



THE NAIROBI HOSPITAL

THE NAIROBI HOSPITAL IS FINANCIALLY SOUND AND STABLE

By Hon. Dr. Chris Bichage

The Nairobi Hospital opened its doors in 1954 as the European Hospital and ever since, it has grown from humble beginnings to a modern high-technology Hospital with a bed capacity of more than 400, six outpatient centers and a global medical evacuation centre. The combination of highly skilled medical specialists and modern medical and non-medical technology has placed the Hospital in a position to undertake a wide range of routine and complex investigations and procedures including Open Heart Surgery, Kidney Transplants, Trauma Care, Orthopedic Surgery, Neurosurgery, Laparoscopic Surgery, Cancer Therapy, among others.

Today, The Nairobi Hospital is renowned for emergency and trauma care, disaster response and critical care and has excellent facilities for providing high quality clinical and nursing care. The Anderson specialty clinics opened in 2017 comprise a variety of specialty clinics including Orthopedic, Well Baby and Executive Clinics.

The Nairobi Hospital takes pride in highly qualified professionals who deliver our mission every day, translating their knowledge and expertise to internationally compliant practices in healthcare provision. Courtesy, consideration and unreserved respect towards our patients' privacy, dignity and confidentiality has time and again helped us earn their trust and goodwill. Our dedicated nursing staff provides professional care within a friendly and comfortable environment, ensuring that being in hospital is a more pleasurable and less anxious time for our patients and their families. The Hospital is served with over six hundred specialist consultant doctors with admitting rights, in addition to the Hospital's doctors. This is the highest concentration of medical professionals in a single health facility in East, Central and Southern Africa.

Our facilities are world class. With high-technology Intensive Care Unit and High Dependency Unit facilities and skilled specialists, the Hospital is able to undertake a wide range of complex medical procedures.



The two new theatres, occupational therapy facility, new laboratory, hydrotherapy facility, Western Entrance building, office accommodation, integration of services in Anderson Building, main laboratory and the new main pharmacy are all testament to a superior patient experience.

Most important, the recent installation of new plants and equipment such as the latest MRI with AI, Mammography and Fluoroscopy, two new oxygen plants and construction of an endoscopy tower have revolutionized and redefined diagnostics and treatment at the Hospital.

The Board has initiated the construction of a Cardiac Centre using the only Biplane Cathlab in the region for launch before April 2025. This shall reduce theatre time for Cardiovascular operations from an average of three hours in theatre to an average of 30 minutes increasing survival rate of theatre cases.



Because of this long history of innovation and excellence, The Nairobi Hospital recently won a **top global award for its outstanding leadership** in the region’s healthcare sector offering patients from East, Central and Southern Africa the best care using advanced technology in an atmosphere of trust, safety and comfort. Last year, the Hospital once again scooped another global award for its free treatment access program for thousands of cancer patients as one of our Corporate Social Responsibility initiatives. In fact, over the last five years, the Nairobi Hospital has won over 30 excellence awards cementing its status as a premier healthcare facility in the region .



Dr. A. Arista, Executive Director, European Society for Quality Research (L), Honorable Dr. Chris Bichage, Chairman, Board of Management (M) and James Nyamongo, MBS, Chief Executive Officer, The Nairobi Hospital (R)

LIST OF AWARDS

2019

1. Best Private Hospital Award

- **Awarded by:** Kenyan Medical Excellence Awards.
- **Description:** Recognized for outstanding private healthcare services and patient care.

2. Excellence in Oncology Care

- **Awarded by:** Cancer Care Kenya Awards.
- **Description:** Commended for advanced oncology services and the establishment of a state-of-the-art cancer treatment center.

