

**CENTER FOR HEALTH SERVICES RESEARCH AND  
DEVELOPMENT  
ENTREPRENEURS IN HEALTH PROGRAM  
2018 ANNUAL REPORT**



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## EXECUTIVE SUMMARY

The Entrepreneurs in Health (EIH) program aims to increase access to quality health services in rural communities and regional small towns of the Republic of Armenia, Republic of Artsakh, and Javakheti (Javakhk) region in the Republic of Georgia (hereinafter-Javakhk). The program provides its beneficiaries with essential knowledge in the fields of entrepreneurship and healthcare quality assurance, assists them in preparing the application package to qualify for *low-interest (6%) loan* from local banks to establish or expand a medical practice. EIH also provides continuous professional support and conducts monitoring and evaluation of those practices that have been established and are operating.

In 2018, four private medical practices were established/expanded with the support of EIH, as follows:

- 1) Established dental clinic in Artashat
- 2) Established pharmacy in the border village of Sevkar
- 3) Expanded family medicine clinics in Jrvezh and Noyemberyan

In the period November 2017 to December 2018, more than 40 training-courses were organized within EIH for senior healthcare professionals, medical residents and prospective EIH beneficiaries.

Overall, 620 senior healthcare professionals participated, of whom 506 successfully completed the “Continuous quality improvement” trainings by the EIH program in the regions. These trainings aim to raise senior healthcare professionals’ competence in the field of healthcare quality assurance.

Two rounds of “Entrepreneurship skills” training followed by “Basics of quality improvement management” were organized for prospective EIH beneficiaries in the same time-period. At the end of the courses, participants developed their individual Business Plans and Quality Assurance Plans for their proposed private practices and presented them before an EIH Jury of experts.

EIH continues to support its prospective and current beneficiaries in achieving their planned goals.

## 1. INTRODUCTION

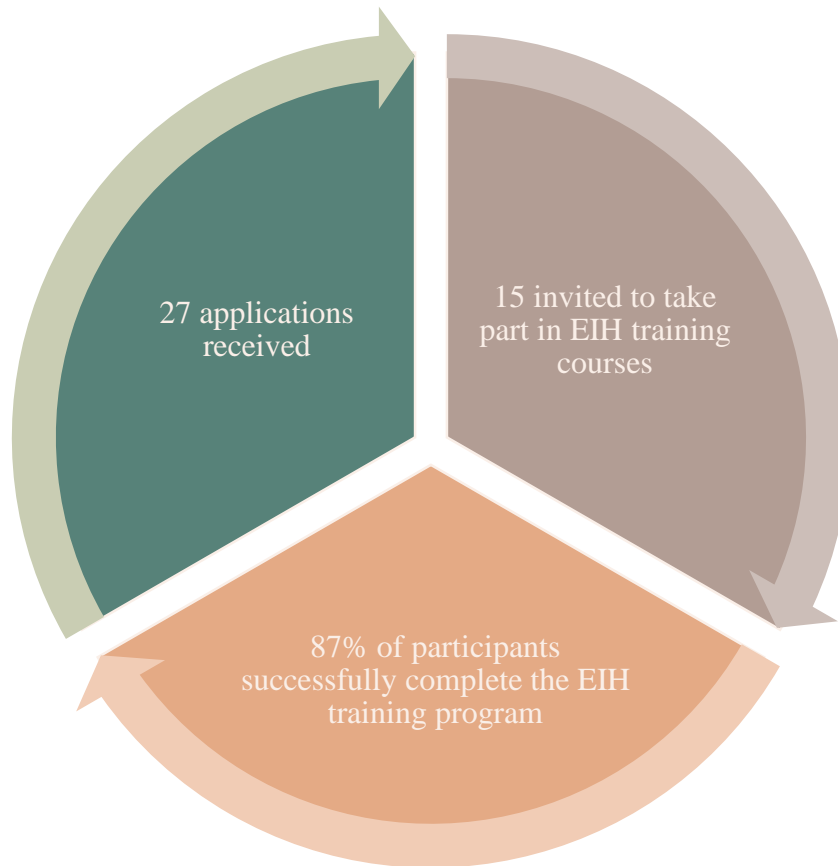
In 2006, Gerald Turpanjian, long-time benefactor and international philanthropist, donated \$5 million to the American University of Armenia (AUA) for encouraging rural economic development. As a result, the Turpanjian Rural Development Program (TRDP) was launched, aiming to provide education and entrepreneurship opportunities to people living in rural communities of the Republic of Armenia, Republic of Artsakh, and Javakhk region in the Republic of Georgia. With the support of TRDP, to date 1'260 applicants have completed the training courses, 393 businesses have been established, and 640 jobs have been created.

