

## PS KENYA DIGITAL STRATEGY

### BACKGROUND

Population Services Kenya (PS Kenya) is the leading Social Marketing, Social and Behavior Change and Social Franchising organization in Kenya. PS Kenya has 30 years' experience of measurably improving the health of Kenyans by supporting the Ministry of Health (MoH) to address public health priorities in various health areas.

The PS Kenya mission is to measurably **improve the health of Kenyans by promoting functional, sustainable and healthy markets, increasing demand and access to quality and affordable health products and services**. PS Kenya has presence in all the 47 counties in Kenya where it works with partners to create health solutions that impacts the consumer's health throughout their life. PS Kenya uses two distinct approaches to fill the gaps in the market; 1) Operating as a market actor where the organization does direct implementation and 2) Operating as a market facilitator where the organization promotes systemic changes that are relevant to the wider environment / industry.

### WHY A DIGITAL STRATEGY?



Kenya is one of the leading countries in Africa with regards to mobile phone ownership and use, with 91% mobile penetration and 83% of internet access through mobile devices (GSMA). This has revolutionized and progressed various sectors in Kenya, for example with Mpesa mobile money innovation, which is currently a cornerstone of financial services reaching all income quintiles. Looking at the public sector, the government of Kenya has embraced technology by launching, in 2019, the Kenya Digital Economy Blueprint that envisions a 'digitally empowered citizenry, living in a digitally enabled society'. The blueprint has identified growth pillars that include the use of digital platforms to enable effective delivery of public services. A good example is the e-Citizen platform that provides essential services to the citizens and has transformed the previous manual systems that were characterized by long waiting periods, inefficiencies and corruption (e.g. passport application process). On the other hand, consumers have become more sophisticated in how they prefer to consume and interact with information hence underpinning the need for digital solutions.

With Kenya having an ambitious target of achieving Universal Health Coverage (UHC) by 2021, and in alignment to meeting the SDG3 - *Good health and Well-being*, a collaborative ecosystem in digital technology as a powerful means of meeting these goals becomes more important than ever.

### DIGITAL STRATEGY VISION

PS Kenya's Digital Strategy aims to **improve consumer health and well-being by using digital technologies to increase access and customized delivery of quality information, products and services throughout their life course**. The strategy is aligned to PS Kenya's current strategic plan and will be an anchor pillar of the new strategic plan 2021 – 2025. Being a leader in health communication and marketing in Kenya makes PS Kenya well positioned to deliver this vision. The framework below highlights the key areas of focus to achieve the vision.



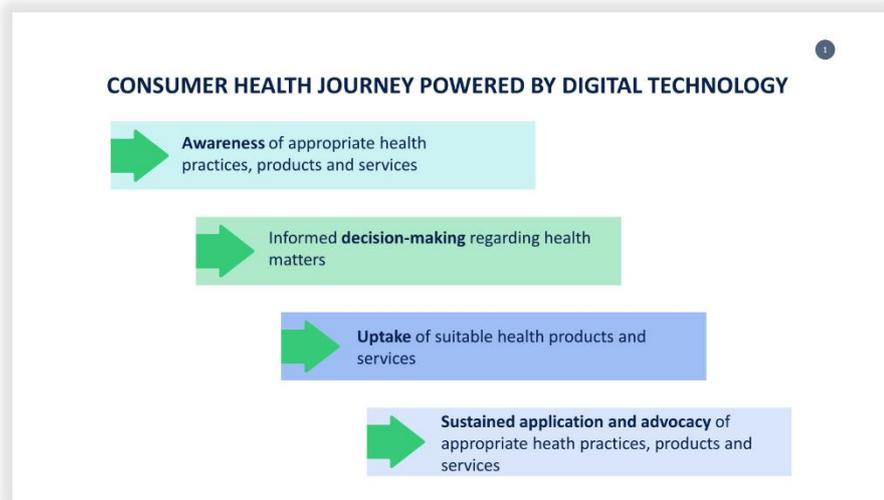
## CONSUMER DIGITAL HEALTH

**Key Outcome: Powered consumers with on-demand access to trusted and memorable sources of high quality, personalized health information, products and services**

*A key market failure is that consumers are not always in a position to make informed decisions regarding managing their health journey given that they may not know what information to rely on, or where to seek high quality products and services to meet their need*

Over 80% of patients start their healthcare journey online by using the internet to seek for health information from a myriad of sources whose credibility is unknown. The PS Kenya digital strategy will promote digital solutions that power consumers with **easy access to trusted and reliable health**