3. Customer Service Excellence Award

- **Awarded by:** Healthcare Service Excellence Awards.
 - **Description:** Celebrated for exceptional patient service and customer satisfaction.
4. **IHF Award for Healthcare Innovation**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Recognized for groundbreaking innovations in healthcare technology and service delivery, leading to improved patient care and operational efficiency.
 - **Category:** Healthcare Innovation
 - **Significance:** Highlights the hospital's commitment to embracing new technologies and innovative solutions.
5. **Leadership in Healthcare Transformation Award**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Celebrated for transformative initiatives in healthcare delivery, emphasizing patient-centered care and technological advancements.
 - **Category:** Healthcare Transformation
 - **Significance:** Acknowledges efforts to revolutionize healthcare practices and improve patient outcomes.
6. **Best Hospital in Quality Improvement Award**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Recognized for continuous quality improvement initiatives that enhance patient care and satisfaction.
 - **Category:** Quality Improvement

2020

1. **Healthcare Innovation Award**
- **Awarded by:** Africa Health Innovation Summit.
 - **Description:** Awarded for innovative healthcare solutions and technology adoption.
2. **Outstanding Hospital Leadership Award**
- **Awarded by:** East African Healthcare Summit.
 - **Description:** Recognized for exemplary leadership and management in healthcare delivery.
3. **Best Maternity Hospital Award**
- **Awarded by:** Mother & Baby Care Awards.

- **Description:** Honored for excellence in maternity and child health services.
4. **International Award for Excellence in Clinical Outcomes**
 - **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Recognized for outstanding clinical outcomes in cardiology and oncology departments, achieving above-average success rates.
 - **Category:** Excellence in Clinical Outcomes
 - **Significance:** Demonstrates the hospital's commitment to delivering exceptional medical care.
 5. **Innovation in Hospital Management Award**
 - **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Celebrated for implementing innovative management practices that enhance efficiency and patient satisfaction.
 - **Category:** Hospital Management
 - **Significance:** Acknowledges leadership in hospital administration and strategic planning.
 6. **Patient Safety Excellence Award**
 - **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Recognized for exceptional measures in patient safety, including staff training and advanced monitoring systems.
 - **Category:** Patient Safety
 - **Significance:** Emphasizes the hospital's focus on maintaining high standards of safety and care.

2021

1. **Quality Healthcare Provider of the Year**
 - **Awarded by:** Kenyan Healthcare Quality Awards.
 - **Description:** Recognized for maintaining high standards in healthcare delivery and patient safety.
2. **Top Hospital in Cardiology**
 - **Awarded by:** Cardiac Care Kenya Awards.
 - **Description:** Celebrated for exceptional cardiac care and advanced heart treatment facilities.
3. **Corporate Social Responsibility (CSR) Excellence Award**
 - **Awarded by:** East African CSR Awards.

- **Description:** Commended for contributions to community health and social welfare initiatives.
4. **IHF Award for Community Outreach and Engagement**
 - **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Recognized for extensive community outreach programs, including free health camps and awareness campaigns, benefiting over 50,000 individuals.
 - **Category:** Community Outreach and Engagement
 - **Significance:** Demonstrates the hospital's dedication to improving community health and accessibility.
 5. **Excellence in Health Workforce Development**
 - **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Celebrated for innovative workforce development programs that enhance staff skills and improve healthcare delivery.
 - **Category:** Health Workforce Development
 - **Significance:** Recognized for leadership in training and empowering healthcare professionals.
 6. **COVID-19 Response Award**
 - **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Honored for exceptional response to the COVID-19 pandemic, including setting up specialized treatment centers and vaccination drives.
 - **Category:** COVID-19 Response
 - **Significance:** Highlighted efforts in managing the pandemic and supporting public health.

2022

1. **Best Hospital in Patient Experience**
 - **Awarded by:** Kenyan Patient Satisfaction Index.
 - **Description:** Recognized for providing exceptional patient experiences and personalized care.
2. **Outstanding Contribution to Medical Education**
 - **Awarded by:** Medical Education Excellence Awards.
 - **Description:** Honored for contributions to medical training and education through partnerships with universities.
3. **Innovation in Telemedicine Award**

- **Awarded by:** Digital Health Awards.
 - **Description:** Celebrated for pioneering telemedicine services and expanding digital healthcare access.
4. **IHF Bronze Award for Innovation in Health Service Delivery**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Awarded for pioneering telemedicine initiatives that expanded healthcare access to remote areas in Kenya. This initiative led to a 25% increase in patient consultations and significantly reduced wait times.
 - **Category:** Innovation in Health Service Delivery
 - **Significance:** Recognized for utilizing digital health technologies to bridge healthcare gaps.
5. **Patient Experience Improvement Award**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Celebrated for significant improvements in patient experience through innovative feedback systems and personalized care plans.
 - **Category:** Patient Experience Improvement
 - **Significance:** Highlighted efforts to enhance patient satisfaction and care delivery.
6. **Environmental Sustainability Award**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Recognized for efforts to implement green healthcare practices, including energy-efficient systems and waste reduction strategies.
 - **Category:** Environmental Sustainability
 - **Significance:** Acknowledges the hospital's commitment to environmental stewardship and sustainable healthcare.

