

#	Question	Response
1	Is there any national health risk management framework both for the health profession and the services at the private and public sectors level... considering the number of risks/weaknesses you have identified and their impacts on human health?	I am not aware of any framework. But there are lots of professional standards, papers, and expert resources on business management, governance, business development, sustainability that one can leverage. Ultimately, one needs to build capacity and gain experience in managing those risks
2	What financial regulatory schemes are in place to help grow the local healthcare business to compete with say the Indian models making in road and tempting our people out for medical tourism	The CBN Intervention fund is an example of a scheme from financial regulators to help scale healthcare services provision
3	Are there opportunities to have service managers rather than clinicians trying to double as managers	Yes. This is the best model. Having full-time hospital administrator to manage an hospital instead of a clinician who also sees patients
4	please how do I enter this kind of market with a gloomy picture you just painted	Get proper structure in place and run the healthcare service as a business. Yes. We can improve upon patient waiting time through the use of technology, proper direction and signage, patient engagement and floor manager
5	One of the improvement areas Adesola mentioned is 'Waiting Time'.	Proper personal financial plan. There are also very good private HMO that covers healthcare costs based on the level of coverage enrollees subscribed to
6	How do you advise patients to handle cost of treatment in a climate with poor insurance?	
7	Good presentation by Mr. Ogundiran. Has doctors considered outsourcing certain functions (i.e. Procurement, Regulatory/Compliance, Legal)? That way doctors focus on what they do best. It has to be run as a corporation in order to reduce cost and maximize profit. That's how it is done here.	Yes. Very correct. Hospitals should hire professionals to handle key areas like administration, finance, procurement, audit, HR etc
8	Thank you Adesola. I appreciate your presentation. however you seems to have focused so much talking on an existing health management. what about someone who intend starting a health practice from the scratch? what will be your advice	Thank you. A lot from the presentation also apply to new healthcare business. You need to get the right hospital size, start small and scale as the business grows. Hire professionals to handle key areas - finance, audit, procurement, customer care. Keep detailed financial records and use data for decision making. Engage consultants to help put proper structure in place from inception
9	How does one do well in an environment where there is poor regulation and alot of quacks that you have to compete with. Thank you.	differentiate your practice with quality of care, patient satisfaction and excellent customer service
10	Coming from the back ground of Education, what is the place of Health Educators in the provision of private health care services?	Health educators can develop educational programmes for both healthcare workers and patients within facilities
11	Question to Mr. Adesola Ogundiran: Why has not been considered among the weaknesses of the health system the low number of doctors per inhabitant? Probably caused by the large number of doctors who go abroad to practice (looking for better economic conditions?) and that generates a dramatic brain drain in Nigeria.	The relevant problem here is the lack of specialist doctors like oncology, neurosurgeons, urologists and lots of other specialists. Also, there's inadequate supply of doctors in remote areas and villages because so many healthcare professionals do not want to work in these areas due to lack of amenities
12	If prevention is cheaper and better than cure, don't you think that both the private and public should invest more on Health Education services in order to reduce the cost of health care services.	Yes. The insurance providers do a lot of education in preventive care but their business thrives better when enrollees are healthy and do not need to go to hospitals, but private hospitals do not invest in preventive rather curative care which brings them income
13	It is not true. There is a referral system throughout the whole world. The primary care physician sees the common diseases and then refers if it is the abnormal presentation. Healthcare is a public good and the government must be involved in the funding. The health professionals render service and are paid.	Who will primary care physician refer to in a system where there are no specialists? Or when patients specifically ask for the services of a specialist and ready to pay for it?
14	We do not have health insurance in this country because the people are poor and we should focus on universal health insurance.	Universal health Coverage is good. But it has to be paid for. Someone needs to pay for the healthcare services even under universal coverage.

15 Are the slides going to be sent to participants?	The Video is available
The issue of weak governance in private sector what can be the solution?	get proper mgt structure. mgt and decision shouldnt be made by the single owner only. Put in place written policies and SOP and ensure everyone including the owner adhere to it AT ALL TIMES! Have a board of directors
16	
17 what is DHIS?	District Health Information System. It is a government platform for healthcare service providers to upload specific data on a monthly basis
Do you think that the private facilities are many considering the population of the state? Don't you think that it is the financial structure of out-of-pocket payment in this country?	There are over 4,000 of them and they are not at scale to render needed service. They are better off merged with 3 to 4 doctors owning one instead of one doctor owning one that cannot outlive him Primary care does not need Universal Insurance to be organised. Organisation of primary care service is independent of Universal Health Coverage
18	
If there is no universal insurance of the population then primary care cannot be organized. Do you think so?	
