

**CHALLENGES TO IMPLEMENTATION OF STRATEGIC PLAN IN
HOSPITALS IN NAIROBI CITY COUNTY**

BY

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DECLARATION

This research project is my original work and has not been submitted for examination to any other university.

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D61/84890/2016

This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated to my wife, Farhiya Mohammed Hassan and my children, Abdinasir, Amina, Sumeya, Hanan, Ismahan and Riyan for their inspiration, support, encouragement and understanding throughout my Masters Programme. God bless you all.

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ACRONYMS AND ABBREVIATION

HMIS	Health Management Information system
IT	Information Technology
KCB	Kenya Commercial Bank
KDB	Kenya Dairy Board
KNH	Kenyatta National Hospital
MBA	Master of Business Administration
MOH	Ministry of Health
PhD	Doctor of Philosophy
SWOT	Strength, Weakness, Opportunity and Threats
UK	United Kingdom
USA	United States of America

ABSTRACT

Strategy plan implementation involves putting into an action a given strategic plan in an organization to fulfill its intended purpose. Hospitals in Nairobi are required to formulate strategic plans by the Ministry of Health's strategic plans to foster governments' agenda to provide quality, affordable and accessible healthcare to all Kenyans. Due to the understanding of the effect of strategic plans to an organization, this study aimed to establish the challenges of strategic plans implementation in public and private hospitals in Nairobi County. The target population of this study was the Chief Executive Officers in charge of these hospitals. This study employed descriptive research design. The study relied mostly on primary data sources. The study generated both quantitative and qualitative data where quantitative data by way of coding was entered into SPSS, 21 and analyzed using descriptive statistics. Forty five (45) out of the 58 respondents targeted completed the questionnaires making a response rate of 78%. The study concluded that organization structures altered and weakened the strategies formulated and that all units of the organization were harmonized towards the success of strategy implementation process. The organization aimed at fulfilling its vision through formulating effective strategic plans process and ensuring that every team mandated role of strategic plan implementation understood all the aspects required. The study concluded that any changes in the strategy were communicated in advance to ensure clarity on its implementation process. Funds allocated in the strategies implementation are inadequate for strategies implementation while the majority of organizations relied on donations from other partners to support their strategies implementation. Most organizations have developed a culture which is connected to the strategy implementation process. Lack of support from top management inhibits the success of the strategy and that manager's failure to support lower ranks staff through encouraging them to be innovative when implementing the strategies in their areas of work. The study further concluded that understaffing inhibits the speed and quality of strategy implementation as a result of fatigue. The study recommended that earlier measures be established to ensure that the various challenges faced in strategic plan implementation are mitigated to avoid the negative impact they may have on the performance of the organization. For further research, the study suggested that similar studies be carried out by use of a larger sample, more time should be allocated to the same and a combination of more than one data collecting instrument should be used for instance focus group discussions and interviews, to ensure that the information provided is counter checked.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy plan implementation involves putting into an action a given strategic plan in an organization to fulfill its intended purpose. This strategic plan entails the setting of the objective, goals and mission for that particular enterprise, scrutiny of the macro environment affecting the enterprise, such as micro resources and various strategic alternatives to be considered (Thompson & Strickland, 2003). Factors affecting its implementation are caused by the various styles in which diverse groups interpret and understand that strategy personality. These obstacles depict the individual characteristic of responsible personnel and also between different groups based on their level of responsibility in that organization. Another unforgettable hindrance involves different goals within the organization and its units. From the look of it, we can therefore, derive Noble's perspective as of an organization involving various groups and functional units. As Noble, (2002) notes, various factors which lead to the effective implementation of strategic plan revolve around how unofficial communication shall be implemented to create the required network.

According to Galbraith and Schendel (2002) challenges to good managerial roles of organizing, directing, controlling, leading, communicating, planning, motivating, integrating, and innovations are to some level utilized in the process of implementation which will lead to poor strategic implementation in health sector. Hendry and Kiel (2004) in addition affirms that in order to ensure effective utilization of organization resources, various aspects including information systems, leadership styles,

organizational structure, budgeting, appreciation, key managers' assignment and control systems are vital tools to ensure proper strategy implementation.

In third world and middle-income states, healthcare delivery in private sector is considered to be more accountable, sustainable and efficient when compared to their delivery in public sector. However, more evidence-based and equitable care is perceived to be provided for in their public sector. Moreover, there is a belief that healthcare in public sector in developing countries is well accountable, effective and their hospitals are well equipped compared to those of private sectors though they are perceived to lack time and effective hospitality towards their patients.

In support of the study on the challenges to implementation of strategic plans in hospitals in Nairobi County, the study seeks the support of three key theories, the stakeholder theory, system theory and the Mckinsey 7-S framework. The stakeholder theory espouses on the relationship type they have to create with their stakeholders to deliver on their purpose. The systems theory investigates both the principles common to all complex entities and the models which can be used to describe them while the Mckinsey 7-s framework describes the seven factors critical for effective strategy execution.

1.1.1 Strategic Plan Implementation

According to Rap and Kauffman (2005), the anticipated strategies towards the strategic plan implementation success is usually reflected by low rate (of 10 to 30 percent). Key objective is by some means lost during the implementation of the strategy while the intended results are lost before achieving the intended outcomes. Thus, energy, stamina and patience are key requirements for all the concerned managers to ensure successful

strategy implementation..

Proper planning involving leaders overhaul and consideration regarding those to be affected by the overall implementation of the strategic plan is a key requirement to ensure the whole process is successful. Those likely to be affected by the strategic plan implementation usually resist it which is a major challenge towards its core achievement. Achieving change in an environment where there is such resistance by those to be affected by the strategy implementation is hard to achieve (Chapman, 2005). Status quo changes are the major problem as to the implementation of the intended strategy since it will not work where everyone in an organization does not fully welcome it.

Various scholars dealing with strategy implementation cite curiosity regarding the expected results of a given strategy implementation as the key factor causing individuals to resist the change. This means that leaders intending to implement the overall strategic plan need to address the expected challenges properly.

Burnes, (1998), affirmed that management intending to implement the strategic plan ought to utilize resistance to identify the overall challenges the plan might bring to the organization instead of criticizing the same. Identified challenges include doubt by stakeholders regarding the previous failure associated with the change process, language barrier, lack of effective change leaders and inadequate change culture in the organization.

1.1.2 Health Sector in Kenya

In Kenya's healthcare sector, the whole structure is well designed where cases which are

considered to be complicated are forwarded to higher levels. Various units being run by private individuals in churches are considered to fill any gap in the healthcare system. The Kenyan healthcare system is comprised of health centers, nursing homes, dispensaries, regional hospitals, County and Sub-county hospitals as well as National referral hospitals. The environment in which the various hospitals operate in is a strong determinant which influences their operations. Proper interactions with their environments in which they work from help them to access various resources which are vital to their growth. Various external factors in their operating environment especially population which they offer their services to, general public expectations, healthcare system changes, political and social economic factors as well as diseases affecting them usually affects their work (Owino & Korir, 2011).

According to the Ministry of Health (2016), there are 58 hospitals in Nairobi County (Appendix IV). These 58 hospitals are categorized as either government, private or mission hospitals. All these institutions of Healthcare need detailed information regarding their patients before they serve them and require appropriate information to ensure they provide proper services to their patients. Utilization of Health Management Information system (HMIS) is the major way to achieve their patient's expectations. In Kenya and other developing countries, the component of HMIS is weak and therefore there is often a lack of good quality data and lack of efficient utilization of resources (Ongalo, 2012).

1.2 Research Problem

According to Schaap (2006), strategy implementation is considered to be the most

challenging and complicated stage in the whole strategic management process. Despite the fact that strategy formulation is the key act involving creative and intellectual synthesis and analysis, implementation is a key operation and action concerned with the behavior of human activity that requires essential and strategic leadership skills (Bunker and Wakefield, 2006). Involving all organization staffs in the implementation process is the key way of ensuring that the whole process is well achieved with easy. As Drazin and Howard, (2002) asserts that the implementation of change in an organization should be a process where the entire relevant stakeholder ought to be involved.