2023

1. **Top Private Hospital in East Africa**
- **Awarded by:** East African Healthcare Awards.
 - **Description:** Recognized as the leading private hospital in the region for excellence in healthcare delivery.
2. **Best Hospital for Advanced Surgical Procedures**
- **Awarded by:** Surgical Excellence Awards.

- **Description:** Commended for advancements in surgical procedures and cutting-edge technology.
3. **Leadership in Healthcare Technology Award**
- **Awarded by:** TechMed Africa Awards.
 - **Description:** Honored for leadership in adopting and integrating technology in healthcare.
4. **Environmental Sustainability in Healthcare Award**
- **Awarded by:** Green Health Awards.
 - **Description:** Recognized for sustainable practices and initiatives in reducing the environmental impact of healthcare operations
5. **Gold Award in Quality & Safety**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** Recognized for outstanding achievements in quality and patient safety. The hospital implemented an advanced patient safety monitoring system, reducing medical errors by 30% and improving patient outcomes.
 - **Category:** Excellence Award for Quality & Safety
 - **Significance:** Demonstrated leadership in establishing best practices in patient safety and quality assurance.
6. **IHF/Dr. Kwang Tae Kim Grand Award**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** This prestigious award honors healthcare institutions for their outstanding achievements. The Nairobi Hospital was recognized for its comprehensive approach to integrating digital health technologies, improving efficiency, and enhancing patient care.
 - **Category:** Grand Award
 - **Significance:** The award emphasizes the hospital's commitment to innovation and excellence in healthcare delivery.
7. **Excellence in Leadership and Management Award**
- **Awarded by:** International Hospital Federation (IHF)
 - **Description:** The Nairobi Hospital was recognized for exceptional leadership in healthcare management, focusing on strategic planning, staff development, and patient-centred care.
 - **Category:** Excellence in Leadership and Management

- **Significance:** Acknowledges the hospital's role in fostering a culture of excellence and innovation.

2024:

1. Best Quality Leadership Award

- **Awarded by:** European Society for Quality Research (ESQR)
- **Description:** The Nairobi Hospital was recognized for demonstrating outstanding leadership by taking innovative and initiative-driven to improve and advance the development of quality.
- **Category:** Gold
- **Significance:** The award acknowledges the Hospital's dedication and excellence towards quality improvement techniques in healthcare research, innovation and visionary thinking.

2. USTDA Grant: Grant support is awarded to project developers and host governments for feasibility studies, technical assistance, and the comprehensive analyses that infrastructure projects need to move from concept to financing and implementation.

The Hospital went through a vigorous process in screening the United States Trade and Development agency (USTDA). Only entities which qualify a stringent criteria may be given the grant.

This criteria is based on robust governance structures, Financial Stability and Credible Management. The hospital was subjected to through due diligence against these criteria. The Hospital was able to meet the requirements under this criteria



It is also important to mention that as part of our long-running charity initiative, The Nairobi Hospital together with our partners, through the Hospital's Children's Charity Heart Fund, have sponsored free heart operations for needy children aged 0 - 12 years with congenital heart conditions for several years now. This drive has seen more than 400 deserving children from different parts of the country benefit. We believe that this intervention is timely because according to World Health Organization, over 5,000 children require congenital heart surgery in Kenya each year and the number of children who do not receive these interventions is worrying. Note that congenital heart disease is the leading cause of birth defects and the second leading cause of death in the first year of life after infectious diseases. This picture of long standing success at the Nairobi Hospital is as a result of the culture of good corporate governance put in place by the current Board of Management. The process of formulating governance instruments and practices that hitherto were non-existent has seen preparation and approval of new policies such as Human Resources Policy; Procedures Manual, Financial Management Policies, Credit Policy, Procurement/Supply Chain Policy, Corporate Social Responsibility (CSR) Policy - now revamped to Environmental, Social and Governance (ESG) Policy, Communication Policy, Social Media Policy, Research Policy and Business Continuity Policy. Through these policies, we have managed to professionalize all aspects of managing the affairs of the Hospital and its operations leading to efficiency gains and cost savings.



