

**ANALYSIS OF DIGITAL TRANSFORMATION PLATFORMS
ON PERFORMANCE OF HEALTHCARE SERVICES IN
KAJIADO COUNTY, KENYA: CASE OF PRIVATE
HOSPITALS**

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DECLARATION AND APPROVAL

Declaration by the student

I declare that this research is my original work and has not been submitted elsewhere for publication.

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DEDICATION

I dedicate this project to my parents; Eunice Ohuru and Evans Ohuru for their love and care.



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I am grateful to God for getting me this far. I am also humbly thankful to my supervisor, Dr. Evans Nyamboga Mandere, PhD for his unwavering guidance from my coursework up to the proposal stage. I appreciate the Mount Kenya University administration and colleagues for their unwavering support of myself . I am grateful to all hospital administrators in Kajiado County for welcoming me to collect data at their institution.



ABSTRACT

Digital transformation in developing countries often faces challenges such as infrastructure limitations, connectivity issues, and the need for increased investment. The success of these initiatives depends on collaborative efforts from the government, private sector, and international organizations to overcome these challenges and ensure sustainable progress in digital health. This study aimed to analyze the influence of digital transformation platforms on the performance of healthcare services in private hospitals in Kajiado County, Kenya. The specific objectives were: i. To evaluate influence of business model transformation platform on performance of healthcare services in Kajiado County Private Hospitals ii. To investigate influence of process transformation platform on performance of healthcare services in Kajiado County Private Hospitals iii. To analyze influence of cultural transformation platform on performance of healthcare services in Kajiado County Private Hospitals . To analyze influence of domain transformation platform on performance of healthcare services in Kajiado County Private Hospitals . The research design was descriptive, targeting all employees of Kajiado County Private Hospitals, including permanent, temporary, and casual laborers. The target population for this study were the employees of Kajiado County Private hospitals; According to the report in County health department human resource data (2024) there are 665 permanent employees working in various departments in private hospitals in the County Purposive sampling empowers researchers to intentionally select 45 hospital administrators working all hospitals in the private hospitals since there are the one in charge of overall strategic transformation of facility at departmental levels. The study reveals that business model transformation platforms positively influences the overall performance of healthcare services. Process transformation platforms enhance the efficiency of healthcare services, while cultural transformation platforms improve the overall functioning of the hospitals. The study concludes that digital transformation platforms significantly enhance the performance and efficiency of healthcare services in Kajiado County Private Hospitals. Collaborative efforts are essential to overcome the existing challenges and ensure sustainable progress in digital health. To address infrastructure limitations, it is recommended that both the government and private sector increase investments in digital health infrastructure. This will improve connectivity and support the implementation of digital transformation platforms. It is crucial to provide continuous training and capacity-building programs for healthcare workers to effectively utilize digital transformation platforms. This will ensure that the staff is well-equipped to handle new technologies and improve service delivery.

TABLE OF CONTENTS

DECLARATION AND APPROVAL.....	II
DEDICATION.....	III
ACKNOWLEDGEMENT.....	IV
ABSTRACT.....	V
TABLE OF CONTENTS	VI
LIST OF TABLES	IX
LIST OF FIGURES	X
LIST OF ABBREVIATIONS AND ACRONYMS.....	XI
CHAPTER ONE: INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background to the Study.....	1
1.1.1 Digital Transformation Platforms	3
1.1.2 Performance of Healthcare Services.....	6
1.1.3 Healthcare at Kajiado County, Kenya.....	7
1.2 Statement of the Problem.....	8
1.3 Purpose of the Study	11
1.3.1 Research Objectives.....	11
1.4 Research questions.....	12
1.5 Significance of the Study	12
1.6 Scope of the Study	13
1.7 Study Limitations and Delimitations	14
1.7.1 Study Limitations.....	15
1.7.2 Study Delimitations	15
1.8 Study Assumptions	15
1.9 Operational Definition of Key Terms	16
CHAPTER TWO: LITERATURE REVIEW.....	18
2.0 Introduction.....	18
2.1 Empirical Review.....	18
2.1.1 Business Model Transformation Platform and Performance of Healthcare Services ...	18