The key notable challenges associated with the change plan are numerous. One of the challenges is the more time being required to complete the whole process than initially expected. Implementation costs being higher than anticipated and the unexpected major problems presenting itself during implementation such as a change in the management. Poor coordination is also seen as a challenge associated with the change plans together with many competing activities and lacking competencies (Hambrick & Cannella, 2003).

Hospitals in Nairobi are required to formulate strategic plans by the Ministry of Health's strategic plans to foster governments' agenda to provide quality, affordable and accessible healthcare to all Kenyans (Awino, 2016). Besides this being a government policy, the limited resources, the turbulence of the environment and high competition has made strategic planning implementation as an important practice (Muturi, 2008).

Most studies done in the health sector are clinical and tend to focus on disease prevention, management and clinical diagnosis, but they have overlooked areas of

strategic implementation in Nairobi hospitals which are important in health care service delivery. The absence of strategic plan implementation in Nairobi Health sector has affected operations of health facilities hence lack effective and reliable health care services in both private and public hospitals in Nairobi (Ochieng, 2015).

Various surveys have been conducted regarding the challenges involved in the implementation of the strategic plans (Arumonyang, 2009; Patrick, 2009; Njoki; 2009; Martha, 2010; Aosa, 1992; & Awino, 2002). Arumonyang (2009) did a survey on strategic plans implementation challenges facing commercial banking in Kenya. Njoki (2009) did a study on strategy implementation in the Insurance Companies in Kenya. Martha (2010) conducted a survey to identify various difficulties encountered in the implementation of strategic plan at the ministry of road and public works in Kenya. Another survey which aimed to investigate formulation and implementation of strategic plan in large private owned manufacturing companies within Kenya was conducted by (Aosa, 1992). Further, survey involving strategies in purchasing and supply chain especially the benefits, challenges, was conducted by (Awino, 2002).

There is no one universal approach to strategy implementation. Different organizations implement strategies in different ways; conversely there have been studies done on challenges of strategic implementation in different contexts. However, none of these studies have taken into account challenges of strategic plans implementation in public and private Hospitals in Nairobi County. This indicated the presence of a knowledge gap which was addressed in this study. What are the challenges to strategic plan implementation in Hospitals in Nairobi County?

1.3 Research Objective

This study had one objective. This was to establish the challenges of strategic plan implementation in public and private hospitals in Nairobi County.

1.4 Value of the Study

The survey results will be of great significance to both public and private hospitals in Nairobi County. Further, managers in other industries will benefit from the survey since it will provide them with an opportunity to recognize the various problems facing implementation of strategic plans and how to tackle them appropriately.

Survey outcomes will also be useful to the key decision makers especially policy makers in public and private hospitals in Nairobi County in policies formulation issues and how these institutions will ensure their strategies are effectively implemented as well as understanding how they can solve their problems easily. Additionally, various stakeholders especially financiers and potential investors will utilize the survey results to formulate and implement areas they may require to support.

Further, current and future institutions might find the survey results to be of benefit on factors affecting strategic plan implementation. Also, prospective scholars in Kenya might utilize the survey results to understand the management of strategic plans implementation properly. The result will equip them with additional knowledge regarding the implementation of strategic plans while helping them to identify sectors requiring more research.

Future scholars will also utilize the survey as a source of referencing materials while

conducting other related studies. Other significant concepts that might require additional survey will be highlighted in this survey especially those areas dealing with successful strategy implementation and organizations performance relationships.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The literature review is concerned with the analysis of past literature. Thus, it will focus on the theoretical or academic and empirical literature. Academic research concentrates on the strategy implementation objections and the potential to adapt to the rapid variations in the conditions on time. On the other hand, empirical literature stresses findings of empirical thoughts on the representation of entities.

2.2 Theoretical Foundation

The construct of decisive administration plans can further be supported by reviewing its theoretical frameworks. To this result, three key hypotheses, the stakeholder hypothesis, system theory and the Mckinsey 7-s structure which are illustrated in the succeeding subsections.

2.2.1 Stakeholder Theory

The locus of stakeholder theory is connected in two essence questions (Freedman, 2003). First, it suggests, what is the goal of the firm? This supports managers to combine the shared sense of the importance they create, what begins its essence stakeholders collectively. This impels the firms' progress and permits it to produce outstanding achievement, ascertained both regarding its mission and marketplace commercial metrics (Kenny, 2003).

Secondly, stakeholder's theory proposes, what efficiency do administrators have to stakeholders? This accelerates managers to articulate how they want to do the business. Specifically, the kind of relationships they want and need to create with their stakeholders to deliver on their purpose. A lot of companies have formed and run their daily business as stipulated in stakeholder theory (Yoong, *et al.*, 2010)

2.2.2: Systems Theory

Systems Theory trans-disciplinary is a knowledge of the general phenomena of the organization, unconventional of their essence, type and temporal scale of occurrence (Kaplan, 2004). This theory was introduced in the 1940s by the biologist Ludwig. He highlighted that real operations are open to and associate with their conditions, and they can obtain qualitative innovation investments through development, emerging in constant progression (Kaplan, 2004).

Rather than lessening an entity the assets of its parts, systems theory concentrates on the composition of and relations between the parts which connect them into a whole (Kamanda, 2006). Systems dissection developed individually of systems theory, concerns systems teachings to aid a determination-maker with predicaments of classifying, reconstructing, optimizing, and managing a system while taking into record multiple purposes, restraints, and stores (Jauch, 1984). It aims to define possible subjects of action, collectively with their uncertainties, costs, and advantages.

2.2.3 McKinsey's 7-S Framework

McKinsey's (1982) illustration represents the seven constituents crucial for efficient policy performance. The 7-S design recognizes the seven factors as maneuvering, formation, arrangements, staff and skills, style and culture, and experienced utilities. The policy of operation in an organization prepares an acknowledgment too, or apprehension of, variations in its external conditions (Agha, 2008).

The approach is separated by operational performances by its essence of existing intentional, well-conceived through and often actually rehearsed. It distributes with approximately three problems, (1) where the company is currently, (2) the future of the company and (3) how to achieve the future. Thus, the policy is intended to reconstruct the company from the existing space to the other developed situation characterized by purposes, controlled by restrictions of the capacities or the potential (Bunker & Wakefield, 2006). The 7-S paradigm posits that the firms are satisfied when they complete an interracial compatibility within the three "hard" "S's" of strategy, structure, and systems. The paradigm is also satisfied by the four "soft" "S's" of skills, staff, style, and superordinate purposes (now referred to as administered values) (Kaplan, 2004).

Abilities, values, and components of experience in corporate, for instance, companies are every day developing and are developed by the personalities of the responsibilities in the company (Kaplan, 2004). Some linkages, though, can be made connecting the hard and soft elements. For instance, it is recognized that an inflexible, hierarchical organizational structure usually heads to a bureaucratic organizational history where the power is centralized at the higher management level (Aaltonen & Ikavalko, 2002).

2.3 Strategic Plans Implementation in Organizations

The central purposes of strategic management have been described by Robbins and Coulter (2005) as recognizing the organization's contemporary purpose, intentions, and policies, examining the situation. Also, ability to recognizing the possibilities and threats, recognizing the overall SWOT analysis, expressing and performing strategies, and assessing output (Decker and Montagu, 2006).

Decisive decisions define the company connections to its secondary surroundings, involve the organization, depending on resources of the functioning parts in the industry, putting a straight control on the management movements, and are important signs to the long-term well-being (Shirley, 1982). Schermerhorn (1989) argues that policies must be well-formed and performed to achieve organizational objectives.

Organizations are managed in a diversity of policies, subservient to their purposes and practice. The management of the firm often prescribes the way it commands and functions. Commonly, the companies are formed hierarchically with various sections and faculties, each capable of a particular task such as personal resources administrators, production or retailing. Many layers of management command their operations, with each responsible for the uppermost course of management (Kotter and Leonard, 1979). Although this is still the most broadly used organizational construction, the recent inclination is frequently towards a flat edifice where the work is accomplished in teams of professionals rather than solidified departments. The approach is to make the system more extensible and devolve the dynamism by encouraging the workers and exclude the middle management layers (Boyle, 2007).