Dr. Chris Bichage, Chairman, Board of Directors

On behalf of the Board of Management, I dare say that the allegations of corruption and poor governance being peddled around are choreographed out of frustration by individuals who have failed to manipulate our sound governance structures for their own selfish gain and have now resorted to mounting a smear campaign against the Hospital. **I urge journalists to challenge these people to table evidence of the allegations they are making against the Board of Management because that is what responsible journalism is all about.**

Allow me now to respond to some of the allegations that have been raised by a section of Kenya Hospital Association members.

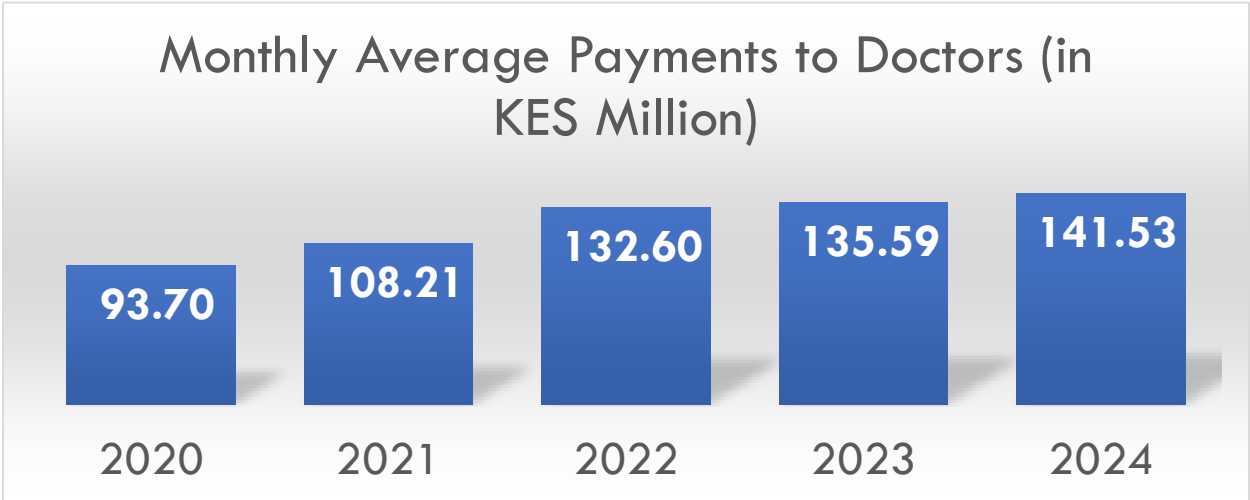
(a) Allegations of corruption and mismanagement: The allegations of corruption at the Hospital due to conflicts of interest, cronyism and nepotism, are unsubstantiated. As already said, The Board of Management with unstinting support from the Board of