2.1.2 Process Model Transformation platform and Performance of Healthcare Services	21
2.1.3 Cultural Transformation platform and Performance of Healthcare Services.....	23
2.1.4 Domain Transformation platform and Performance of Healthcare Services	26
2.2 Theoretical Review	28
2.2.1 Technology Acceptance Model	29
2.2.2 Diffusion of Innovations Theory.....	30
2.2.3 Technology-Organization-Environment Theory.....	32
2.2.4 Dynamic Capabilities Theory	33
2.3 Theoretical Framework.....	34
2.4 The Conceptual Framework.....	35
2.4.1 Summary of variables	36
2.5 Research gap	38
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	39
3.0 Introduction.....	39
3.1 Research Design.....	39
3.2 Study population	40
3.3 Sampling Techniques and Sample Size	41
3.4 Data Collection	42
3.5 Reliability and Validity of Research Instrument.....	43
3.5.1 Validity Test.....	43
3.5.2 Reliability Test.....	44
3.5.3 Pilot Test.....	44
3.6 Data Collection Procedure	45
3.7 Data Analysis and Presentation	45
3.8 Ethical Considerations of the Study.....	47
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS	48
4.0 Introduction.....	48
4.1 Reliability of Research Instruments.....	48
4.2 Response Rate.....	49
4.3 Respondents' Background Data.....	50
4.3.1 Respondents' Gender	51
4.3.2 Highest Educational Qualifications	51

4.3.3 Experience in the Area of Operation.....	52
4.4 Business Model Transformation and Performance of Healthcare Services	53
4.5 Process Model Transformation and Performance of Healthcare Services	55
4.6 Cultural Transformation Platform and Performance of Healthcare Services.....	59
4.7 Domain Transformation Platform and Performance of Healthcare Services.....	62
4.8 Performance of Private Hospital in Kajiado County.	63
4.9 Regression Analysis of the obtained Results	65
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	73
5.0 Introduction.....	73
5.1 Summary of Findings.....	73
5.2 Conclusion of Findings	76
5.3 Recommendations.....	78
5.4 Areas for Further Studies	80
LIST OF REFERENCES	81
APPENDICES	89
APPENDIX I: LETTER OF INTRODUCTION	89
APPENDIX II: CONSENT LETTER.....	90
APPENDIX III: RESEARCH QUESTIONNAIRE FORM	91
APPENDIX VI: ERC CERTIFICATE	100
APPENDIX V: INTRODUCTORY LETTER	101
APPENDIX VI: NACOSTI PERMIT	102
APPENDIX VII: FIELD ENTRY CERTIFICATE	103
APPENDIX VIII: RESEARCH SITE MAP.....	104
APPENDIX IX: TURNITIN REPORT	105

LIST OF TABLES

Table 1 :Table 1 Target Population	40
Table 2 : Average Reliability Statistics	48
Table 3 : Business Model Transformation	54
Table 4 : Process Transformation	56
Table 5 : Cultural Transformation	59
Table 6 : Domain transformation Platform	62
Table 7 : Performance of Private Hospital in Kajiado County	64
Table 8 Model Summary.....	66
Table 9 : Analysis of Variance (ANOVA).....	68
Table 10 : Regression Coefficients	69



LIST OF FIGURES

Figure 1 : Theoretical Framework	35
Figure 2 : Conceptual Framework	36
Figure 3 : Response Rate	50
Figure 4 : Gender of Respondents.....	51
Figure 5 : Highest Educational Qualifications	52
Figure 6 : Experience in the Organization	53



LIST OF ABBREVIATIONS AND ACRONYMS

DCT	:	Dynamic Capabilities Theory
DOI	:	Diffusion of Innovations
EHRs	:	Electronic Health Records
PHMP	:	Population Health Management Platforms
TAM	:	Technology Acceptance Model (TAM)
TOE	:	Technology Organization-Environment
WHO	:	World Health Organization



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CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides an overview of the background of the study, highlighting relevant context and key concepts. It includes the problem statement, research objectives, and research questions, which guide the direction of the study. The chapter also discusses the significance of the research, outlining its potential contributions to both academia and practice. Additionally, it defines the scope of the study, including its geographical and subject boundaries, while addressing the assumptions made during the research process.