Developing the culture and overwhelming the staff opposition to changes, particularly the one that alters the authority structure in the method and the inherent advantages of the organization, is usually complicated to manage (Kaplan, 2004). Nevertheless, if these factors are reconstructed, they can become a great influence on the structure, policies and the operations of the organization. Over the last numerous years, there has been a course to have a more open, extensible and efficient culture in the production where the representatives are valued, and innovation support. Not easy to accomplish where the traditional practice has been prevailing for decades, and accordingly many industries are in a position of flux in managing this transition (Bartlett & Goshal, 1996).

It is furthermore insinuated that the scorecard strategy being surveyed as a template rather than a strait-jacket (Kaplan, 2004). Such a viewpoint potentially contributes organizations a significant degree of adaptability to inscribe their unprecedented features while pressuring administration and workers in the decisive direction (Ahn, 2001). Some maintain that stringent engagement to the scorecards four views which are not relevant (Kenny, 2003).

An adaptive capability supports the scorecard to focus Goold and Quinn (1990) beforehand noted businesses concerning "matching" relevant regulatory mechanisms to varying environmental levels of disorder and an organization's recognizing and control its purposes. Van Veen-Dirks and Wijn (2002) asserted that extra flexibility could be implemented by expanding the scorecard program with managerial Critical Success Factor. The specific embodiment of such stewards keeps concentration on an organization's crucial strategic plans; it further circumvents the inherent danger of management knowledge overload (Kaplan, 2004).

Although the fascinating critiques and "question marks" relating to scorecard method, various of these seem to represent problems of the permissible employment rather than basic flaws. The indication to designate that organizations strategy of putting the scorecard into practice is growing (Kenny, 2003) as the market determines the achievement of the greatest out of this "essential management tool" and that there is frequently more direction on establishing standards and performing a scorecard with a suitable implementation such as top management engagement.

2.4 Challenges to Strategy Implementation in Organizations

The quality of qualifying sound "two-way" ideas within organizations is perceived as significant to the efficient implementation of the approach (Rapert *et al.*, 2002), with a selective weight on facilitating helpful feedback and "bottom-up" information (Otley, 1999). The method of generating a balanced organizational scorecard substantially starts with a full important appraisal and the precise connection of the organization's important vision and purposes; this method can create content which can be of tremendous value.

Encouraging strategy practice requires quality mechanisms for leveling action and behavior of workers towards administration, Goold (1990), particularly including efficient transmission systems and relevant supervision monitors. The scorecard aspects as illustrated by Kaplan. The approach plans present "basis of granularity that develops clarity and focuses" thus, producing clear control and, conceivably, through the growth and promote perception and coordination over the organization (Langfield, 1997).

Throughout the process of representation and description of the important values in an organization, furthermore, the Scorecard presents operative "boundary" monitories

arrangement. The design of structure and employing the scorecard presents an occasion in identifying preferences and harmonize various stakeholders' requirements and intensifying strategic intelligence information and scholarship (Denton and White, 2000). Therefore facilitating effective "diagnostic" controller (Simons and Robert, 1994) within the observation of fiscal and other "lag" signs facing rearrangement of targets is essential (Mooraj et al., 1999).

Essentially identifying Lynch and Cross (1995) inevitable circumstances, the scorecard resembles to advance some supplementary characteristics that also encourage effectively practicing procedure. Pearce and Robinson (2007) demonstrate that, while structure gives overall structure for strategy implementation, it is not in itself adequate to guarantee successful execution. Within the organizational formation, people, groups, and systems are the tools of organizational performance, and the effectiveness of their efforts is a significant determinant of advantageous implementation (Bunker and Wakefield, 2006). Thus, the two essential aspects stimulate or impede action-leadership that is effective. Two administration issues of necessary attention here are the performance of the top management as well as the distribution of fundamental managers. Pearce and Robinson (2003), proceed to postulate that, organizational culture is a collection of significant postulates (often unstated) that organs of an organization part in common. These shared hypotheses (beliefs and values) among divisions of an organization established a model for ventures, views, and responses within that firm. The major assumptions are adequately center to the life of an industry to have a major influence on it (Otley, 1999).

According to Brenz and Morikko, Molina (2008) 90% of firms do not manage to implement their strategies through effective approaches required. Most of the strategies set by the organization fail to be effective since they require more resources and fail to accommodate the changing environment. However, those organizations that give priorities to the strategies and effectively implement them, they can identify unutilized opportunities, offer unique product or service in the market which eventually provide a competitive advantage to them.

Moreover, those organizations that limit their internal and external resources in strategy development stages, they fail to attain their intended goals as well as to accrue benefit that the organization aimed to attain. Most organization encounters myriad challenges in the process of implementing strategies (Hrebiniak, 2006). Even a well-thought strategy may fail to achieve the intended result due to the poor process of implementing it. Thus, the implementation stage of every strategy is crucial for any organization that minds its future (Noble, 1999).

2.5 Empirical Studies and Knowledge Gap

Several studies have been done on strategic plans implementation and they have revealed inconsistent findings. Various organizations face different challenges while implementing their strategic plans. For instance, Sulle (2009) studied the use of strategic management in organizations. In his study, he concluded that, although many elements of strategic management have been introduced in the public organizations that he studied, the fact remains that a full implementation of strategic management in the public organizations is

faced with two problems, namely financial constraints and the general uncertainty to change.

Sesi (2009) studied the challenges of implementing strategic plans at Kenya Dairy Board (KDB). He concluded that policies and procedures, tactical and operational plans, resource allocation, globalization forces, power and politics were seen as the main challenges faced by KDB in implementing their 2005 - 2009 strategic plan. Resource allocation was seen as the overriding challenge because as an industry regulator in a market economy, it relies on a limited grant from the exchequer and it in turn has an unlimited mandate as the industry growth rate was very high. The industry is rural and suburban. This has in turn impacted on the quality of milk products in the country which is low compared to those in the global liberalized market.

Koske (2003) studied strategy implementation and its challenges in the public corporations. He found out that poor management of resources, poor leadership, lack of finances, limited IT capacity and lack of participation by all employees were the major challenges faced during strategic plans implementation. Also, he noted that corporate culture did not support the strategy implementation even though the strategic plans were well documented.

Matheka (2014) undertook a study on Strategy implementation at Kenyatta National Hospital in Nairobi, Kenya. The study revealed that the major challenges of strategic plan implementation include, hospital employee culture, resistance to change, lack of government support, inadequate skills and competencies for specialized health services.

Empirical studies done on strategic plans implementation has mostly focused on other

corporate organizations leaving out hospitals. Therefore, this indicates a research gap which was addressed through this study. This study addressed the challenges facing strategic plans implementation in both private and public hospitals in Nairobi City County.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section contains study methodology utilized in performing the survey. Additionally, it details the target population, data collection, research design, and data analysis.

3.2 Research Design

Orodho (2002) considers research design to be the structure, strategy and the plan of conducting a survey which aimed to answer the study question and control of variance. Cross-sectional study designs of descriptive nature were utilized in conducting the survey. The research design is defined by Kothari (2004) as the arrangement of conditions that allow data collection and its presentation presented in a sequential manner to achieve its intended purpose.

Orodho (2002) describes a cross-sectional survey as a comprehensive design that enables large and diverse amounts of data to be collected within a short time frame and analyzed quantitatively, giving a credible presentation of results. It will be efficient to use a cross-sectional survey since it employs diverse methods like questionnaires, interviews and reference documents which ensure proper arrangement of a collection of intended data in a way whose purpose is to combine the survey purpose and the economic procedure (Orodho, 2002).

3.3 Population of Study

The target population is a universal study of a theoretical set of objects, events, or people against whom desire to assume the outcome, i.e., a given population sample will comprise of a small percentage derived from the larger group that constitute the study. It is therefore where the scholar generalizes the survey outcomes.

Cooper and Schindler, (2000) define a population as the entire group of individuals or objects to which scholars intend to generalize their survey outcomes. According to Ministry of Health (2017) report, Nairobi has 58 private and public hospitals. The researcher conducted a census of hospitals in Nairobi County.