**information** tailored to meet their needs to enhance self-care, and where applicable, signposting to quality products and service providers. The government of Kenya has identified health promotion as a critical component in the achievement of UHC. This strategy will tap onto PS Kenya's expertise of using evidence based social behavior change approach and consumer insights to develop and leverage existing relevant and robust digital solutions to navigate consumers through the consumer's health journey (see illustration above). Key digital investments will include:



**1) Solutions that bring attention of health matters to consumers** such as social media platforms, online search engines and websites. Robust digital marketing strategies will be executed, consisting of generating compelling digital content, search engine optimization, sponsored Ads and the use of online influencers

**2) Solutions that enable consumers to engage based on their capabilities and preferences**, including the use of messaging platforms such as WhatsApp/Facebook Messenger as well as platforms suited to basic mobile handset users such as SMS, USSD and Interactive Voice Response (IVR)

**3) Solutions that personalize and enhance the experience for consumers** such as chatbots to better curate health information, and provider locator platforms for signposting

The above will be achieved through strategic partnerships with government, implementing agencies and technology providers. In the past, PS Kenya has successfully embraced several consumer digital

initiatives in program work such as the youth platform 'Kitu ni Kukachora' whose objective was to increase family planning uptake amongst the youth.

**The strategy will provide an opportunity to scale up support directly to the consumers in order to place more control in their hands to manage their health journey.**

### **HEALTH WORKFORCE DIGITAL HEALTH**

**Key Outcome: Strengthened health system through increased quality, efficiency and organisation of the private health workforce**

*Despite the private sector playing a critical role in the provision of primary health care in Kenya where it serves over 50% of the total population, it is typically fragmented, and this greatly affects the quality of services offered to the consumers*

The digital strategy will build on the successes and experience that PS Kenya has had with the private sector to effectively and efficiently fill the gaps and bring service delivery closer together. This will involve leveraging digital solutions to:



- **'Wire' together the private sector through a mobile engagement platform** in order to offer providers continuous remote support and capacity building from various stakeholders as well as peer-to-peer exchange. The platform will also provide a useful avenue to increase visibility of the sector
- **Strengthen and automate capacity building**, focusing on cost effective quality improvement in areas such as training (via e-Learning), digitized supportive supervision, and business systems solutions such as inventory management.

PS Kenya currently works with 400 franchised private clinics, and a further 300 facilities beyond the franchise model, and has a proven record in using technology to enhance service provision. For example, the Health Network Quality Improvement System (HNQIS) is a solution in successful use to support quality improvement delivered by network providers.

**The strategy will provide an opportunity to significantly scale up engagement with the private sector, targeting a much larger network of providers.**

### **DIGITAL HEALTH - COMMUNITY OF PRACTICE INFLUENCE**

**Key Outcome: Coordinated adoption of digital health solutions**

*Digital health is a crowded field, with many players and solutions all targeted at the same audience*

The consumer and provider insights gathered over the years positions PS Kenya as an authority in understanding the consumer's and provider's needs. PS Kenya will map and convene key stakeholders in the digital space and influence the coordinated development and adoption of appropriate digital solutions for the consumers and providers. PS Kenya has vast experience in working with the government and taking lead in the mobilization and coordination of other key stakeholders. Examples include the Health Promotion Unit at the Ministry of Health, where PS Kenya was the lead partner in



bringing together relevant stakeholders, and the NHIF SupaCover communication campaign, where NHIF relied on PS Kenya to lead and coordinate the development of a rigorous national campaign.

**The strategy will provide an opportunity for PS Kenya to extend its market facilitation role to support better coordinated implementation of digital solutions in a manner that drives adoption by consumers and health providers.**

### **INSTITUTIONAL DIGITAL DATA TRANSFORMATION**

#### **Key Objective: Adaptive Implementation practices informed by data**

The use of digital solutions will enhance the availability and timeliness of data, given that most outputs will be generated in real-time. PS Kenya will use data and insights generated by the digital technology to rigorously respond to the needs of the target audience (consumers, health providers and health system managers). This will involve institutional change management to ensure that staff have the opportunity and capacity to unlock the potential of real-time data.

#### **WHAT DOES SUCCESS LOOK LIKE?**

PS Kenya will implement a technical learning and evaluation agenda to continuously track progress against the digital strategy. If successful:

- **Consumers across Kenya will be able to better manage their health journey, leading to improved health and well-being of the population**
- **Private sector providers will be better integrated to the health system, with improved quality and efficiency of service delivery**
- **Digital health solutions will be implemented in a more coordinated fashion, with stakeholders rallying round solutions that work and are likely to achieve sustained adoption by target audiences**
- **PS Kenya will generate insights and use data in real-time to respond to the changing needs of the consumers, health providers and health systems managers.**



**Photo credits**

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