1.1 Background to the Study

Hospitals are integral to the social and economic well-being of any country, playing a key role in various regions' development. Healthcare is essential for the growth and management of economies, contributing to improved productivity, better educational outcomes, higher quality of life, and sustained investment (Bashshur, 2022). Moreover, it helps reduce healthcare costs and debt expenditures (Kaseje, 2021). These efforts are aimed at improving patient outcomes, increasing operational efficiency, and reducing overall healthcare costs (Soto-Acosta, Popa, & Palacios-Marqués, 2020). Here are some general insights into how digital transformation has been taking place in the health sectors of South Africa, Nigeria, Tanzania, and Uganda; South Africa has been making strides in digital health with initiatives aimed at improving healthcare delivery and accessibility. Electronic Health Records (EHRs) have been implemented to centralize patient information and enhance data management. Telemedicine services have gained traction, especially in rural areas where access to healthcare facilities may be limited (Tosu, 2023).

Nigeria has seen a growing interest in leveraging technology to address healthcare challenges. Mobile health (mHealth) applications have been developed to provide health information, remote consultations, and medication reminders. EHR adoption is gradually increasing to improve record-keeping and facilitate communication among healthcare providers.

According to Abeji (2022), Tanzania has been exploring digital solutions to improve healthcare, especially in remote and underserved areas. Mobile technologies have been utilized for health education, data collection, and improving communication between healthcare providers and communities. Uganda has been incorporating digital technologies to strengthen its healthcare system. Telemedicine has been utilized to bridge the gap between urban and rural healthcare access. Mobile applications and SMS services have been employed for health education, appointment reminders, and tracking disease outbreaks.

Digital transformation in these countries is often faced with challenges such as infrastructure limitations, connectivity issues, and the need for increased investment. The success of these initiatives depends on collaborative efforts from the government, private sector, and international organizations to overcome these challenges and ensure sustainable progress in digital health. This transformation is not only reshaping the way healthcare services are delivered but also revolutionizing how patients, practitioners, and institutions interact with each other (Kabir, 2020). Here are some key aspects of their performance at global scale, regional environment and locally; improved access to healthcare, efficiency and cost reduction as well as improved patient engagement (Mugenda, 2023).

The healthcare industry is undergoing a profound shift due to digital transformation. Traditional organizational boundaries are giving way to Platforms-mediated ecosystems that connect a diverse array of partners and actors. While this transformation has been widely embraced in other sectors, healthcare has been relatively slow to adopt it. However, recent research sheds light on the critical role of digital Platforms in reshaping healthcare services (Hermes, 2020). According WHO (2023), the digital revolution is reshaping healthcare, blurring the lines between healthcare and information technology. As we embrace this transformation, let us recognize its potential to enhance patient care, drive efficiency, and create a healthier world. Patients, once passive recipients, now play an active role in decision-making.

Digital health innovations empower patients, enhance care coordination, and improve outcomes. The impact of digital transformation varies across countries. In developed nations, robust infrastructure accelerates adoption, while developing countries face challenges related to access, affordability, and digital literacy. Policymakers must address these disparities to ensure equitable healthcare services worldwide (OECD, 2020).

1.1.1 Digital Transformation Platforms

A comprehensive study by Alrahbi, & Hussain, (2021) analyzed 1,830 healthcare organizations using data from Crunch base. The results revealed eight new roles within the digital healthcare ecosystem; they include information platforms which platforms facilitate data exchange, enabling seamless communication between healthcare providers, patients, and other stakeholders. Another one is Data Collection Technology which consists of Innovations in data collection enhances patient monitoring, diagnostics, and

personalized treatment. Then there are market intermediaries which are entities that connect healthcare providers with patients, streamlining access to services.

According to WHO (2023), the digital revolution is reshaping healthcare, blurring the lines between healthcare and information technology. Digital platforms enable telemedicine, virtual consultations, and remote monitoring, Augmented and Virtual Reality Providers which improve data sharing and patient control, Cloud infrastructure supports scalability, data storage, and analytics and advanced analytics drive evidence-based decision-making systems.