The specific interest among TRDP applicants toward establishing private practices in healthcare served as cornerstone for establishing the “Entrepreneurs in Health” (EIH) new program in 2016. EIH aims to increase access to quality health services in the rural communities and regional small towns of Armenia, Artsakh and Javakhk by encouraging the establishment and/or expansion of private medical practices.

The main components of the EIH program include:

- EIH equips healthcare professionals willing to establish private practices in rural communities and regional small towns of Armenia, Artsakh and Javakhk with the necessary knowledge and skills through focused training courses in *healthcare quality* and *entrepreneurship*. EIH participants prepare and submit their Business Plans and Quality Assurance Plans, which go through several steps of approval.
- Upon approval of the Business Plans and Quality Assurance Plans, EIH coaches its beneficiaries in the preparation of their individual application packages to participating local banks for *low-interest (6%) loans* to establish new or expand existing medical practices.
- EIH provides program beneficiaries with continuous professional support and networking opportunities for collaboration with healthcare professionals in the same field from Armenia and diaspora.
- EIH ensures the monitoring and evaluation of the operating private practices under the program.
- EIH provides additional support to the beneficiaries from border communities.

## 2. 2018 PROGRAM STATISTICS



## 3. PRIVATE MEDICAL PRACTICES ESTABLISHED/EXPANDED WITH EIH PROGRAM SUPPORT IN 2018

### 3.1 DENTAL CLINIC IN ARTASHAT TOWN



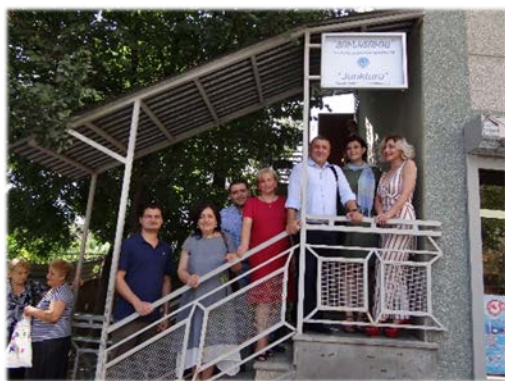
Dr. Marat Sargsyan's dental clinic is the first private practice established with the support of the Entrepreneurs in Health program (EIH) of the Turpanjian School of Public Health.

Dr. Sargsyan had applied to the EIH program in 2018 with the goal of establishing a private dental practice. After successfully completing the "Entrepreneurship Skills" and the "Health Care Quality Improvement" training courses offered by the EIH program, he presented his Business and Quality Assurance plans to a

committee of experts. After going through multiple approval steps, Dr. Sargsyan received financial assistance, which helped him to establish the dental clinic. The official opening of his clinic, held on June 2, 2018, was attended by Dr. Haroutune Armenian, Chair of the EIH Program, along with other guests.



### 3.2 FAMILY MEDICINE CLINIC IN JRVEZH



Dr. Sona Grigoryan is the founder of family medicine clinic “Yunctura” LLC, which first opened its doors in 2012 offering family medical services limited to the scope of the ‘State Basic Benefit Package’ to about 1,800 residents of Jrvezh.

Cognizant of the growing demand for additional medical services offered locally, Dr. Grigoryan applied to the EIH program with the goal of expanding her private practice. Upon successfully completing the EIH training courses, her clinic now offers laboratory-instrumental diagnostic services, including ultrasonography diagnostics and biochemical and immunological laboratory services. Dr. Grigoryan was able to realize her planned expansion of health services with her own financial resources.

On August 28, 2018, community members, colleagues, EIH beneficiaries, EIH and TRDP program representatives, as well as the Deputy Minister of Health of Armenia Arsen Davtyan and the Head of the Health Care Policy department of the Ministry of Healthcare Davit Melik-Nubaryan attended the inauguration of the expanded clinic.



