Private Cancer Centre, Ghana

Turnaround Mandate | Operator-in-Residence | Lead: Janine de Nysschen

CONTEXT

Sector	Country	Scale	Shareholders	Engagement
Private Oncology	Ghana	Only private cancer centre in Ghana	European DFI and Multinational	Operator-in-Residence → GM

ORGANISATION'S SITUATION

Despite millions invested, Ghana's only private Cancer Centre was on a trajectory toward liquidation. The business faced a triple threat: low patient conversion rates, a two-week treatment planning bottleneck, and a brand not positioned to compete. Revenue was declining, costs were uncontrolled, and investor confidence – critical for the planned exit – was eroding. The risk was total loss of the investment.

INTERVENTIONS – MAPPED TO VALUE LEVERS

- **Revised market segmentation and revenue mix**: Lever – pricing and revenue strategy. Repositioned Cancer Centre toward premium cancer care for a defined, high-value patient segment, shifting the revenue mix toward high-margin radiotherapy treatments.
- **Redesigned patient journey**: Lever – throughput and conversion. Categorized the end-to-end patient experience according to patient costs, allowing more flexible payments to accelerate decision-making. Reduced the treatment planning cycle from two weeks to three days.
- **Repositioned brand**: Lever – regional market access and medical tourism. Rebuilt the Cancer Centre brand for credible participation in West Africa's medical tourism market, competing for patients who would otherwise seek treatment in the UK, US, or India.
- **Managed workforce restructuring**: Lever – cost-to-company and culture. Led a critical redundancy exercise that reduced employee cost-to-company while rebuilding a high-performance team culture around accountability and patient-centred care.
- **Investor engagement**: Lever – governance and exit readiness. Worked at Board level to maintain investor confidence, align on milestones, and prepare the business for a successful exit.

RESULTS – BASELINE → ENDPOINT

Metric	Baseline	Endpoint
Patient conversion rate	24%	30%+
Treatment planning time	14 days	3 days
High-margin radiotherapy treatments	Underperforming	+37% growth
Employee cost-to-company	>60%	Reduced (−15%)
Patient volumes	Below target	Record numbers achieved
Investor outcome	Liquidation risk	Successful exit for Swedish investors

Timeframe: Feb 2016 – Oct 2020 (4.5 years; short-term contract evolved into full executive mandate.)