

November 3, 2009

Dr. Sidney Nesbitt  
Dr. Nesbitt & Associates Clinic  
Nairobi, Kenya

Dear Dr. Nesbitt:

On behalf of our entire Global Entrepreneurship Lab (“G-lab”) Global Healthcare and Delivery class, we wanted to thank you again for the opportunity to work with you and your staff at the Muthaiga Pediatrics Clinic. We are looking forward to working together in the next months. Please find attached a draft work plan for our project that our team has compiled. The plan is broken up in more detail in the following sections:

1. Logistics
2. Project Purpose and Scope
3. Deliverables, Tasks and Timeline
4. Contact Information
5. **Logistics**
6. We will be working a total of three weeks at the Clinic’s office in Muthaiga. We plan to arrive to arrive in Nairobi on January 8th and will work on-site at the Muthaiga Pediatrics clinic Monday-Friday from January 11th - January 29th.
7. The Muthaiga Pediatrics clinic will arrange for suitable accommodation within reasonable distance from the Clinic for the team for the duration of the time that the team is on-site. Based on your G-lab application, we understand that our accommodation will be the Muthaiga Country Club. The team is comprised of two males and two females and we would prefer to be accommodated in single rooms.
8. **Project Purpose and Scope**

After our initial conference call, our team drafted a problem statement which we felt best reflected the key questions that Muthaiga Pediatrics Clinic was looking to answer with the help of our team. After receiving feedback on our draft problem statement, we created a schematic that lays out our work-plan based on the key components of our problem statement. This diagram is provided in Exhibit A. The final problem statements for the clinic and for our project are below:

***Overall problem statement for Nesbitt Clinic:***

*Develop more efficient processes at the clinic to help serve more patients more effectively and to function as a model for future potential expansion both locally and in other geographic areas. The primary mechanisms being investigated include finding the correct resource staffing in terms of number of people and training (for both physician and support staff), building repeatable and easily understood standards for treatment protocols, and implementing an EMR to improve patient processing efficiency. Developing and defining an attractive “Brand Promise” for the clinic and a strategy to ensure maintenance of this “brand promise” is also an important goal.*

***Problem statement specific for MIT students:***

*The MIT team will investigate best practices and successful “Brand Promise Continuity” at other “gold standard” clinics both locally and internationally. In particular, the team will focus on resource staffing, patient processing, and standard care procedures. Additionally the team will brainstorm and investigate other potential mechanisms for improving clinic efficiency, including expanding the practice by incorporating other pediatric sub-specialties on location for referrals, and developing a culture which better "incentivizes" efficiency in the staff.*

1. **Deliverables, Tasks and Timeline**

We expect that our project will break-down into three discrete phases and we have organized our deliverables and tasks based on this schedule as described below.

***Phase I: Background research: understanding our environment, our clinic, and our challenge***

*Present to November 13th, 2009 (Boston, USA)*

The research conducted at this stage is mainly to educate ourselves on the relevant background information and bring us up to speed to effectively conduct the project.

***Phase II: Project specific research and analysis***

*November 14th to December 18th (Boston, USA)*

At this stage we will deliver an assessment of best practices from other clinics in the areas outlined in our work-plan (i.e. resource staffing, patient processing, standard care procedures). We intend to identify model clinics through a combination of Dr. Nesbitt’s contacts and local medical contacts in Boston, as well as a literary search. This deliverable will likely take the format of a presentation. We plan to use the frameworks we identified from comparison clinics to guide our field work in Phase III.

***Phase III: Field work and project wrap-up***

*January 11th-29th, 2010 (Nairobi, Kenya)*

We anticipate that our final deliverable will be a portfolio of all of the individual deliverables we have completed along the way. In particular, we plan to develop:

* A series of standardized forms and templates to guide Muthaiga’s clinical care decisions and business processes
* A presentation of our findings on their culture and personnel issues and recommendations for change
* A summary of the interviews we conducted and key issues we identified with respect to expanding specialty services at the clinic

Our team is enthusiastic about the business challenges proposed by this project and are enthusiastic about the work that will follow in the coming months. If you have any questions about this plan, please do not hesitate to contact us to discuss these. We look forward to meeting in person in January.

(signed) (please indicate acceptance by typing initials)

Michelle Bernardini Dr. Sidney Nesbitt

Josh Gottlieb

Mike Irwin

Tessa Strong (TS)

1. **Contact Information**

Please feel free to contact us at our team’s email address [glab.muthaiga@gmail.com](mailto:glab.muthaiga@gmail.com).

Also, our individual SkypeIDs are listed below:

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| --- | --- |
| **Name** | **SkypeID** |
| Michelle Bernardini | michellebernardini |
| Josh Gottlieb | Josh.Gottlieb1 |
| Mike Irwin | mike.a.irwin |
| Tessa Strong | tessa.strong |

**Exhibit A**