Digital transformation entails the integration and utilization of digital and electronic technologies to fundamentally alter business processes, enhance operational efficiency, and improve customer experiences (Mgeni, 2022). In the context of healthcare, digital transformation involves the adoption of technologies such as electronic health records (EHRs), telemedicine, health information systems, mobile health applications (mHealth), and data analytics. Globally, private hospitals are increasingly adopting digital technologies to enhance patient care, improve operational efficiency, and streamline administrative processes (Kumar et al., 2023; Mahmud et al., 2022).

Henry, (2022), this digitization has led to remarkable improvements in operational efficiency due to digital transformation. Appointment scheduling and management systems optimize the allocation of resources, reducing patient wait times and enhancing overall patient experience. Furthermore, inventory management systems integrated with digital technology facilitate real-time tracking of medical supplies, minimizing stock outs

and wastage. This digital approach streamlines hospital workflows, allowing staff to work effectively.

Digital transformation has led to significant advancements in diagnostic capabilities within private hospitals. State-of-the-art medical imaging equipment produces high-quality images that can be stored digitally and easily shared with specialists for remote consultations. This not only expedites the diagnostic process but also allows for accurate interpretation and collaboration among experts. Computer-aided diagnosis and artificial intelligence algorithms assist healthcare professionals in detecting abnormalities, thus improving accuracy and efficiency in diagnoses (Makario, 2019).

The integration of digital technology has enabled private hospitals to manage and analyze vast amounts of patient data efficiently. Data analytics tools can identify trends, patterns, and potential health risks within patient populations. This proactive approach supports personalized treatment plans and preventive measures" (Chaudhuri et al., 2023; Smith, 2022).. Additionally, data-driven insights aid hospital administrators in making informed decisions about resource allocation, staff management, and facility planning (Paul, 2022). As stated by Qattara (2020), while the impact of digital transformation on private hospitals is largely positive, several challenges should be considered. Adequate training for healthcare professionals is essential to ensure the proper utilization of new technologies.

Digital transformation has brought about a profound impact on private hospitals in Kajiado County's healthcare industry. Enhanced patient care, improved operational efficiency, and advanced diagnostic capabilities are among the key benefits observed.

(Mark, 2023). As digital technologies continue to evolve; private hospitals must remain adaptive, embracing innovation while addressing challenges effectively. This transformation ultimately contributes to a more accessible, efficient, and patient-centric healthcare system. Additionally, cybersecurity measures must be robust to safeguard patient data from breaches and unauthorized access. The initial financial investment required for digital infrastructure and ongoing maintenance can be a hurdle for smaller private hospitals" (Patel et al., 2023; Turner, 2022).

1.1.2 Performance of Healthcare Services

Measuring hospital performance becomes crucial to assess their effectiveness, efficiency, and responsiveness. In this essay, we explore key parameters for evaluating private hospitals in the context of digital technology adoption. Burton-Jones et al., (2020); In today's rapidly evolving healthcare landscape, private hospitals face the dual challenge of delivering high-quality care while embracing digital innovations. The country faces a myriad of healthcare challenges that stem from factors such as inadequate healthcare infrastructure, limited resources, and an ever-growing population (Johnson & Patel, 2023).

Access to quality healthcare services is often restricted by geographical barriers, particularly for individuals residing in rural and remote areas. Additionally, healthcare information management, patient records, and communication between healthcare providers have traditionally been paper-based and inefficient, leading to challenges in patient care coordination and data security (Dreaw, 2020). Efficient digital adoption positively impacts financial outcomes. Digital adoption should enhance patient

experiences. Hospitals must prioritize usability, accessibility, and patient engagement" (O'Reilly et al., 2022). As stated by Luene (2020), a user-friendly patient portal, personalized health information and seamless communication contribute to better outcomes. Effective digital adoption requires seamless integration across hospital systems. Interoperability between EHRs, billing, and diagnostic tools ensures efficient data flow and minimizes errors. Measuring hospital performance in the digital age necessitates a holistic approach. By combining regulatory assessments, patient feedback, statistical indicators, and a focus on learning and patient-centricity, private hospitals can thrive in an increasingly digital healthcare landscape.