### 3.3 FAMILY MEDICINE CLINIC IN THE TOWN OF NOYEMBERYAN



Dr. Arevhat Yaralyan is the owner of Arevhat & Ani LLC private clinic. She had applied to the EIH program in 2018 aiming to expand the medical services offered by her private practice by adding diagnostic services. Dr. Yaralyan successfully completed the trainings courses and rigorous process of approval of her Business plan and Quality Assurance Plan, and was qualified by the EIH Executive committee to receive a low-interest bank loan.

The ribbon-cutting of her expanded family practice was held in November 2018, and was attended by Dr. Haroutune Armenian. Yaralyan's newly equipped clinic now offers diagnostic services to residents of the town of Noyemberyan and surrounding villages.



### 3.4 NEW PHARMACY IN THE BORDER VILLAGE OF SEVKAR



With support from the EIH program, a new pharmacy opened its doors to the residents of Sevkar border community in Tavush marz. This village of about 2,300 residents had no pharmacy, which triggered interest in Kristine Simonyan to apply to the EIH program to be able to fill this gap.

Having no background in the health sciences, Ms. Simonyan hired two staff, including a pharmacist, and is successfully running her business.



The EIH program will continue to support its beneficiaries in operating their practices, offering professional consultation and advice in healthcare management, quality assurance, financial management, and other relevant matters.

#### 4. TRAINING COURSES ORGANIZED FOR PHYSICIANS AND MEDICAL RESIDENTS

In the period November 2017 to December 2018, more than 40 training courses were organized and conducted within EIH for senior healthcare professionals, medical residents and EIH applicants.

##### 4.1 TRAININGS IN “CONTINUOUS QUALITY IMPROVEMENT”

In the period November 2017 to October 2018, 34 two-day (16-hour) trainings were conducted in “Continuous quality improvement” in all 10 regions of the Republic of Armenia targeting senior healthcare professionals. The training participants received 12 CPD (Continuous Professional Development) credits by the RA Ministry of Health. Table 2 in the Annex presents detailed information on all the completed trainings. Considering the high demand by senior healthcare professionals in some cities, one additional training was organized in Armavir city on December 14-15, 2018. Two more trainings are planned for the cities of Kapan and Spitak in March 2019.

Overall, 613 senior healthcare professionals participated, of whom 500 successfully completed the “continuous quality improvement” trainings. All senior healthcare professionals who participated in the trainings also had the opportunity to learn more about the EIH program.

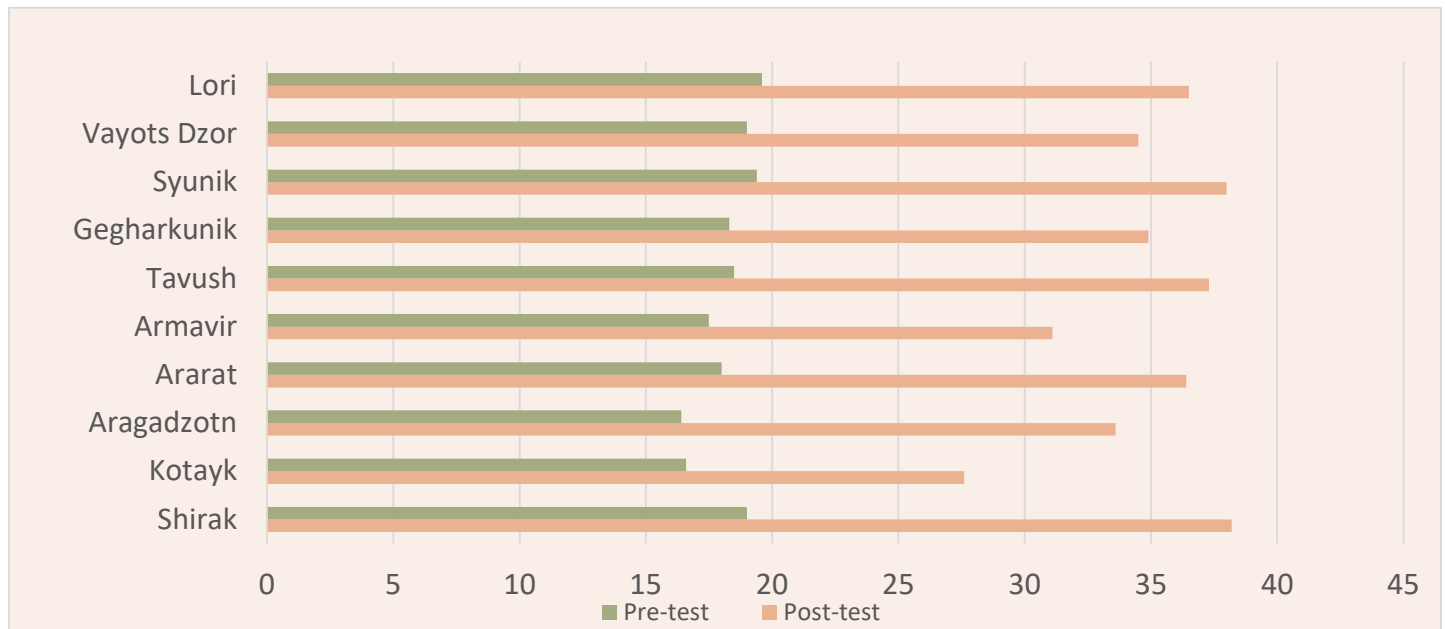
All training participants were asked to complete questionnaires before (pretest) and after (posttest) the training. Table 1 shows the mean scores of pretests and posttests, by marz. Overall, the mean knowledge score of all marzes had increased by 38.6% (18.43/44 in the pretest, 35.41/44 in the post-test).