3.4 Data Collection

Structured Questionnaires were used to collect primary data for conducting this research which contained both open and closed-ended queries intended to establish the challenges of strategy implementation in hospitals. The questionnaire was designed from a review of previous studies in line with study objective.

The questionnaires were administered to the Chief Executive Officer/Officer in charge in these hospitals through hand delivery. Since the respondents involved top management staff in public and private hospitals in Nairobi, the respondents were expected to give insight the problem encountered while implementing strategic plans for healthcare facilities based in Nairobi County, Kenya.

3.5 Data Analysis

Data analysis involves structuring, bringing order and decoding of the data collected. According to Kombo and Tromp (2006), data analysis involves scrutinizing data collected to add or deduct some parts. To ensure uniformity, accuracy, and completeness of the data collected, the information will be edited and systematically arranged to allow tallying and coding of the data before the final analysis is conducted (Cooper & Schindler, 2006).

The completed questionnaires were coded, entered into SPSS Version 21 and the responses tabulated. The data contained both quantitative and qualitative analysis. Quantitative data were presented in graphs, frequency tables and pie-charts. Measures of central tendencies and dispersion such as mean and standard deviations respectively were also used to present the results. Qualitative data were categorized in thematic form while the findings were presented in prose form.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section detailed on the data analysis, interpretation and presentation of the findings. The research main purpose was to examine challenges to implementation of strategic plans in hospitals in Nairobi County.

4.2 Response Rate

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Filled in questionnaires	45	78
Unreturned questionnaires	13	22
Total	58	100

Source: Survey Data (2017)

Table 4.1 illustrates the response rate of the respondents that participated in the survey. The study targeted one (1) respondent from health facilities operating in Nairobi County which comprised of public and private facilities. However, out of 58 questionnaires distributed 45 respondents filled in and returned the questionnaires contributing to 78%. The response rate demonstrates a willingness of the respondents to participate in the survey that the study sought.

4.3 Demographic Characteristics of the Respondents

The study relied on this information of the respondents to classify the different results

according to respondents' knowledge and responses.

4.3.1 Level of Education

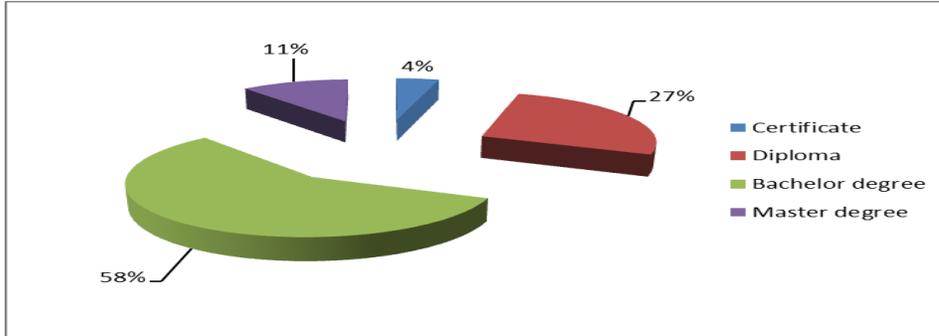


Figure 4.1 Level of Education

Source: Survey Data (2017)

The researcher was also inquisitive to determine the highest level of the academic qualification that the respondent held. Figure 4.1 shows the findings of the result from the returned questionnaires. Most (58%) of the respondents had attained bachelor degree as their highest academic qualification, 27 had diploma (constitute responded on behalf of CEO particularly in private health facilities), 11% had Masters as their highest academic qualification while 4% had certificates and occupied the position of customer care in private health facilities.

Academic qualification of the staff in an organization enhances their ability to handle their tasks and also to understand any unique working formula in workplace. This signifies that most of the staffs who work at health facilities are literate therefore the employees are capable of adopting any strategic issues that the organization formulate with the purpose of improving business performance as well as mitigating challenges that they face in strategies implementation.

4.3.2 Terms of Employment

Table 4.2 Terms of Employment

	Frequency	Percent
Temporary	11	24
Permanent	29	64
Contract	5	11
Total	45	100

Source: Survey Data (2017)

Table 4.2 shows the finding of the study on the respondent term of employment. From the findings (64%) of the respondents were permanently employed in their respective workplace, 29% were permanently employed, 24% were in temporary employment while 11% were in contract form of employment.

4.3.3 Working Duration in the Current Position

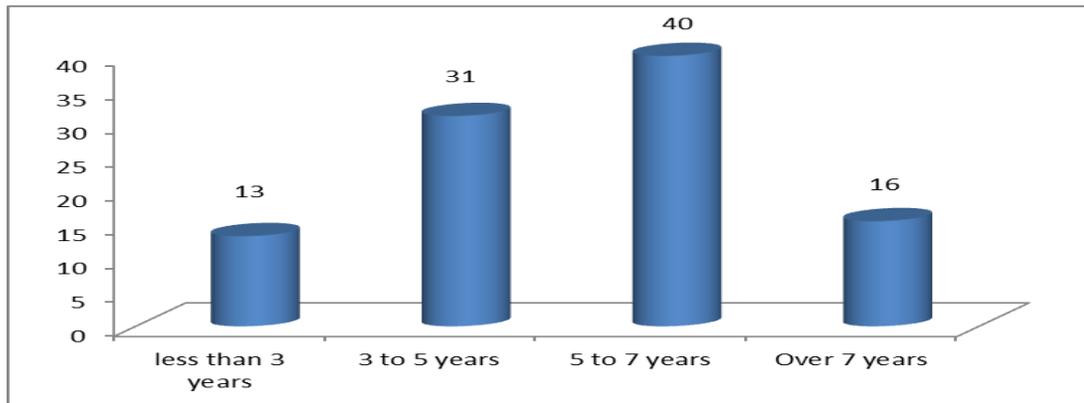


Figure 4.2 Working Duration in the Current Position

Source: Survey Data (2017)

Figure 4.3 illustrates working duration of the respondents in their respective organization. From the findings, most (40%) of the respondents had worked in the organization for 5-7

years, 31% had worked for 3-5 years while 16% had worked for over 7 years. The least (13%) had served in the organization for less than 3 years. This implies that most of the respondents of this study had worked for an ample time within the organization thus they were conversant with the information that the study sought about the organization.

4.4 Challenges of strategic plans implementation in Hospitals in Nairobi County

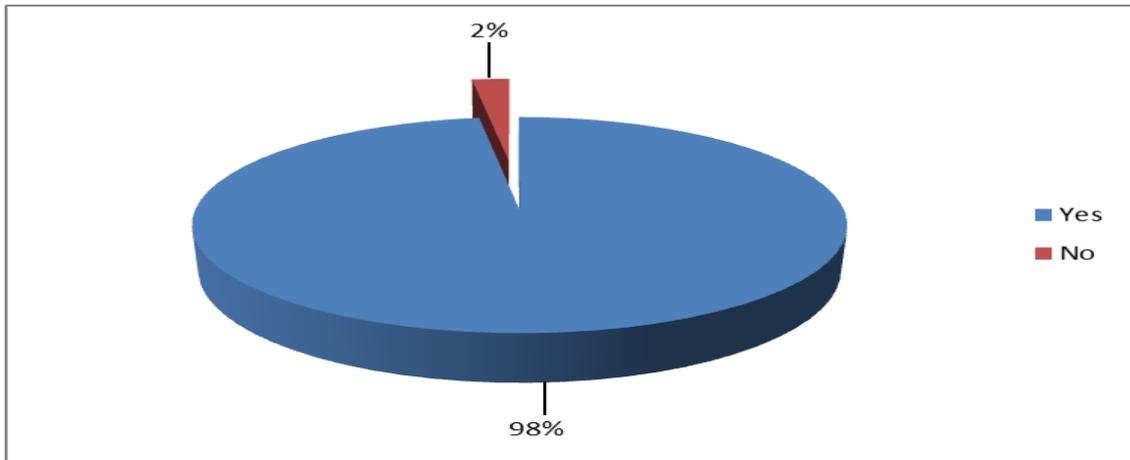


Figure 4.3 Strategic Plans Implementation challenges

Source: Survey Data (2017)

Figure 4.3 illustrates the summary of the findings on whether organization faces challenges in strategies implementation. According to the findings, majority (98%) of the respondents alleged that they experienced challenges in strategic plan implementation while the rest (2%) indicated that they do not experience any challenge.

