

Women's Specialist Hospital, Ghana

Technical Assistance Mandate | Project Manager & Executive Coach | Lead: Janine de Nysschen

CONTEXT

Sector	Country	Scale	Shareholders	Engagement
Private Women's Specialist Hospital	Ghana	Leading women's specialist hospital in Tema, Ghana	Private Equity Backed	World Bank TA → Project Lead & Executive Coach

ORGANISATION'S SITUATION

After four decades as a trusted private women's specialist hospital in Ghana, the business was mid-way through a capital-intensive expansion – tripling its bed count and more than doubling its footprint – without the leadership capability, organizational structure, or commercial strategy to convert that investment into sustainable growth. Revenue had stagnated below target, profitability was declining year-on-year, and the leadership team lacked the systems, accountability, and market positioning needed to support diversification into general healthcare while defending its core women's health franchise. Investors sought technical assistance to improve leadership performance and translate the physical expansion into commercial results.

INTERVENTIONS

- **Executive coaching and OKR leadership system:** *Lever – leadership capability and accountability.* Delivered a year-long, primarily remote executive coaching programme for the nine-person leadership team, as World Bank technical assistance vendor. Introduced purpose-driven OKRs, 1:1 coaching, self-evaluation, and 30-60-90 day execution reviews to build a data-driven, accountable management culture.
- **Organizational redesign:** *Lever – organizational design and span of control.* Restructured a flat, nine-person leadership team into a Business Services / Clinical Services model with clear reporting lines, closing gaps in finance, procurement, & technical management. Created new functional roles to support the expanded facility.
- **Brand and marketing strategy:** *Lever – patient acquisition and brand equity.* Led repositioning as a modern women's specialist provider expanding into family healthcare, growing patient foot count, social media reach, and word-of-mouth referrals while reducing negative service incidents.
- **Revenue diversification and segmentation:** *Lever – revenue mix and growth strategy.* Directed strategies to grow high-value service lines – physician partnerships, corporate client segments, MRI and diagnostic utilization, and a new pharmacy and concierge-medicine offering – to lift revenue beyond the hospital's traditional OB/GYN base.
- **Financial and inventory discipline:** *Lever – cost control and risk management.* Oversaw the rollout of tightened financial controls, procurement processes, and inventory management, and led the hospital's evaluation and selection of a new Hospital Management Information System to close reporting and billing gaps.

RESULTS – BASELINE → ENDPOINT

Metric	Baseline	Endpoint
Annual revenue	~GHS 3.08M (2020)	Doubled over course of engagement
EBITDA performance	Declining margin; as low as –13%	Improved 35%; sustained positive EBITDA
Patient foot count	5,089 (2020)	6,259 (2021), +23%
Negative client incidents	14 (2020)	6 (2021), –57%
Pharmacy: prescriptions / waste	3,753 (2019); rising expiries	7,074 (2021, +88%); expiries cut >100%

Timeframe: July 2021 – July 2022 (12-month Technical Assistance mandate; informal advisory support to the leadership team continued for several months beyond formal close.)