected maternal infections

58%

reduction in suspected newborn infections





Demonstrating leadership in Kenyan healthcare landscape

To influence quality of care, we are building bridges across government and private sectors in healthcare. Faith Muigai, Chief Medical Officer, was elected to sit on the private-sector Kenyan Healthcare Federation Board, and public hospital boards for Nairobi and Kiambu Counties. We have developed close ties to County governments, the Nursing Council of Kenya, and strategic partners in the reproductive health landscape. These relationships enable us to share what we learn and help build a community of practice around quality maternal healthcare in the region.



LEADERSHIP

We're growing and fostering a team of leaders

This year we added three new members to our leadership team and promoted existing employees to broaden their impact at Jacaranda. Between Kenya and the U.S., we have grown to a team of 90. Recent additions to our Board of Directors include the former head of maternal health at the Gates Foundation, former head of GlaxoSmithKline in South Africa, and Acumen's Director of Global Expansion.

GROWTH OF EXISTING LEADERS



CATHERINE ONGETI
Promoted from
trained midwife
to Hospital Manager



FAITH MUIGAI
Promoted from Director
of Clinical Operations to
Chief Medical Officer

NEW MEMBERS OF OUR LEADERSHIP TEAM



KARIM MOLEDINA
Chief Operations Officer

Karim started his career in Kenya in 1990 trading and exporting coffee, and most recently led operations for Kenya's largest coffee shop & restaurant chain. He joined Jacaranda as COO in October of 2015 and looks after business and operations in Kenya.



CATHY GREEN
Quality Improvement Consultant

Cathy Green is an independent consultant specializing in the improvement of healthcare systems and leading sustainable change. She joined Jacaranda Health in December 2015 as their Quality Improvement Team Leader.



MASSIMO PRATI
Finance & Operations Director

Massimo worked as VP and General Manager at Cisco for over 20 years, then at Embrace Global in the social impact sector as Operations Director. He joined Jacaranda Health in July 2015 as the Finance and Operations Director for U.S..



OUR FUTURE

2016: expanding our reach and preparing for scale

In the last few years, we developed a new maternal health model, demonstrated exceptional results in our centers of excellence, and have begun to replicate our innovations in Kenyan public hospitals. We've already touched the lives of thousands of women and healthy babies. In 2016, we plan to significantly expand our service delivery and our partnerships, helping to make high-quality and respectful care a basic expectation for women in East Africa.

2016 GOALS

Improve sustainability of our existing facilities

Based on the success in our own facilities, we're planning for a third facility that is significantly larger.

Expand our reach through government partnerships

We're scaling our partnership with the government to work in 3-5 more public hospitals.

Become a hub for implementation science in maternal health

We will work to expand and formalize our partnerships with Kenyan and international academics who seek to generate evidence and research about better ways to deliver maternal health services.





A story of hope...

Pregnancy is often regarded as a time of joy and excitement, but in many healthcare facilities in Kenya, it can be a frightening and dangerous experience. Women who seek maternity care in public hospitals often experience unsanitary conditions, overcrowding, and even physical or verbal abuse.

Julitah Nakaemba, a client who recently delivered at our Kahawa West facility, shares a story of hope for future mothers in East Africa.

Julitah sought treatment at Jacaranda Health after being referred by a friend. She was 8 months pregnant with her first child.

“The moment I stepped in Jacaranda I was greeted warmly and asked what services I needed. They explained to me about all the services and prices and they answered my questions well.”

Julitah said that the care at Jacaranda Health stood out in every single way.

“I received exceptional services during my ANC and delivery.

The nurses were so nice to me. They gave me attention by always listening keenly whenever I had a question and they answered.”

She described her experience at Jacaranda as personalized, respectful, and high-quality.

“The nurses took their time with me unlike in other facilities where they are always in a rush. I was attended by 4 people during my delivery. I felt great knowing that all these people were there for me.”

Stories like Julitah’s illustrate the future of maternity care in East Africa.

Through our private maternity clinics and partnership with the Kenyan government, we’re transforming maternal health in East Africa by bringing respectful and quality care to women who need it most.

“It’s the best hospital I have been to so far. Everything about Jacaranda is perfect.”