4.4.1 Organization Structure

Table 4.3 Organization Structure

	N	Mean	StDev
The organization structure does not fully guide the strategies implementation	45	3.36	0.883
Structure conform to all changes in the strategies implementation	45	3.60	0.837
The organization structures alter and weaken the strategies formulated	45	3.89	0.775
The current organization structure defines the role of each team in strategy implementation.	45	3.62	0.684
All units of the organization are harmonized towards success of strategy implementation process	45	3.84	0.673

Source: Survey Data (2017)

Note: measurement was done on a Likert scale which ranged from 1-To no extent, 2-To a little extent, 3-to a moderate extent, 4-to a great extent and 5-to a very great extent. Mean range from ($1 \leq 1.4$ - stands for to no extent), $1.5 \leq 2.4$ stands for to a little extent), $2.5 \leq 3.4$ to a moderate extent), $3.5 \leq 4.4$ to a great extent and $4.5 \leq 5.0$ to a very great extent.

The findings of the study show that the aspects of organizational structure affect strategic plan implementation. From the findings, most of the respondent agreed that the organization structures alter and weaken the strategies formulated as indicated in table 4.3 above.

4.4.2 Strategy Formulation

Table 4.4 Strategy Formulation

	N	Mean	StDev
All stakeholders are involved in the formulation of the organization's strategies	45	3.62	0.576
In formulation process of the strategies, the team ensure that the strategies are understood by all involved team	45	4.22	0.420
In the development of strategies, all necessary and key aspects are made available by management	45	4.18	0.684
Effectively formulated strategies enhance good relationship between the clients and the organization	45	4.16	0.367
In the formulation of a strategy, the organization aims at fulfilling the vision	45	4.44	0.503

Source: Survey Data (2017)

Note: Measurement was done on a Likert scale which ranged from 1-To no extent, 2-To a little extent, 3-to a moderate extent, 4-to a great extent and 5-to a very great extent. Mean range from ($1 \leq 1.4$ - stands for to no extent), $1.5 \leq 2.4$ stands for to a little extent), $2.5 \leq 3.4$ to a moderate extent), $3.5 \leq 4.4$ to a great extent and $4.5 \leq 5.0$ to a very great extent.

From the findings most of the respondents agreed that in the formulation of a strategy, the organization aims at fulfilling the vision and in formulation process of the strategies, the team ensures that the strategies are understood by all. In the development of strategies, all necessary and key aspects are made available by management and that effectively formulated strategies enhance the good relationship between the clients and the organization. All stakeholders are involved in the formulation of the organization's strategies.

4.4.3 Communication

Table 4.5 Communication

	N	Mean	StDev
The management gets feedback immediately on all issues regarding strategy implementation	45	3.38	0.886
Vertical communication system delay information supposed to reach middle and low-level staff	45	3.64	0.857
Any changes in the strategy is communicated in advance to ensure clarity on it is implementation process	45	3.93	1.075
There is a set communications system in the organization to enhance strategy implementation	45	3.76	1.111
Communication methods in training, seminars and within the organization is key in the process of strategy implementation	45	3.84	1.147

Source: Survey Data (2017)

Note: measurement was done on a Likert scale which ranged from 1-To no extent, 2-To a little extent, 3-to a moderate extent, 4-to a great extent and 5-to a very great extent. Mean range from ($1 \leq 1.4$ - stands for to no extent), $1.5 \leq 2.4$ stands for to a little extent), $2.5 \leq 3.4$ to a moderate extent), $3.5 \leq 4.4$ to a great extent and $4.5 \leq 5.0$ to a very great extent.

Most respondents agreed that any changes in the strategy are communicated in advance to ensure clarity in its implementation process. Communication methods in training, seminars and within the organization are a key in the process of strategy implementation. There is a set communications system in the organization to enhance strategy implementation. The respondent further agreed that vertical communication system delay information supposed to reach middle and low-level staff (see Table 4.5).

4.4.4 Resource Insufficiency

Table 4.6 Resource Insufficiency

	N	Mean	StDev
The funds allocated in the strategies implementation is inadequate for strategies implementation	45	3.69	1.041
Our organization majorly relies on donations from other partners to support it is strategies implementation	45	3.58	0.783
Organization has poor resources mobilization abilities and tactics	45	3.71	0.944
Most of the finance is allocated to the salaries other than putting those funds into strategies set.	45	3.20	0.944
The business environment is hostile/competitive to the extent that getting grants/donations is hard	45	3.56	1.078

Source: Survey Data (2017)

Note: measurement was done on a Likert scale which ranged from 1-To no extent, 2-To a little extent, 3-to a moderate extent, 4-to a great extent and 5-to a very great extent. Mean range from ($1 \leq 1.4$ - stands for to no extent), $1.5 \leq 2.4$ stands for to a little extent), $2.5 \leq 3.4$ to a moderate extent), $3.5 \leq 4.4$ to a great extent and $4.5 \leq 5.0$ to a very great extent.

From the findings, most of the respondents agreed that organizations have poor resource mobilization abilities and tactics, respondent also agreed that the funds allocated in the strategies implementation is inadequate for strategies implementation and majority of organizations rely on donations from other partners to support it in strategic plans implementation (refer to table 4.6).

4.4.5 Organizational Culture

Table 4.7 Organizational Culture

	N	Mean	StDev
Cultural biases may kill the aim of a strategy implementation	45	3.53	0.757
Organization's defensive cultures rarely hinder implementation of strategies or changes intended within the organization	45	3.49	0.695
Our organization has developed a culture which is connected to the strategy implementation process	45	3.98	0.336
Organizational Culture helps in decision making and policies in the strategies implementation process	45	3.80	0.405
Stability of the organizational culture promotes the implementation process of the strategies.	45	4.02	0.149

Source: Survey Data (2017)

Note: measurement was done on a Likert scale which ranged from 1-To no extent, 2-To a little extent, 3-to a moderate extent, 4-to a great extent and 5-to a very great extent. Mean range from (1≤ 1.4- stands for to no extent), 1.5≤ 2.4 stands for to a little extent), 2.5≤ 3.4 to a moderate extent), 3.5≤ 4.4 to a great extent and 4.5≤ 5.0 to a very great extent.

From the findings, respondents indicated that stability of the organizational culture promotes the implementation process of the strategies. Organizations have developed a culture which is connected to the strategy implementation process. Cultural biases may kill the aim of a strategy implementation and organization's defensive cultures rarely hinder implementation of strategies or changes intended within the organization.

4.4.6 Commitment

Table 4.8 Commitment

	N	Mean	St Dev
Top management is committed to successful implementation of strategies	45	4.09	0.596
Management show their readiness and loyalty to the strategies	45	3.96	1.086
The management is committed to training employees on	45	3.93	1.037
Lack of support from top management inhibits the success of	45	3.84	1.086
Managers failure to support lower ranks staff through encouraging them to be innovative when implementing the strategies in their area of working	45	3.82	1.134

Source: Survey Data (2017)

Note: measurement was done on a Likert scale which ranged from 1-To no extent, 2-To a little extent, 3-to a moderate extent, 4-to a great extent and 5-to a very great extent. Mean range from (1≤ 1.4- stands for to no extent), 1.5≤ 2.4 stands for to a little extent), 2.5≤ 3.4 to a moderate extent), 3.5≤ 4.4 to a great extent and 4.5≤ 5.0 to a very great extent.

According to the findings, respondents strongly agreed that top management is committed to successful implementation of strategies. They also agreed that Management shows their readiness and loyalty to the strategies implementation process and that the management is committed to training employees on strategies implementation process. Further lack of support from top management inhibits the success of the strategy and that manager's failure to support lower ranks staff through encouraging them to be innovative when implementing the strategies in their area of work.