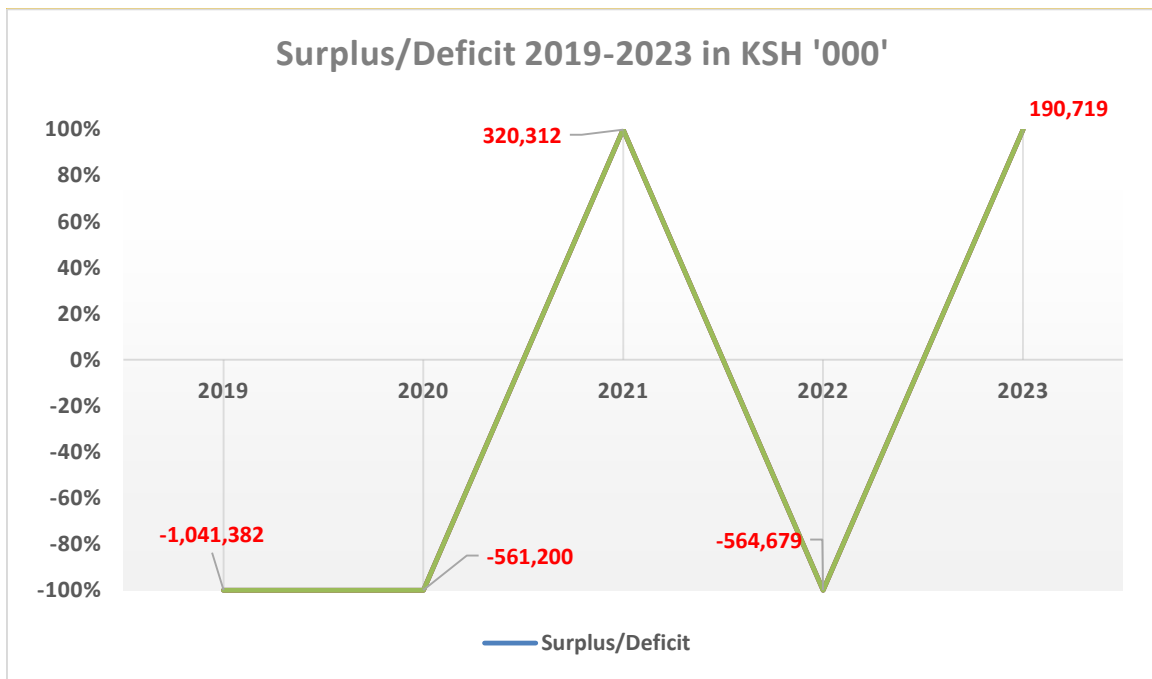
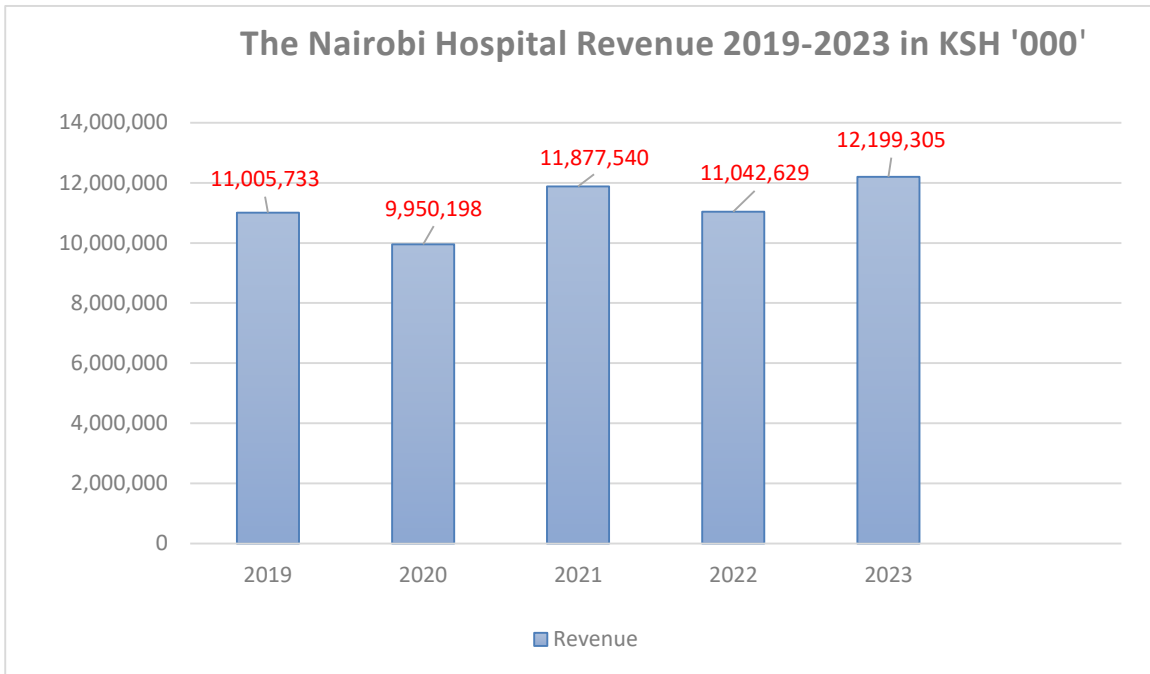
Trustees have put in place several policies which play a crucial role in enhancing good governance within the Hospital, positioning it within the global landscape of governance standards. Note that up to the year 2020, the Hospital did not have policies and other governance instruments in place which heightened the institution’s risk exposure over a long period of time. **As a Board, we challenge anyone out there who has evidence of corruption within the Hospital to come forward and table it so that the culprits can be brought to book as per the laid down policies and procedures.**