19	
The issue here is primary health care which takes care of 70% of the population and the private facilities should concentrate on this and you do not need big hospitals but trained doctors to consult these patients.	You need properly structured hospital. Not one that rely only on the ideas and decision of a single owner. A sustainable system with transparent financial system, qualified staff and quality clinical governance
20 Do you have same thinking?	In the private sector, and as private providers, healthcare is a service. you are operating in the service industry. Just like private school is a business. It has to be profitable to be sustainable
Please explain the statement that "Health Care is pure business" in a developing nation like Nigeria.	
21	
as a Pediatric cardiologist, the limiting factor to setting up a good group practice is capital. Does the CBN has any investment or loan scheme at low interest rates to help specialist like us set up practice that keeps the needed capital flight in country?	Yes. You contact us to discuss this further.
22	
As an individual seeking for investment outlet in the public care space, what should I look at for and what areas can you advise I invest in .This question is for Sola	Fama! These are some of the business opportunities in the 3rd slide. diagnostics, oncology, dialysis, health technology, health and fitness club etc
23 what is the process to access the intervention fund for a pharmaceutical production company and what makes a company eligible	Yes, Pharmaceuticals qualifies at both primary(Production) and Secondary(Distribution) markets. Check slide on eligibility.
24	
I don't agree with you about the issue of taking your child to the hospital and you want to see a pediatrician. The pediatrician is not trained to see children with cough and catarrh. His/her training is to treat the abnormal cases. In an organized healthcare system like in developed world the referral system is respected and followed by everyone.	so we shouldn't have specialists? The reality of the industry is that people now ask for specialists, they know the differences unlike before in the developed world, you're hardly a doctor until you specialise. Yes, but the foundation is the sector itself. The second panelist discussed the funding, requirements, eligibility and procedures for accessing the fund. Details is in the slides
25	
I assumed this webinar would focus on how private healthcare organisations can access the CBN fund?	
26	
talking about areas to look out for the GERIATRIC MANAGEMENT is on the increase . shouldn't that s be included in the space of what to look out for	Yes! it is a practice that is gaining acceptability. and it can be positioned Great! it is good you're asking this question early.
27	
Just starting a private practice. Don't want to start on a wrong note. What is key that I must have in staffing to ensure smooth running.	1. Have policies 2. Hire based on merit 3. Have financial reporting accountants 4. Hire internal auditor when the business can afford it 5. Get on the air to give health talks and talk about your practice. 6. Do outreach
How do I get traffic to my hospital	
28 Thank you	
How do we address the issue of brain drain in the health sector which is affecting both local and foreign investment in it?	Making the sector competitive through profitable investments, corporate governance, clinical governance, attractive reward systems etc Yes, that is why you need to take advantage of this CBN window which is at 5% interest rate till 28 Feb 2021 and 9% from then till 7 - 10 years. Please check the terms on the slide
29	
Its difficult getting loan with this outrageous double digits interest rate	
30	

1. Why do banks refuse the hospital building as a legal mortgage?	
2. What is the maximum that can be borrowed through this N100bn CBN intervention funds without providing collateral?	For a property to qualify as legal mortgage, the documentation must be right. I mean , it has certificate of occupancy, has no breach of development control fundamentals, has a proper title.
Please can service providers to the Healthcare industry such as IT service providers and renewable energy providers benefit from the loan?	No sir, the service must be in the value chain of the sector. Majorly healthcare oriented. For IT and renewable Energy service provider, they can access the CBN real sector support facility
Can Healthcare Start ups access this intervention, if so how can they do so?	Ordinarily they should be able to access it but there would be challenge in the understanding of their historical capability by the PFIs. If you recall, two of the major documentation required to access the funding ar your 3 year financial statements and business plan. However, with a very strong business case it should be possible
Are the two ways of increasing your profit mutually exclusive?	No sir, they are independent of each other but note that the constant and seemingly known item is cost. The ability to manage the two effectively will lead to high profitability
What risks should the potential fund accessor keep in mind so that they do not fall short of the laws, their expectations on the use of the funds are also met beacsue I foresee an apathy on the side of the fund accessor.....considering the culture in Nigeria that this could be an opportunity for a share of the national cake?	Real financial discipline is required whenever debt is introduced to any business. The issue of national cake should not come into existence. A business focus is to create value and enhance returns so the utilisation of the fund should be in that sense.