4.4.7 Human Resources

Table 4.9 Human Resources

	N	Mean	StDev
Personnel involved in strategies implementation process are equipped with the necessary skills and equipment	45	3.733	0.780
The hiring process is always objective based on qualifications of employee to ensure strategies are implemented effectively	45	3.711	0.787
The implementers are individuals who can multi-task implementation process, therefore, saving organizations funds to hire additional staff	45	4.089	0.110
Understaffing inhibits the speed and quality of strategy implementation as a result of fatigue	45	4.102	0.145
Close relationships between the top management and implementation team usually promotes commitment to the firm's goals and strategies	45	3.933	1.075

Source: Survey Data (2017)

Note: measurement was done on a Likert scale which ranged from 1-To no extent, 2-To a little extent, 3-to a moderate extent, 4-to a great extent and 5-to a very great extent. Mean range from (1≤ 1.4- stands for to no extent), 1.5≤ 2.4 stands for to a little extent), 2.5≤ 3.4 to a moderate extent), 3.5≤ 4.4 to a great extent and 4.5≤ 5.0 to a very great extent.

From the study findings, respondents strongly agreed that the implementers are individuals who can multi-task implementation process, therefore, saving organizations funds to hire additional staff. They also agreed that understaffing inhibits the speed and quality of strategy implementation as a result of fatigue. Close relationships between the top management and implementation team usually promote commitment to the firm's

goals and strategies. Personnel involved in strategic plans implementation process are equipped with the necessary skills and equipment and that the hiring process is always objective based on qualifications of an employee to ensure strategies are implemented effectively.

4.4.8 Aspects that affects Strategic implementation in Organizations

Table 4.10 Aspects that affects Strategic implementation in Organizations

	N	Mean	StDev
Organization structure	45	3.76	0.957
Strategy formulation	45	3.47	0.894
Communication	45	3.42	0.917
Resource Insufficiency	45	3.98	1.215
Organizational Culture	45	3.96	1.205
Commitment	45	3.92	1.224
Human resources	45	3.71	0.991

Source: Survey Data

Note: measurement was done on a Likert scale which ranged from 1-To no extent, 2-To a little extent, 3-to a moderate extent, 4-to a great extent and 5-to a very great extent. Mean range from ($1 \leq 1.4$ - stands for to no extent), $1.5 \leq 2.4$ stands for to a little extent), $2.5 \leq 3.4$ to a moderate extent), $3.5 \leq 4.4$ to a great extent and $4.5 \leq 5.0$ to a very great extent.

From the finding, respondents indicated that resource insufficiency, organizational culture and commitment affects strategic plan implementation to a great extent. Human resources affect strategic plan implementation. Further respondent pointed that Strategy formulation and Communication affects strategic plan implementation to a great extent.

4.5 Discussion of Research Findings

4.5.1 Comparison with Theory

These findings are in support of the theories adopted by this study. Hospitals in Nairobi County operate in turbulent environment and therefore require a strategic plan implementation. Further, the study found that in most hospitals in Nairobi County, management is committed to ensuring that strategic plan set is fully implemented and they are consulted in any challenges that junior staff faces in strategic plan implementation process. Thus the study conforms to the stakeholder theory that states that management should be committed to offering support to other stakeholders including the staff.

On system theory, the study findings are in line with the theory which advocates that employees should be empowered to ensure they are familiar with the process and all the steps required for strategic plan implementation. On the same, the theory argues that organization structure should be aligned with the organization's objectives and vision which are critical in strategic plan implementation processes. The finding of this study revealed some of the health facilities were donor dependent in their operation and at sometimes they lacked adequate funds to sustain strategic plan implementation in their facilities.

The study established that organization structures alter and weaken the strategies formulated. These findings conform to the McKinsey's 7-S framework. The hospitals in Nairobi County have set structures, systems, strategies and staff that work together towards the achievement of their goals. The theory states that every organization should have a structure that supports their set strategies. The absence of this aspect of the

healthcare facilities will hinder strategic plan implementation process as stipulated by the health facilities within Nairobi County.

4.5.2 Comparison with other Studies

The study also found that majority of the respondents (98%) alleged that they had experienced challenges in strategic plan implementation. Respondents indicated that organization structure affected strategic plan implementation to a great extent. The findings were in line with Boyle (2007) who suggests that both organic and mechanistic structures are applied at the strategic level of strategy implementation. Mechanistic structures allow the board to exert authority for the policies developed while organic structures are applied to communicate the strategy to the organization effectively. Board and senior management meetings also apply organic structures in ensuring participation (Freedman, 2003).

The findings were also supported by Mooraj, Guohus & Eppler (1999) who argued that strategic level of the organization plays an important role of ensuring availability of the required resource for strategy implementation and development of the appropriate structural fit. The resource required by the organization for strategy implementation can be strategically acquired through external organizational techniques. The building of strategic alliances, mergers and acquisitions help to make up for the resources deficiency in an organization. The organization shall, however, require an appropriate structure fit to accommodate such external organizational methods and to attain the required flexibility. The desired structural fit is acquired through restructuring process (Boyle, 2007).

The findings of this study also show that strategy formulation influenced strategic plan implementation. These findings are supported by Pearce & Robinson (2003) who stated that most organization encounters myriad challenges in the process of implementing strategies. Even a well-thought strategy may fail to achieve the intended result due to the poor process of implementing it. Thus, the implementation stage of every strategy is crucial for any organization that minds its future (Patrick, 2009).

The study also found out that communication hindered strategic plan implementation. The findings were consistent with Thompson & Strickland (2003) who found that organizations, where employees have simple access to administration through open and strong communication atmospheres, have a tendency to beat those with more prohibitive communication situations. Additionally, the discoveries from Schermerhorn (1989) demonstrate that successful communication is a key prerequisite for powerful strategy implementation. Hierarchical communication assumes an essential part of preparing information spread and getting used to the procedure of strategy implementation. Communication is unavoidable in each part of strategy implementation, as it relates impressively to sorting out procedures, authoritative setting and implementation of destinations. Communication obstructions are accounted for more every now and again than some other sort of hindrances.

Also, the study found out that resource insufficiency hampered strategic plan implementation to a great extent. These findings were in support of Pearce & Robinson (2007) who indicated that lack of resources which include financial and human or indivisibility of resources could affect the performance of an organization (Otley, 1999).

It was also established that organizational culture affected strategic plan implementation to a great extent. The findings were in line with Noble (2002) who found that due to the deep-rooted cultural biases, implementation of a strategy often encounters a tough situation. To organizations that have defensive culture, there is always resistance to implementation of new strategies. Njoki (2009) indicated that lack of compatibility between culture and strategy leads to high resistance in organization which in turn frustrate the strategy implementation.

According to the respondents, commitment also affected strategic plan implementation. These findings were in support of Martha (2010) who asserted that common comprehension without duty may bring about "counter exertion". This could in contrast influence performance, shared comprehension of central administration for those at the operational level.

Employees need to be involved during strategic planning and implementation processes, this will result better outcomes. However, if center and lower level chiefs and key subordinates are consulted in the implementation processes, their dedication is probably going to expand (Kotter and Leonard, 1979).

The study further found that resource insufficiency, organizational culture and commitment affected strategic plan implementation to a great extent. The findings were in support of Thompson & Strickland (2003) who argued that implementing strategies successfully involves matching the strategies that are planned and the realized.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The section presents the summary of the data findings on challenges of strategic plans implementation in public and private hospitals in Nairobi County. Therefore, the chapter is structured into a summary of findings, conclusions, recommendations and area for further research.

5.2 Summary of the Findings

58 hospitals in Nairobi County were targeted including both public and private health facilities and responses were obtained from 45 hospitals. Every organization, either public or private, requires a strategic plan for it to obtain dominance position in the sector in which it operates. From the study findings, the study found that most of the hospitals have a structure that does not support strategic plan formulation in its departments hence hindering the effort towards implementation of strategic plans implementation process. Those organizations with clearly defined responsibilities within their structure supports the strategies implementation and any other changes made with the aim of making strategies implementation effective.