On February 12-22, 2018, an eight-day (16-hour) training in “Continuous quality improvement” was organized for medical residents in Yerevan; 21 participated, of whom 17 successfully completed the training. This training was held in addition to the first training of medical residents held back in November-December 2017 (that had 24 participants, of whom 15 had successfully completed the training). Some of those training participants later became EIH applicants.

Table 1. Pretest and Posttest Mean Scores by Marzes\*



\*Maximum test score is 44

#### 4.2 “ENTREPRENEURSHIP SKILLS” COURSE FOR EIH APPLICANTS

“Entrepreneurship skills” courses were organized for physicians and medical residents, who had previously expressed interest in applying to the EIH Program with the goal of establishing private medical practices in rural communities or regional small towns of Armenia. The courses were held at the American University of Armenia, June 30 – July 30, 2018 for physicians (7 participated, of whom 6 successfully completed the course), and July 03 – September 13, 2018 for medical residents (6 participated, all of whom successfully completed the course). Medical residents had the opportunity to meet with a current EIH beneficiary, Sona Grigoryan, and to hear about her experience with running a private family medical practice.

The course participants prepared and submitted their Business Plans, which then undergone several approval steps.



#### 4.3 TRAINING IN “BASICS OF QUALITY IMPROVEMENT MANAGEMENT”

Another conceptual cornerstone of EIH, the Healthcare Quality Assurance was explored by EIH applicants during the “Basics of quality improvement management” courses, organized in December 9-17, 2017 (6 participated and all of them successfully completed the course), and October 6-14, 2018 (11 participated, of whom 9 successfully completed the course).

Upon completion of these courses, the participants received 26 CPD credits, course participants actively worked on developing their Quality Assurance Plans, which they then presented to an EIH jury of experts.



#### 5 BUSINESS PLAN & QUALITY ASSURANCE PLAN PRESENTATIONS TO A JURY OF EXPERTS

On December 13, 2018, EIH Program participants had the opportunity to present their Business Plans and Quality Assurance Plans to a jury of experts. The presentations were held at the American University of Armenia. Different plans of health-related private practices were presented, including family medicine clinic, dental clinic, gastroenterology practice and others, which are soon to be accomplished. After going through the

ensuing review process, the Business Plans and Quality Assurance Plans will be presented to the EIH Executive committee.



## PROPOSED ACTIVITIES

The EIH program continues to support prospective and current beneficiaries reach their goals and address existing gaps in rural healthcare services of Armenia, Artsakh and Javakhk.