(b) **Financial performance:** The Hospital’s financial base is healthy and **bed occupancy has been averaging above 70%**. Our staff salaries get paid by 24th of every month and staff’s low-interest mortgage and car loan facility is already being utilized. Over the last four years, payments to our consultant doctors has not only been prompt, but a steady growth rate has also been observed each year as follows: 2020 (KES 1,124,432,729); 2021 (KES 1,298,483,331); 2022 (1,591,210,605); 2023 (1,627,123,948); 2024 (nearly a billion shillings has already been paid).

The graphic presentations below show the steady growth of monthly average payments to doctors; the Hospital’s revenue trend and the surplus/deficit metrics in the last four years.

CONSULTANT DOCTORS (ASA) PAYMENTS TREND (2020-2024)





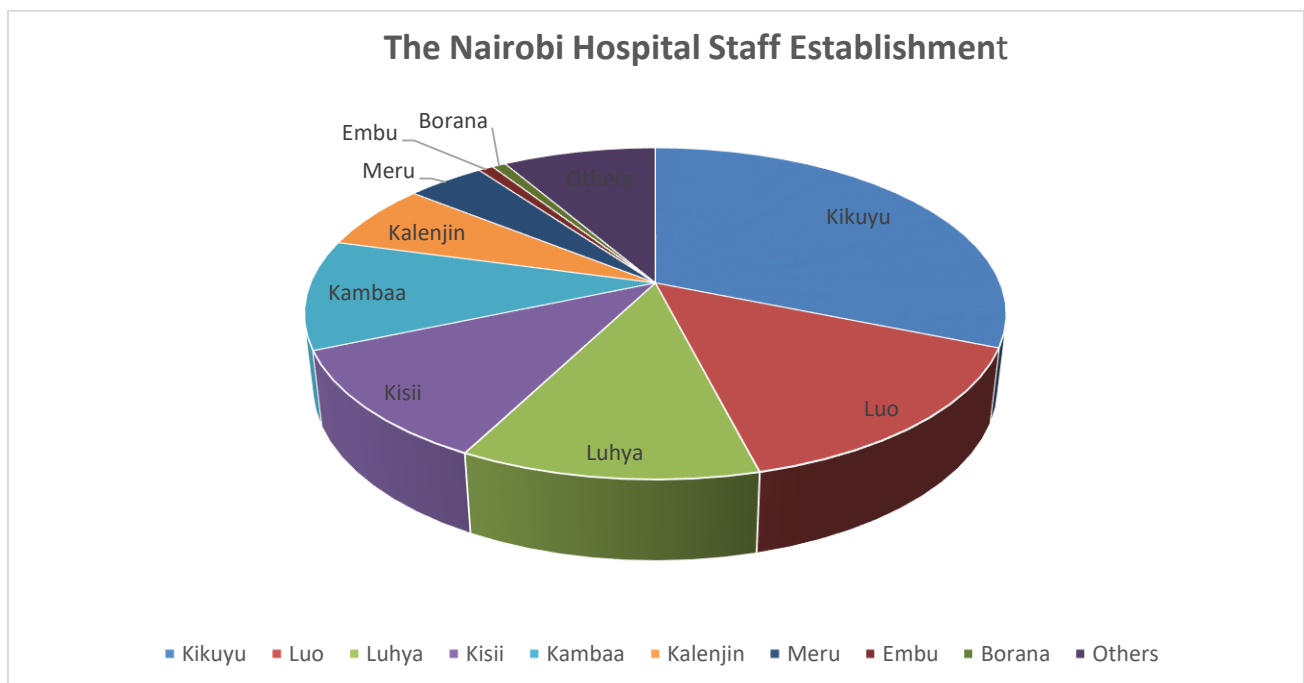
This trend confirms that our financial performance is promising. From a deficit of KES 565 million in 2022 which was largely due to the declined occupancy at the UN Nairobi Hospital East Wing that was exclusive for Covid-19 patients in 2021 and also the inflationary pressure and the depreciation of the shilling against major currencies at that

time, the year 2023 posted a much better performance registering a surplus of over KES 190 million. The overall 2024 Quarter 1 performance already had a surplus of KES 88 million and with the several initiatives and strategies put in place by Management, 2024 has more prospects for improved performance. **From these figures, it is clear that this is not an institution that is collapsing as it is being alleged by some disgruntled individuals.**

