



## PERFORMANCE OF PRIMARY HEALTHCARE IN TRANS NZOIA COUNTY

Insights & Strategic Recommendations February 2025 – February 2026



### Executive Summary

This brief presents a performance analysis of three core primary healthcare performance indicators tracked from February 2025 (Baseline) to February 2026. Two indicators: Tracer Drug Availability (83% in February 2026 vs 57% at baseline) and HR Presence Ratio (100% in February 2026 vs 96% at baseline) demonstrate great performance improvement. Revenue Tracking & Claims (63% in February 2026 vs 72% at baseline) remains persistently below the 75% threshold and requires urgent policy attention.

### Performance Highlights (Feb 2026)

Revenue Tracking & Claims <b>63%</b> Below Target (≥75%)	Tracer Drugs Availability <b>83%</b> Above Threshold	HR Presence Ratio <b>100%</b> Strong Performance
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### Key Findings by Indicator

#### 1. Revenue Tracking & Claims at 63% (Critical Gap)

The Revenue Tracking & Claims score has remained between 61% and 73% for over 12 months, never reaching the 75% minimum threshold. This points to a broader systemic challenge rather than facility level operational limitations.

#### Key observations:

Score peaked at 73% in early 2025 but failed to sustain improvement.

Performance has ranged from 61-73% pointing to underlying systemic issues that need to be addressed.

Persistent underperformance may signal gaps in billing documentation and /or SHA claims submission processes.

**2. Tracer Drug Availability at 83% (Above Threshold)**

Tracer Drug Availability has shown the most notable improvement trajectory of the three indicators, rising from 57% in February 2025 to a high of 93% in November 2025. However, the recent steady decline to 83% from this peak warrants monitoring.

**Key observations:**



Strong upward trend from February to November 2025 reflects effective supply chain interventions.



Lower tracer drug availability at the start and mid of the calendar year (57% in February 2025, 69%-72% from May to July 2025 and 77% drop in Jan 2026) may reflect seasonal increased service coverage and subsequent demand for tracer drugs.



The drop from 93% in Nov 2025 to 77% in Jan 2026 due to stock-out events, surges in demand for essential drugs, or procurement delays.



PHC performance visualization, Root-Cause Analysis (RCA) and action prioritization by the county's PHC-PM core team seem effective as shown by the improvement since baseline and notably between Jan and Feb 2026 (77% to 83%). This highlights the importance of tracking performance and action planning to mitigate emerging challenges.

**3. HR Presence Ratio at 100% (Strong performance)**

The HR Presence Ratio consistently outperforms targets, averaging above 94% across the review period. A sharp dip to 79% in August 2025 is the only notable concern.

**Key observations:**



The August 2025 dip (79%) related to an industrial action that was later resolved



Rapid recovery to 100% the following month confirms system resilience.



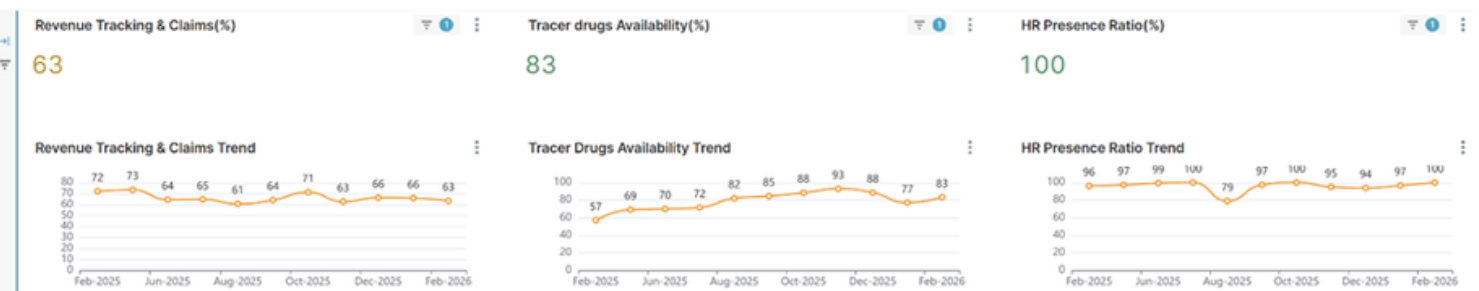
Sustained high presence ratios are indicative of robust HR management and staff accountability mechanisms.



A photo showing Oxytocin injection in Kaplamai Health Centre. The facility has improved its availability of tracer commodities from 85% in Feb 2025 to 100% in Dec 2025

**Trend Summary (Feb 2025 – Feb 2026)**

Trans Nzoia PHC PERFORMANCE DASHBOARD



## Policy Recommendations

### Priority 1: Address Revenue & Claims Gap (Urgent)

- Continue training of facility managers on the SHA claiming process to improve the accuracy and timeliness of submitted claims.
- Assess and document challenges with SHA claiming and reimbursements and escalate to SHA through the County SHA coordinator.
- Enable a site level cross-learning between well and poorly performing facilities coordinated by the Subcounty or PCN leads.
- Sensitize Community Health Promoters to help with conducting SHA household registrations

### Priority 2: Protect Tracer Drug Supply Chain Gains

- Strengthen buffer stock policies including data driven forecasting, early warning systems and redistribution for essential tracer medicines.
- Implement or scale up the use of commodity management tools with minimum buffer stock thresholds for all tracer medicines and automated alerts when stock falls below a 30-day supply.

### Priority 3: Sustain and Protect HR Presence Ratio

- Formally document the HR management frameworks and attendance tracking systems that have driven 100% presence ratios.
- Prepare contingency staffing plans to protect the HR Presence Ratio during peak leave periods, drawing lessons from the brief August 2025 dip.
- Improve staff motivation through staff welfare activities such as trainings, promotions and support supervision.

## Conclusion

The Primary Healthcare system in Trans Nzoia county demonstrates strong human resource management and improving drug supply chain performance. However, the persistent revenue and SHA claims tracking deficit represents the most critical risk to the PHC system. Without targeted interventions, this gap undermines financial sustainability and limits the system's capacity to fund service delivery improvements. Immediate and coordinated action on revenue cycle management is the top policy priority for the next reporting period.

## Acknowledgements