The proposed activities for the year 2019 include but are not limited to:

- ✓ Implementation of a mentorship program whereby professionals from the Diaspora will serve as mentors of EIH beneficiaries
- ✓ Launch of a Dental Hygiene Program that focuses on preventive dentistry for implementation in the communities where dental clinics have been established with EIH support
- ✓ Development of a tailored Artsakh model of EIH
- ✓ Research within the program
- ✓ Recruitment of new potential EIH participants

Table 2: “Continuous quality improvement” trainings in RA marzes

Kotayk marz				
city	date	Workplace(s) of training participants	N of participated HPs	N of successfully completed HPs
Hrazdan	November 10-11, 2017	<ul style="list-style-type: none"> <li>• Hrazdan MC*</li> <li>• Lernanist PHF**</li> <li>• Tsaghkadzor PHF</li> <li>• Solak PHF</li> <li>• Kakhsi. PHF</li> </ul>	16	12
Charentsavan	November 17-18, 2017	<ul style="list-style-type: none"> <li>• Charentsavan MC</li> <li>• Arzkan PHF</li> </ul>	16	10
Syunik marz				
city	date	Workplace(s) of training participants	N of participated HPs	N of successfully completed HPs
Goris	November 24-25, 2017	<ul style="list-style-type: none"> <li>• Goris MC</li> <li>• Shinuhayr PHF</li> <li>• Verishen PHF</li> <li>• Khndzoresk PHF</li> <li>• Teghi PHF</li> </ul>	29	13
Kapan	December 1-2, 2017	<ul style="list-style-type: none"> <li>• Kapan MC</li> </ul>	17	16
Meghri	September 14-15, 2018	<ul style="list-style-type: none"> <li>• Meghri MC</li> <li>• Kajaran MC</li> </ul>	16	13
Sisian	September 28-29, 2018	<ul style="list-style-type: none"> <li>• Sisian MC</li> <li>• Brnakot</li> <li>• Angeghakot</li> </ul>	19	15
Ararat marz				
city	date	Workplace(s) of training participants	N of participated HPs	N of successfully completed HPs
Ararat	January 19-20, 2018	<ul style="list-style-type: none"> <li>• Ararat MC PHF</li> <li>• Banavan PHF</li> <li>• Surenavan PHF</li> <li>• Avshar PHF</li> <li>• Aygavan PHF</li> </ul>	16	16

		<ul style="list-style-type: none"> <li>• Vosketap PHF</li> <li>• Aralez PHF</li> <li>• Lusarat PHF</li> </ul>		
Artashat	January 26-27, 2018	<ul style="list-style-type: none"> <li>• Artashat MC</li> <li>• Khacrashen PHF</li> <li>• Kanachut PHF</li> <li>• Dvin PHF</li> <li>• Lanjarat PHF</li> <li>• Mrgavan PHF</li> <li>• Norashen PHF</li> <li>• Mkhchyan PHF</li> <li>• Dalar PHF</li> <li>• Burastan PHF</li> <li>• Shahumyan PHF</li> </ul>	27	26
Masis	February 2-3, 2018	<ul style="list-style-type: none"> <li>• Masis MC</li> <li>• Marmarashen PHF</li> <li>• Sis PHF</li> <li>• Hovtashat PHF</li> <li>• Arbat PHF</li> <li>• Darakert PHF</li> <li>• Geghanist PHF</li> <li>• Getazat PHF</li> <li>• Dimitrov PHF</li> <li>• Dashtavan PHF</li> <li>• Argavand PHF</li> <li>• Noramarg PHF</li> <li>• Norabac PHF</li> </ul>	22	16
Vedi	February 9-10, 2018	<ul style="list-style-type: none"> <li>• Vedi MC</li> <li>• Ararat PHF</li> <li>• Taperakan PHF</li> <li>• Vosketap PHF</li> <li>• Aygezard PHF</li> <li>• Norakert PHF</li> <li>• Urcadzor PHF</li> <li>• Zangakatun PHF</li> </ul>	18	13
Armavir marz				
city	date	Workplace(s) of training participants	N of participated HPs	N of successfully completed HPs
Armavir	February 16-17, 2018	<ul style="list-style-type: none"> <li>• Ararat MC</li> <li>• Banavan PHF</li> <li>• Surenavan PHF</li> <li>• Avshar PHF</li> </ul>	22	21