1.1.3 Healthcare at Kajiado County, Kenya

Kajiado County is located in southern Kenya and is home to a diverse population. The healthcare infrastructure in the county has both public and private sector contributions. However, private hospitals play a significant role in meeting the healthcare needs of the population, often providing services with a higher degree of personalized care and modern facilities. The integration of digital transformation platforms in private hospitals within Kajiado County has significantly improved the performance of healthcare services. By enhancing efficiency, expanding access, and promoting patient engagement, these strategies have contributed to better patient outcomes and streamlined healthcare operations" (Karanja et al., 2023; Mwangi, 2022).

Nevertheless, addressing challenges related to digital literacy and infrastructure remains pivotal to realizing the full potential of digital transformation in the healthcare sector of Kajiado County, Kenya (Govindarajan, 2023). It's important to note that the quality and range of services can vary from one private hospital to another. Factors that might

influence the quality of healthcare include the hospital's facilities, equipment, medical staff, and reputation. If you're looking for specific and up-to-date information about private hospitals in Kajiado County, I recommend reaching out to local healthcare authorities, online directories, or contacting the hospitals directly for the most accurate and current information

Private hospitals in Kajiado County, like in many other areas, typically offer a range of healthcare services including:

Medical Consultations: Private hospitals provide consultations with medical doctors, specialists, and other healthcare professionals. These consultations cover a wide range of medical issues and conditions.

Diagnostic Services: Private hospitals often have access to advanced diagnostic equipment, including X-rays, MRI machines, CT scanners, ultrasound machines, and laboratory facilities for various tests.

Surgical Services: Many private hospitals are equipped to perform a variety of surgical procedures, ranging from minor to major surgeries. This can include orthopedic surgeries, general surgeries, gynecological surgeries, and more.

Emergency Care: Private hospitals usually have an emergency department to provide immediate medical attention to patients' urgent medical needs" (Sosik et al., 2020; Ndung'u & Makokha, 2023).

1.2 Statement of the Problem

Kenya's Vision 2030 prioritizes healthcare as a critical element for improving the quality of life for all citizens (Republic of Kenya, 2020). The Big Four Agenda, also a key component of Vision 2030, underscores universal health coverage as a strategic goal to be achieved by 2030 (Republic of Kenya, 2023). In line with this, the Government of Kenya (GoK) has rolled out several reforms aimed at enhancing healthcare delivery, such

as the devolution of healthcare services and the introduction of Managed Equipment Services (MES). MES involves outsourcing the supply, installation, training, and lifecycle management of medical technology to Original Equipment Manufacturers (OEMs) under long-term contracts (Republic of Kenya, 2016; Njuguna, 2022). However, many private hospitals in Kajiado County have faced significant challenges with strategy execution (Hrebiniak, 2020; Noble, 2020).

Noble (2020) highlights that even the most meticulously crafted strategies in hospitals often fail to produce improved performance due to inadequate implementation, which is frequently attributed to leadership and management issues. A study by Allio (2021) found that 57% of private hospitals in Kajiado County struggled to successfully execute digital initiatives over the past three years. Furthermore, a report in the White Paper on Strategy Implementation of Chinese Corporations (2021) referred to digital transformation as one of the most significant challenges in management today, with 83% of hospitals in the study failing to implement their strategies smoothly. According to Atkinson (2020), over 50% of new strategies in private hospitals in Kajiado are not implemented (Karanja et al., 2023), and Fairs and Johnson (2020) note that only about half of large-scale change interventions are successful. These findings indicate that the failure to implement digital transformation strategies in private hospitals in Kajiado County warrants further investigation.

In recent years, digital transformation has emerged as a critical factor driving change across various sectors, including healthcare. The integration of digital technologies into healthcare systems has been shown to enhance efficiency, improve service quality, and elevate patient outcomes (Mugambi, 2023; Nyang'ori, 2022). However, the specific

impact of these strategies on the performance of private hospitals in Kajiado County remains underexplored. Private hospitals, while expected to offer high-quality services, depend on their ability to effectively implement digital transformation strategies. Despite the growing importance of these strategies, there is a noticeable gap in understanding their actual influence on healthcare service delivery in this particular region.

