



**Kenya Healthcare
Federation**

The Health Sector Board of KEPSA

KHF MILESTONES 2025

Enhancing Member Value and Impact



KHF IN NUMBERS 2025



54

Events and Meetings



62

Policy and Engagement initiatives



3.8%

Membership Growth increase



33%

Digital Audience Growth



12+

Partnerships



8

International Missions and Trade
Delegations Hosted

COMMITTEES

KHF'S membership spans all six building blocks of health systems, as defined by the World Health Organization (WHO), reflecting the diverse expertise and perspectives that drive our work. In this section, we provide a brief overview of each committee's activities over the past year, highlighting how they have contributed to delivering on our commitments and member benefits.



Supply Chain

Ensuring the efficient procurement, distribution, and management of essential health products and resources.



Health Regulation & Quality Standards

Establishing and enforcing policies and standards to guarantee the safety, effectiveness, and quality of health services.



Human Resources for Health

Developing and supporting skilled health professionals



Health Financing

Advocates for sustainable and equitable financing models to support healthcare access.



Public-Private Partnerships

Facilitates collaboration between private and public sectors to improve health outcomes.



Digital Health

Promotes digital solutions to improve health information management and service delivery.

1. Supply Chain

Over the past year, KHF placed strong emphasis on strengthening the supply chain, with a particular focus on local manufacturing. This included sustained advocacy to enhance production capacity, reduce operational barriers, and explore improved financing and collaboration models for manufacturers. In parallel, we advanced high-level engagements with government bodies within the distribution space to address supply bottlenecks and resolve policy and regulatory challenges impacting availability, efficiency, and continuity of healthcare products.



2. Health Regulation & Quality Standards

Structured Engagements

The year began with structured engagements with the insurance industry, aiming to advance quality-based care and align incentives toward improved patient outcomes.

Key Milestone: Quality Care & Patient Safety Bill

A significant milestone was the introduction of the Quality Care and Patient Safety Bill. KHF remained actively engaged throughout its development, submitting three formal memoranda to date.

Ongoing Legislative Progress

The Bill is currently before the National Assembly, with KHF continuing to represent member interests as the legislative process progresses.



3. Public-Private Partnerships (PPP)

KHF actively partnered with government through participation in multiple technical working groups, providing structured private sector input on a wide range of health system priorities. Recognizing health as a devolved function, KHF worked directly with nine counties and centrally with the Council of Governors to address county-specific challenges while advancing the broader national health agenda. One such engagement was seeking to strengthen the Referral Pathway from the lower level hospitals to higher levels in collaboration with Nairobi County. Internally, the year also saw increased collaboration among members, reflecting the Federation's spirit of partnership and reinforcing sustainability through coherent, organic engagements.



4. Health Financing

Health financing emerged as one of the most challenging areas during the year. The sector faced compounding pressures arising from SHA transition challenges, outstanding NHIF legacy debts, and the withdrawal of donor funding across several critical health programmes. Against this backdrop, KHF maintained continuous engagement with government to address liquidity constraints affecting members. Concurrently, the Federation engaged financial institutions and development partners to explore favourable financial instruments e.g. Invoice discounting, financing for medical equipment, strengthen member capacity and improve investor readiness across the healthcare value chain.



5. Human Resources for Health

KHF continued to recognize human resources as a foundational pillar of a resilient health system. While cross-cutting engagements were embedded across multiple initiatives, the Federation maintained focus on workforce sustainability, leadership development, and system strengthening through its project work and policy engagements.

6. Digital Health

Throughout the year, KHF facilitated multiple member engagements showcasing practical applications of technology in advancing healthcare delivery and system efficiency. Significant attention was placed on ensuring that the private sector voice was meaningfully represented in national digital health reforms, particularly through sustained engagement with government agencies, including the Digital Health Agency (DHA). The year concluded with a comprehensive and eye-opening cybersecurity risk assessment session, equipping members with critical insights to safeguard both their organizations and patient data in an increasingly digital health environment.



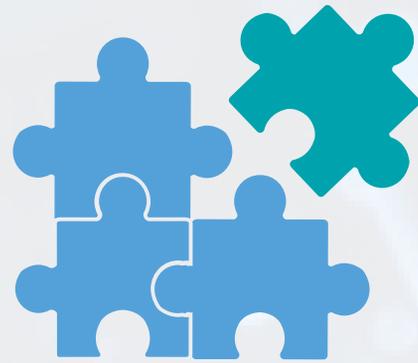
Member Benefits: Delivery Against Our Commitment

Advocacy

KHF actively participated in advocacy across multiple forums, with leadership engaging government and key stakeholders to champion member interests. These efforts were focused on influencing policy and regulatory outcomes to foster a more conducive business environment while safeguarding the delivery of quality healthcare services to the public.