		<ul style="list-style-type: none"> <li>• Aygavan PHF</li> <li>• Vosketap PHF</li> <li>• Aralez PHF</li> <li>• Lusarat PHF</li> </ul>		
Armavir (additional)	December 14-15	<ul style="list-style-type: none"> <li>• Ararat MC</li> <li>• Shenavan PHF</li> </ul>	7	6
Metsamor	February 23-24, 2018	<ul style="list-style-type: none"> <li>• Artashat MC</li> <li>• Khachashen PHF</li> <li>• Kanachut PHF</li> <li>• Dvin PHF</li> <li>• Lanjarat PHF</li> <li>• Mrgavan PHF</li> <li>• Norashen PHF</li> <li>• Mkhchyan PHF</li> <li>• Dalar PHF</li> <li>• Burastan PHF</li> <li>• Shahumyan PHF</li> </ul>	19	15
Vagharshapat	March 2-3, 2018	<ul style="list-style-type: none"> <li>• Vagharshapat MC</li> <li>• Etchmiadzin MC</li> <li>• Musaler PHF</li> <li>• Voskehat PHF</li> <li>• Agavnastan PHF</li> <li>• Vardanashen PHF</li> <li>• Griboyedov PHF</li> <li>• Khoronk PHF</li> <li>• Gay PHF</li> <li>• Ghagakert PHF</li> <li>• Araks PHF</li> </ul>	24	19
Gegharkunik marz				
city	date	Workplace(s) of training participants	N of participated HPs	N of successfully completed HPs
Gavar	March 9-10, 2018	<ul style="list-style-type: none"> <li>• Gavar MC</li> <li>• Gavar Polyclinic</li> <li>• Sarukhan PHF</li> </ul>	11	11
Martini	March 16-17, 2018	<ul style="list-style-type: none"> <li>• Martuni MC</li> <li>• Gavar Polyclinic</li> <li>• Getashen PHF</li> <li>• Vaghashen PHF</li> <li>• Tsakka PHF</li> <li>• Vardadzor PHF</li> <li>• Zolakar PHF</li> <li>• Dzoragyugh PHF</li> </ul>	26	21

		<ul style="list-style-type: none"> <li>• Tsovinar PHF</li> <li>• Astghadzor PHF</li> <li>• Vardenik PHF</li> <li>• Tsovasar PHF</li> <li>• Gheghovit PHF</li> </ul>		
Sevan	March 23-24, 2018	<ul style="list-style-type: none"> <li>• Sevan MC</li> <li>• Chambarak PHF</li> <li>• Tsovagyugh PHF</li> <li>• Lchashen PHF</li> <li>• Ddmashen PHF</li> </ul>	24	12
Vardenis	March 30-31, 2018	<ul style="list-style-type: none"> <li>• Vardenis MC</li> <li>• Tsovak PHF</li> <li>• Lusakunk PHF</li> <li>• Akunk PHF</li> <li>• Karchaghbyur PHF</li> </ul>	17	16
Lori marz				
city	date	Workplace(s) of training participants	N of participated HPs	N of successfully completed HPs
Alaverdi	April 6-7, 2018	<ul style="list-style-type: none"> <li>• Alaverdi MC</li> <li>• Shnogh PHF</li> <li>• Akori PHF</li> <li>• Arevatsag PHF</li> </ul>	17	17
Spitak	April 13-14, 2018	<ul style="list-style-type: none"> <li>• Spitak MC</li> <li>• Mets Parni PHF</li> <li>• Jrashen PHCF</li> </ul>	20	20
Stepanavan	April 20-21, 2018	<ul style="list-style-type: none"> <li>• Stepanavan MC</li> <li>• Akhtala PHF</li> <li>• Vardablur PHF</li> <li>• Chochkan PHF</li> <li>• Odzun PHF</li> </ul>	21	18
Vanadzor 1	April 27-28, 2018	<ul style="list-style-type: none"> <li>• Vanadzor MC</li> <li>• Vanadzor N1 polyclinic</li> <li>• Vanadzor N3 polyclinic</li> <li>• Vanadzor N5 polyclinic</li> <li>• Gugaraq central polyclinic</li> <li>• Lernapat PHF</li> <li>• Margahovit PHF</li> </ul>	19	18
Vanadzor 2	April 29-30, 2018	<ul style="list-style-type: none"> <li>• Vanadzor MC</li> <li>• Vanadzor N1 policlini</li> <li>• Vanadzor N3 polyclinic</li> </ul>	12	12