Likewise, the study established that the aim behind the formulation of the strategies in an organization is to fulfill its vision. This is done through ensuring that there is teamwork where all the staff in the departments affected by the strategic plans set participates in its implementation process.

In the process of strategies development, management ensures all resources are available and other support it requires; this enhances the relationship between the client and the organization which eventually enhance strategic plan implementation process.

The study also established that communication is done in time to ensure that clarity of the issue on the strategic plan implementation processes is understood. This is done through seminars and training which are key methods of communicating strategy in an organization. There is a set communications system in the organization to enhance strategy implementation. However, an organization that only apply one way of communicating, vertical communication, face a myriad challenge since the information delay to reach middle and low-level staff.

In resource availability, the study found that most of the health facilities have a poor resource mobilization strategies and tactics. Most health facilities allocate funds which are not adequate to sustain implementation process of the strategic plans. These force most of the health facilities to look for more funds from the donors and other partners to support the process. Despite these initiatives, health facilities do not manage to raise adequate fund from the donors and partners due to competition in the market.

The study found out that organizations with stable and consistent organizational culture can effectively implement the strategies they set. This realization has motivated organizations to come-up with friendly cultures that support strategies implementation.

This has helped the organization to make a critical decision that eases implementation of strategic plan process. Biases of the organizational culture were identified as one of the challenges that deters implementation of the strategic plan in health facilities.

On commitment, the study established that strategic plan implementation is effective due to the commitment of top management. This is clearly manifested by the loyalty of the management staff, training offered to the employees to enhance their capability as well as familiarizing them with the strategic plans implementation process in the health facilities. However, in health facilities where top management commitment is not effective, these facilities tend to have a poor strategic plan implementation process and none of such processes.

On how human resources influence strategic plan implementation, the study established that the implementers are individuals who can multi-task implementation process, therefore, saving organizations funds to hire additional staff. Understaffing inhibits the speed and quality of strategy implementation as a result of fatigue. Close relationships between the top management and implementation team usually promote commitment to the firm's goals and strategies. Personnel involved in strategies implementation process are equipped with the necessary skills and equipment.

5.3 Conclusion

The study sought to find out challenges that effect strategic plans implementation in public and private hospitals in Nairobi County. The study concluded that organization structures alter and weaken the strategies formulated and that all units of the organization are harmonized towards the success of strategy implementation process. The current

organization structure defines the role of each team in strategy implementation and that structure conforms to all changes in the strategies implementation.

The study concluded that in the formulation of a strategy, the organization aims at fulfilling the vision, formulation process of the strategies, the team ensures that the strategies are understood by all involved team. On the influence of communication, the study concluded that communication methods such as training and seminars are used within the organization in the process of strategy implementation. There is a set communications system in the organization to enhance strategy implementation. Vertical communication system delay information supposed to reach middle and low-level staff.

On investigating the influence of resource insufficiency, the study concluded that funds allocated in the strategies implementation are inadequate for strategies implementation. On organizational culture, the study concluded that stability of the organizational culture promotes the implementation process of the strategies. Organizations have developed a culture which is connected to the strategy implementation process.

The study also concluded that Lack of support from top management inhibits the success of the strategy and that manager's failure to support lower ranks staff through encouraging them to be innovative when implementing the strategies in their area of work.

5.4 Recommendations for Policy Practice and Research

Following the study findings, prior measures were recommended to be set in order to make sure that relevant challenges faced in strategic plan implementation are mitigated as ignorance to these challenges in critical strategy implementation like strategic plans leads to the low organization performance. The study recommended that all staffs should be

taught on IT application in strategic plan implementation for all departments to apply the same to identify and mitigate the same.

The study also recommends that all staffs particularly senior staff should commit on the implementation of strategic plans process to give directive on any adopted strategies. Further, the study recommended that rather than leaving the role of implementing strategic plans to particular senior personnel, all employees should also be engaged with the role of ensuring implementation of strategic plans is realized to the entire organization.

The study further recommends that the management should embrace communication of any intended strategy that the organization set to ensure smooth implementation without any resistance from the employees who are key implementers. Additionally, the study recommended that a clear line of communication be set that will convey the communication down the line of hierarchy.

Lastly, the study recommends that staff should be trained on any strategy that the organization intends to apply in the implementation of strategic plans as failure to involve them will remain a problem to the said staff. Likewise, the study recommended that the management should set sessions of staff training to equip them on ways of implementing strategic plans set for the full realization of the organization's objective.

5.5 Limitations of the Study

Several limitations were faced that hindered information access that the study sought. The study main limitation was that respondents were reluctant to respond to the study. The targeted sample size was therefore not reached. The study also failed to get all feedback from all organization that the study targeted. The study was also affected by the election since it was conducted during the repeat presidential election where the respondent profiled research assistance based on the political affiliation.

Respondents were apprehensive and uncomfortable when requested to cooperate in the study as they were not aware of its outcome. To further calm and set at ease the respondents, the researcher explained the nature of the study and its planned purpose. The researcher also explained that the study was solely an academic undertaking and the information provided would be held in confidentiality by the researcher.

5.6 Suggestion for Further Research

The study suggests that further research should be done on other aspects that hinder strategic plans implementation within the organization so as to provide positive and negative sides that is reliable. Further research need to be done on the impact of strategic plans implemented through focusing on other areas rather than health facilities. This will be so as to provide information that is reliable and defines the real picture in all sectors.

Similar study need to be done, however using a larger sample. To the same, more time need to be allocated. There is need for an integration of more than one data collection instrument like interviews and focus group discussions. Doing so will enable information counter check

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APPENDICES

Appendix I: Introduction Letter



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE.....04.10.2017

TO WHOM IT MAY CONCERN

The bearer of this letterAHMED SAHAL OMAR.....
Registration No. D61/84 890/2016.....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.




PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

Appendix II: Research Questionnaire

Instructions

Please tick (√) the box that matches your answer or fill the space provided

Section A: DEMOGRAPHIC INFORMATION

1. Indicate the name of your organization (optional).

.....

Highest level of Education

- | | | | |
|-----------------|--------------------------|---------------|--------------------------|
| Certificate | <input type="checkbox"/> | Diploma | <input type="checkbox"/> |
| Bachelor Degree | <input type="checkbox"/> | Master Degree | <input type="checkbox"/> |
| PhD | <input type="checkbox"/> | | |

Other, specify.....

2. Position/title in the Organization.....

3. Terms of Employment/Engagement

- | | | | |
|-----------|--------------------------|-----------|--------------------------|
| Temporary | <input type="checkbox"/> | Permanent | <input type="checkbox"/> |
| Contract | <input type="checkbox"/> | | |

4. Period of time in the current position

- | | | | |
|-------------------|--------------------------|--------------|--------------------------|
| Less than 3 years | <input type="checkbox"/> | 3 to 5 years | <input type="checkbox"/> |
| 5 to 7 years | <input type="checkbox"/> | Over 7 years | <input type="checkbox"/> |

5. Does your organization experience challenges in strategic plans implementation?

- | | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

Section B: Organization Structure

6. To what extent do you agree with the following statements on the organizational structure affect strategy implementation? Use a scale of 1-5 where 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

Statement	1	2	3	4	5
The organization structure does not fully guide the strategies implementation					
Structure conform to all changes in the strategies implementation					
The organization structures alter and weaken the strategies formulated					
The current organization structure defines the role of each team in strategy implementation.					
All units of the organization are harmonized towards success of strategy implementation process					

7. How else does Organization Structure affect strategy implementation in your organization?.....

Strategy formulation

8. To what extent do you agree with the following statements that relate to “Strategy formulation in strategy implementation” in your organization? Use a scale of 1-5 where 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

Statement	1	2	3	4	5
All stakeholders are involved in the formulation of the organization’s strategies					
In formulation process of the strategies, the team ensure that all involved team understands the strategies formulation for all staffs					
In the development of strategies, all necessary and key aspects are made available by management					

Effectively formulated strategies enhance good relationship between the clients and the organization involvement of customers in the formulation of strategy promotes the organization-client relationship					
In the formulation of a strategy the organization aims at fulfilling the vision					