During the year, KHF actively participated, lobbied, and made submissions that contributed to outcomes related to:

- KMLTTB VAT licenses
- Finance Bill 2025
- Patient Safety and Quality Care Bill
- SHA-related reforms
- Trade Sub-sector Report 2026/27
- Local content frameworks
- Competition Amendment considerations



Networking

KHF continued to convene high-level forums across the country, bringing together government officials and diverse stakeholders including faith-based organizations, insurers, hospitals, pharmaceutical companies, corporates, and health technology providers. These platforms facilitated policy dialogue, consensus-building, and collaboration through:

- Member meetings
- CEO forums
- Annual General Meeting (AGM)
- Sector-specific roundtables
- Committee meetings



Projects

In fulfilling its mandate, KHF implemented projects that intentionally intersect two or more WHO health system pillars. During the year, four major projects and several smaller initiatives were undertaken, with members given priority participation.

These projects strengthened system capacity, amplified private sector contribution, and advanced inclusive leadership within healthcare.

Private Sector Engagement

Private Sector Engagement on Local Manufacturing and County-Level Public-Private Collaboration

UAT

Uongozi wa Afya Thabiti (Health Systems and Governance Strengthening)

Women in Health Leadership

Driving Country-Level Change: Women in Health Leadership Project

AMEF

Africa Medical Equipment Facility



Partnerships and Engagements

KHF continued to build and strengthen partnerships through deliberate, value-driven engagements designed to deliver measurable benefits to members while supporting the Federation's long-term sustainability. A central focus remained healthcare financing and the creation of an enabling business environment.

Engagements with financial institutions and development partners progressed at varying levels of maturity and included:

- KCB (signed Memorandum of Understanding)
- Cooperative Bank
- NCBA
- Micro Credit Finance
- International Finance Corporation (IFC)

In parallel, KHF advanced partnerships that enhance market access, visibility, and operational efficiency, including:

- Kenya Tourism Board and Trans Europa, collaborating on a healthcare marketing pack for inbound medical tourism and joint participation in targeted expos.
- Kenya Airways and Qatar Airways, providing discounted rates for KHF members.
- Financial institutions, to model industry-friendly financial solutions for our members.
- Strathmore University, to offer Capacity building and skills development through access to tailored training programs, executive education, and sector-specific learning opportunities at subsidized rates for KHF members.
- IQVIA, to enable access to health data, analytics, and market intelligence, supporting evidence-based decision-making, planning, and improved service delivery across the healthcare value chain.
- PocketPatient MD, My Pocket Health, and Full Health, advancing MedTech partnerships to support digital health adoption and patient engagement.



Patent Events, Trade Missions, & Expos

Throughout the year, KHF collaborated with key stakeholders to organize high-impact events, trade missions, and industry expos that deliver tangible value to our members. These initiatives provided exclusive and preferential access to premier platforms, enabling members to enhance their knowledge, increase visibility, and accelerate business growth. By participating in these events, members gained direct exposure to new markets, innovative technologies, investment opportunities, and industry leaders therefore strengthening their competitive edge and opening doors for strategic partnerships.

In addition, KHF actively engaged with international missions, including Egypt, Slovakia, and Tunisia, seeking healthcare collaborations. Through strategic partnerships in Tunisia, we facilitated visits for 14 members to explore meaningful collaboration opportunities. KHF remains committed to proactively identifying and pursuing valuable partnership opportunities, ensuring our members benefit from global connections and growth prospects.



Regional Integration

Over the past year, KHF significantly strengthened engagement beyond national boundaries, deepening collaboration with peer healthcare federations and professional associations across the region and continent. These engagements moved beyond formal networking to include meaningful knowledge exchange, joint policy dialogue, and the sharing of best practices and innovations. Through this approach, KHF positioned its members to both contribute to and benefit from broader regional expertise, ensuring continued relevance within an evolving healthcare landscape.

Engagement with the Government of Kenya

KHF maintained proactive and strategic engagement with the government at both the national and county levels, recognizing the crucial role the government plays as a key enabler of business and the largest purchaser within the healthcare sector. Throughout the year, the Federation championed policies and initiatives aimed at fostering a coherent regulatory environment, enhancing sector liquidity, and creating sustainable pathways for healthcare delivery.

Our Priorities for the New Year

1. Deepening Member Engagement and Consolidation

We will continue to strengthen connections within our membership, fostering collaboration, partnerships, and shared learning across the six pillars of health systems. This includes enhancing opportunities for member-to-member interactions, creating platforms for joint initiatives, and consolidating engagement to ensure every member derives tangible value from their participation in KHF.

2. Enhancing KHF Visibility and Influence

KHF will expand its presence across local, regional, and international platforms, leveraging on the Federation's position as the authoritative voice for private healthcare in Kenya. This will involve proactive advocacy, high-profile events, and strategic partnerships that raise the profile of our members and highlight their contributions to health system strengthening.

3. Driving Knowledge Creation and Sector Insights

We aim to deepen the Federation's role as a hub for evidence-based insights, research, and thought leadership. By systematically capturing innovations, best practices, and emerging trends, we will provide members with actionable knowledge that informs decision-making, strengthens operations, and guides strategic investments in healthcare.

4. Facilitating Collaborative Learning and Capacity Building

Beyond knowledge generation, we will prioritize structured opportunities for members to learn from one another and from global experiences. Through forums, workshops, webinars and peer-learning networks, KHF will ensure that members are equipped with the skills, insights, and networks necessary to drive sustainable growth, improve service delivery, and strengthen Kenya's health ecosystem.