		<ul style="list-style-type: none"> <li>• Vanadzor State Medical College polyclinic</li> </ul>		
Tashir	May 4-5, 2018	<ul style="list-style-type: none"> <li>• Tashir MC</li> <li>• Metsavan PHF</li> </ul>	19	16
<b>Aragatsotn marz</b>				
city	date	Workplace(s) of training participants	N of participated HPs	N of successfully completed HPs
Ashtarak	May 11-12, 2018	<ul style="list-style-type: none"> <li>• Ashtarak MC</li> <li>• Parpi PHF</li> <li>• Byurakan PHF</li> <li>• Karbi PHF</li> <li>• Voskevaz PHF</li> </ul>	15	13
Aparan	May 18-19, 2018	<ul style="list-style-type: none"> <li>• Aparan MC</li> <li>• Tsakhkahovit MC</li> </ul>	9	3
Talin	May 25-26, 2018	<ul style="list-style-type: none"> <li>• Talin MC</li> <li>• Nerkin Bazmaberd PHF</li> <li>• Narek PHF</li> </ul>	14	10
<b>Tavush marz</b>				
city	date	Workplace(s) of training participants	N of participated HPs	N of successfully completed HPs
Dilijan	June 1-2, 2018	<ul style="list-style-type: none"> <li>• Tavush MC</li> <li>• Haghartsin PHF</li> </ul>	15	9
Berd	June 8-9, 2018	<ul style="list-style-type: none"> <li>• Berd MC</li> <li>• Navur PHF</li> <li>• Artsvaberd PHF</li> <li>• Nerkin Karmiraghbyur PHF</li> <li>• Paravaqar PHF</li> <li>• Aygedzor PHF</li> </ul>	19	17
Ijevan	June 15-16, 2018	<ul style="list-style-type: none"> <li>• Ijevan MC</li> <li>• Ijevan PHF</li> <li>• Achajur PHF</li> <li>• Khashtarak PHF</li> <li>• Sevqar PHF</li> <li>• Gandzaqar PHF</li> <li>• Azatamut PHF</li> <li>• Aygehovit PHF</li> </ul>	15	13
Noyemberyan	June 22-23, 2018	<ul style="list-style-type: none"> <li>• Noyemberyan MC</li> <li>• Koti PHF</li> </ul>	22	21



		<ul style="list-style-type: none"> <li>• Voskevan PHF</li> <li>• Bagratashen PHF</li> <li>• Zorakan PHF</li> <li>• Berdavan PHF</li> </ul>		
Vayots Dzor marz				
city	date	Workplace of training participants	N of participated HPs	N of successfully completed HPs
Eghegnadzor	June 29-30, 2018	<ul style="list-style-type: none"> <li>• Eghegnadzor MC</li> <li>• Malishka PHF</li> <li>• Hripsime PHF</li> </ul>	9	8
Vayk	July 6-7, 2018	<ul style="list-style-type: none"> <li>• Vayk Medical Association</li> </ul>	15	13
Shirak marz				
city	date	Workplace of training participants	N of participated HPs	N of successfully completed HPs
Gyumri	July 13-14, 2018	<ul style="list-style-type: none"> <li>• Austrian child and mother hospital</li> <li>• Gyumri's mental health center,</li> <li>• Gyumri N 1 polyclinic</li> <li>• Gyumri N 2 polyclinic</li> <li>• International Red Cross clinic,</li> <li>• Gyumri TB hospital</li> <li>• Gyumri Family medicine hospital</li> <li>• Gyumri cancer dispensary</li> <li>• Gyumri Emergency medicine clinic</li> <li>• Marmarashen PHF</li> <li>• Akhurik PHF</li> <li>• Masyisyan PHF</li> <li>• Akhuryan PHF</li> <li>• Azatan PHF</li> </ul>	15	13
Gyumri	July 20-21, 2018	<ul style="list-style-type: none"> <li>• Gyumri MC</li> <li>• Artik MC</li> <li>• Artik Mother and child health center</li> <li>• Pemzashen PHF</li> <li>• Aghin PHF</li> <li>• Amasia PHF</li> <li>• Sarnaghbyur PHF</li> </ul>	11	8
			<b>613</b>	<b>500</b>

\* MC - medical center

\*\* PCF - Primary Healthcare Facility (ԲԱ, ԲԱ ՊՈԱԿ, ԱԱՊԿ ՊՈԱԿ, ԲԱ ՀՈԱԿ, ԱԿ ՀՈԱԿ)