9. How else does Strategy formulation affect strategy implementation in your organization?.....

Communication

10. To what extent do you agree with the following statements that relate to communication process in strategy implementation in your organization? Use a scale of 1-5 where 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

Statement	1	2	3	4	5
The management gets feedback immediately on all issues regarding strategy implementation					
Vertical communication system delay information supposed to reach middle and low-level staff					
Any changes in the strategy is communicated in advance to ensure clarity on it is implementation process					
There is a set communications system in the organization to enhance strategy implementation					
Communication methods in training, seminars and within the organization is key in the process of strategy implementation					

11. How else does communication affect strategy implementation in your organization?.....

Resource Insufficiency

12. To what extent do you agree with the following statements regarding resource insufficiency on strategy implementation in your organization? Use a scale of 1-5 where 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

Statement	1	2	3	4	5
The funds allocated in the strategies implementation is inadequate for strategies implementation					
Our organization majorly relies on donations from other partners to support it is strategies implementation					
Organization has poor resources mobilization abilities and tactics					
Most of the finance is allocated to the salaries other than putting those funds into strategies set.					
The business environment is hostile/competitive to the extent that getting grants/donations is hard					

13. How else does resource insufficiency affect strategy implementation in your organization?.....

Organizational Culture

14. To what extent do you agree with the following statements in regard Organizational Culture on strategy implementation in your organization? Use a scale of 1-5 where 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

Statement	1	2	3	4	5
Cultural biases may kill the aim of a strategy implementation					
Organization’s defensive cultures rarely hinder implementation of strategies or changes intended within the organization					
Our organization has developed a culture which is connected to the strategy implementation process					

Organizational Culture helps in decision making and policies in the strategies implementation process					
Stability of the organizational culture promotes the implementation process of the strategies.					

15. How else does organizational culture affect strategy implementation in your organization?.....

Commitment

16. To what extent do you agree with the following statements in regard top management Commitment on strategy implementation in your organization? Use a scale of 1-5 where 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

Statement	1	2	3	4	5
Top management is committed to successful implementation of					
Management show their readiness and loyalty to the strategies implementation process					
The management is committed to training employees on strategies implementation process					
Lack of support from top management inhibits the success of strategy implementation process					
Managers failure to support lower ranks staff through encouraging them to be innovative when implementing the strategies in their area of					

17. How else does management commitment affect strategy implementation in your organization?.....

Human resources

18. To what extent do you agree with the following statements regarding Human Resources on strategy implementation in your organization? Use a scale of 1-5 where 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

Statement	1	2	3	4	5
Personnel involved in strategies implementation process are equipped with the necessary skills and equipment					
The hiring process is always objective based on qualifications of employee to ensure strategies are implemented effectively					
The implementers are individuals who can multi-task implementation process, therefore, saving organizations funds to hire additional staff.					
Understaffing inhibits the speed and quality of strategy implementation as a result of fatigue					
Close relationships between the top management and implementation team usually promote commitment to the firm's goals and strategies.					

19. How else does human resource affect strategy implementation in your organization?.....
.....

20. To what extent do the following aspects influence strategies implementation in your organization? Use a scale of 1-5 where 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

	1	2	3	4	5
Organization Structure					
Strategy formulation					
Communication					
Resource Insufficiency					
Organizational Culture					
Commitment					
Human resources					

THANK YOU FOR YOUR PARTICIPATION

Appendix III: Research Authorization Letter from Nairobi County

NAIROBI CITY COUNTY

Telephone 020 344194
web: www.nairobi.go.ke



City Hall,
P. O. Box 30075-00100,
Nairobi,
KENYA.

COUNTY HEALTH SERVICES

REF: CHS/1/13/ (15) - 017

**TO: AHMED SAHAL OMAR
REG. NO. D61/84890/2016
UNIVERSITY OF NAIROBI
P O BOX 30197 - 00100
NAIROBI**

DATE: 12TH OCTOBER, 2017

RE: RESEARCH AUTHORIZATION

Reference is made to a letter from the Director Human Resource Management
Ref. HRD/3/4/1184/2017 dated 11th October, 2017.

Authority is hereby granted to you to carry out research on “**Challenges to implementation of Strategic Plan’s in Hospitals in Nairobi City County**”.

Please note that your research runs for Two (2) months w.e.f from 12th October 2017 to 10th December, 2017.

During the course of your research you will be expected to adhere to the rules and regulations governing the Nairobi City County.

You will also be expected to submit a copy of your research project to the office of the undersigned.

You will be expected to pay a research fee of Kshs. 5,000/-.

By a copy of this letter, the SCMOH’s of all Sub – Counties and Medical Superintendents of all Hospitals are requested to accord you the necessary assistance.


**LILIAN SHIKANDA
FOR: CHIEF ADMINISTRATIVE OFFICER – (CHS)**

Cc:- All Medical Superintendents
All SCMOH’s

Appendix IV: List of Hospitals in Nairobi County as at 31st July 2017

1. KAMITI HOSPITAL
2. KENYATTA NATIONAL HOSPITAL
3. MAMA LUCY KIBAKI HOSPITAL, KAYOLE
4. MATHARE MENTAL HOSPITAL
5. MBAGATHI DISTRICT HOSPITAL
6. NATIONAL SPINAL INJURY HOSPITAL
7. PUMWANI HOSPITAL MANAGEMENT BOARD
8. UNIVERSITY OF NAIROBI HEALTH SERVICES
9. AVENUE HEALTHCARE LTD
10. BLESSED LOUIS PALAZZOLO HEALTH CENTER
11. CHIROMO LANE MEDICAL CENTRE
12. CITY NURSING HOME NAIROBI
13. COPTIC CHURCH NURSING
14. DIVINE WORD PARISH HEALTH CENTER
15. DORKCARE NURSING HOME LTD
16. EDELVALE TRUST JAMAA H HOSPITAL
17. EDIANA NURSING HOME
18. EMMAUS INNERCORE NURSING HOME
19. FAMILY HEALTH OPTIONS
20. GERTRUDES GARDEN CHILDREN'S HOSPITAL NBI
21. GURU NANAK RAMGARHIA SIKH HOSPITAL
22. H.H. AGHAKHAN HOSPITAL (NAIROBI)
23. HURUMA NURSING and MATERNITY HOME

24. KASARANI NURSING and MAT. HOME
25. KAYOLE HOSPITAL
26. KILIMANJARO NURSING and MATERNITY HOME
27. LIONS SIGHT FIRST EYE HOSPITAL
28. MADINA HOSPITAL LIMITED
29. MARIA IMMACULATE HOSPITAL
30. MARIA MAT. and NURSING HOME
31. MARIAKANI COTTAGE HOSPITAL
32. MARIE STOPES KENYA LIMITED
33. MARURA NURSING HOME
34. MASABA HOSPITAL
35. MATASIA HEALTH CLINIC
36. MATER MISERICORDIAE HOSPITAL NAIROBI
37. MELCHIZEDEK HOSPITAL
38. MENELIK MEDICAL CENTER
39. METROPOLITAN HOSPITAL
40. MIDHILL MATERNITY and NURSING HOME
41. MOTHER and CHILD HOSPITAL
42. NAIROBI EQUATOR HOSPITAL
43. NAIROBI HOSPITAL
44. NAIROBI SOUTH MEDICAL CENTRE
45. NAIROBI WEST HOSPITAL
46. NAIROBI WOMEN'S HOSPITAL
47. NGUMBA CENTER AND LABORATORY SERVICES
48. OLIVE TREE HOSPITAL

49. PARK ROAD NURSING HOME (NAIROBI)
50. RADENT HOSPITAL
51. S.S. LEAGUE M.P SHAH HOSPITAL NAIROBI
52. SAMARITAN MEDICAL SERVICES
53. SOUTH 'B' HOSPITAL
54. ST. ANNES MATERNITY HOME - NAIROBI
55. ST. JOHN'S HOSPITAL LTD
56. ST. FRANCIS COMMUNITY HOSPITAL
57. UMOJA HOSPITAL
58. UZIMA DISPENSARY AND MATERNITY

Source: MOH (2016)