What's the opportunity for startups. it appears most of the chances are for existing businesses needing expansion	See answer to question 42
Are the eligible participants allowed to partner with foregin institutions (i.e. 3M which has recently expanded its Medical Science Division by acquiring KCI/working closely with the US Government on supply of needed materials/equipment)?	The expansion strategy should be a value add. The local and existing entity will be eligible so it can be use as the springboard for the loan
Some hospitals were shut down recently due to unethical practices amongst other reasons. Are they eligible?	The shutting down will be a concern for the PFIs since they are going to take up the credit risk. I mean if the business is moribound/dead, how will it pay back the loan. It is a deal breaker
Are foreign reputable institutions allowed to participate?	No sir, except they have a local entity that meets the eligibility criteria
if the first prerequisite is 3 year audited financial statement, what about businesses that have not done 3 years. Do they do an audited financial of 1 or 2 years as the case may be	As stated in the presentation, for such companies, one year audited account is allowable.
Please, does the fund captured a group of doctors that want to establish hospital	The hospital must be in existence before it can be recognised. If the new entity is a product of merger, the old individual entities could apply as a group. That will fly!
Sir please could you give details on the quantum of the various applicable fees. Thank you	Fees are not significant considering the low interest rates. The fees are one-off i.e. application fee and processing fees that the PFIs will charge
Does the working capital loan interest rate of 5% also changes after the first year ?	Yes, it will change to 9%
Has disbursement commenced for the 100bn Healthcare intervention fund?	Processing has commenced.
How can the problem of weak governance in private sector be tackled?	Through setting up of appropriate structure, processess and people.
Also what is the timeline between loan application and disbursement?	30 -45 days ceteris paribus
are the there any prerequisite percentage requirements for the loan amount sort for with respect to collaterals, because sometimes one may be told that his collaterals is not sufficient for the loan value he is requesting?	PFIs will determine the value of your collateral as they will be securing the loan with the CBN with 120% of their own asset (TBs etc) so it is their decision. This can be guided by the consultant.
Yet to hear of the DHIS in Nigeria as explained by you above.	It has been around for so many years. That is what is submitted through MSF - Monthly Summary Form

<p>Usually when loan is requested from banks, we have administrative charges and hidden charges.</p> <p>49 In this case how do we prevent such or what can we do to minimize it.</p> <p>50 Please how can a doctor know how to write a business plan</p> <p>51 What is the interest rate of the loan?</p> <p>52 Deadline for application again sir...didn't hear well</p> <p>If it is intervention fund, must it be inform of loan?. Can't it be an investment to redeem Health Care services from total collapse?</p> <p>53</p> <p>Why is collateral compulsory? We applied through a bank and what is hindering us is possession of titled documents.</p> <p>54</p> <p>If i have my documented bank transactions but no current financial reports report, can my statement of account be acceptable ?</p> <p>55</p> <p>What training programmes / facilities are available for practioners aspiring to venture into the market</p> <p>56</p> <p>I don't know if the presentation was recorded, if yes, Will it be sent to individuals?</p> <p>57</p> <p>Good evening and thank you for this informative session. I am very interested in Telemedicine and keen to be involved in this space. what do you recommend as a start point?</p> <p>58</p>	<p>Using consultant or knowledgeable individual will prevent that. It is not his area of core competence. He needs professional that will guide him in documenting a business plan</p> <p>5% till 28 Feb 2021 and 9% thereafter</p> <p>It has commenced</p> <p>Good suggestion sir but what is available right now is a support facility from the CBN</p> <p>We are not sure that Banks will want to do cash flow lending to obligors that has no history</p> <p>No sir. The requirements are specific and you will need to prepare financial statements</p> <p>check hlaafrica.org</p> <p>yes. it will be sent</p> <p>You need to gain knowledge about the sector and then identify the opportunities within the sector</p>
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