(c) Infrastructure projects & investments in medical equipment: Strategy is a critical component of the Hospital’s growth agenda to ensure that the Hospital remains up to date with modern infrastructure and new technology to enhance patient care. All the projects that were pending have already been completed except those whose cases are in court or under arbitration. An inventory of all Hospital equipment has also been developed. In 2023/2024, a total of KES 844 million has been invested in medical equipment, and KES 324 million in infrastructure projects.

It is important to note that both equipment acquisition and the infrastructure projects have been **financed through internally generated sources. We have not taken any loans to finance these heavy investments.**

(d) Staff ethnic representation: The Nairobi Hospital is a national asset and one of Kenya’s heritage brands. Because of this distinction, nearly all ethnic communities are represented in our staff establishment as shown in the pie chart below:



Tribe	No. of Staff
Kikuyu	617
Luo	294
Luhya	230
Kisii	217
Kamba	211
Kalenjin	128
Meru	85
Embu	16
Borana	15
Others	167
Total	1980

Note that these figures are historical and have not had any significant changes in the last couple of years. **Our processes of recruitment are strictly guided by the Hospital's Human Resource Policies and Procedure Manual whose key planks are merit, equity and fairness.** Before the HR Policy came into place, there were several labour-related cases but this has drastically changed since the implementation of the HR policy commenced. This is why in 2023, we only had two labour-related cases filed against the Hospital. This underlines the importance of governance instruments in an organization such as ours.

(e) Recruitment of new members to Kenya Hospital Association:

Kenya Hospital Association is a company limited by guarantee with an authorized membership of 10,000. All Kenyans of majority age who are interested in accessing the Hospital's services as members are at liberty to join the company's membership. Provided these Kenyans apply for membership and satisfy the Board as to the reasons for seeking membership of the company, they will be granted admission. There is in place a very clear procedure for seeking membership and approval thereof. The application of every person who seeks membership follows this procedure. The Board considers the

applications and grants admission as it deems fit. All members of the company gained admission through this process.

(f) Allegations of intimidation for Attending the Extraordinary General Meeting:

Neither the Nairobi Hospital nor any of its officers has intimidated any member of the company concerning the said extra-ordinary meeting. This legal process shall be handled strictly within the confines of the law. In fact, the company has assured members that.

We note with concern that a section of KHA members have needlessly resorted to inciting our members of staff due to their own frustrations related to the extra-ordinary general meeting. There is scope within the company's legal framework for containing this incitement. Being a country governed by the rule of law, we are content that anyone seeking to violate the law shall face appropriate legal action.

We have also observed that a section of KHA members have now resorted to inciting our members of staff into industrial action without due process instead of attending the Annual General Meeting that is slated for Friday, 27th September 2024. There is no scope within the company's legal framework for this incitement. Being a country governed by the rule of law, we are content that anyone seeking to violate the law shall face appropriate legal action.

The Board of Management would like to assure all our stakeholders, that it is fully committed to adoption of the highest ethical standards and application of strict rules of conduct based on best practices in good corporate governance, as domesticated in our Board Charter. The Charter not only remains our guiding document in directing the Hospital to maximize the long-term value of services to all our stakeholders, it also accords us the opportunity to provide a firm governance platform for the realization of the Hospital's strategic objectives.

As already demonstrated, The Nairobi Hospital **continues to enjoy promising performance in terms of bed occupancy and financial stability** as our staff strive to offer our patients exceptional care using advanced technology, in an atmosphere of trust, safety and comfort. The institution subscribes to the International Financial Management Guidelines as enshrined in our Finance Policy. All our stakeholders and partners are hereby advised to ignore allegations being peddled by detractors that the Hospital is sliding into insolvency. Nothing can be further from the truth, because independent audits by reputable firms speak to the contrary.

We deeply appreciate the support we continue to receive from all our stakeholders including the media as we work to provide quality healthcare with a difference.

Hon. Dr. Chris M.N. Bichage is the Chairman, Board of Management, Kenya Hospital Association (which trades as The Nairobi Hospital)