The core issue arises from the complexity and multi-dimensional nature of digital transformation in healthcare. Although digital platforms offer numerous benefits, they also present significant challenges that need to be addressed. This issue can be summarized into several key concerns: First, there is a lack of a comprehensive framework for integrating digital technologies into the healthcare systems of private hospitals in Kajiado County. The absence of standardized guidelines or best practices that account for the unique challenges of the county may impede the effective adoption of these technologies. This could lead to operational inefficiencies, misalignment with healthcare objectives, and suboptimal resource use, thereby negatively impacting service quality (Sosik et al., 2020; Mwango & Owiti, 2022).

Secondly, resource constraints represent a major barrier. The adoption of digital transformation initiatives requires substantial financial investment in infrastructure, staff training, and ongoing maintenance. Given the financial limitations of some private hospitals in Kajiado County, insufficient resource allocation could undermine the success of digital transformation efforts and restrict the potential benefits these technologies could bring to healthcare service performance (Kamania et al., 2020).

Another challenge lies in change management and workforce resistance. The introduction of digital transformation initiatives demands changes in workflow and mindset, often leading to resistance from healthcare professionals who are accustomed to traditional practices. If not managed effectively, this resistance could hinder the successful integration of digital tools, compromising the quality and efficiency of healthcare services (Tuenei et al., 2020). Lastly, the adoption of digital technologies raises significant concerns regarding data security and patient privacy. As private hospitals in Kajiado County move toward digital systems for managing patient information, ensuring the security and confidentiality of this sensitive data is essential. Failing to address these concerns could erode patient trust and prevent the widespread adoption of digital technologies in these institutions (Nyang'ori & Kamau, 2021).

1.3 Purpose of the Study

Analysis of digital transformation platforms on performance of healthcare services in Kajiado County Private Hospitals

1.3.1 Research Objectives

- i. To evaluate influence of business model transformation platform on performance of healthcare services in Kajiado County Private Hospitals
- ii. To investigate influence of process transformation platform on performance of healthcare services in Kajiado County Private Hospitals
- iii. To analyze influence of cultural transformation platform on performance of healthcare services in Kajiado County Private Hospitals
- iv. To analyze influence of domain transformation platform on performance of healthcare services in Kajiado County Private Hospitals

1.4 Research questions

- i. To what extent does business model transformation platform influence performance of healthcare services at Kajiado County Private Hospitals?
- ii. What is the influence of process transformation platform on performance of healthcare services in private hospitals in Kajiado County?
- iii. What is the influence of cultural transformation platform on performance of healthcare services in private hospitals in Kajiado County?
- iv. What is the influence of domain transformation platform on performance of healthcare services in private hospitals in Kajiado County?

1.5 Significance of the Study

By highlighting the benefits and challenges associated with digital transformation, the study can inform national and local government decision-making on resource allocation, regulatory frameworks, and capacity-building initiatives aimed at improving healthcare delivery. The government's ability to understand the technological gaps and opportunities will allow for better healthcare policy planning and investment, which could lead to enhanced healthcare infrastructure and services across the country.

For policymakers, the study provides evidence-based insights that can guide the design and formulation of health policies that promote the use of technology in healthcare. By highlighting the strengths and weaknesses of existing digital health systems, policymakers can introduce targeted interventions that encourage the adoption of effective digital health solutions, leading to more efficient healthcare delivery systems that improve patient care and reduce operational inefficiencies.

The general public will benefit from this research as it sheds light on how digital transformation in healthcare could improve the quality of services they receive. Additionally, the study could raise awareness about the importance of embracing digital health innovations, fostering a culture of technology adoption among the public. This can result in more patients having access to timely, accurate, and personalized care, ultimately improving health outcomes.

For healthcare workers, the study will provide insights into how digital transformation platforms can enhance their work processes, patient management, and communication. The findings may encourage the adoption of technologies that streamline administrative tasks, improve data accuracy, and reduce workloads, thereby enhancing overall job satisfaction and performance. Furthermore, the study may highlight the need for training and upskilling healthcare professionals to effectively utilize these platforms, which could lead to improvements in their efficiency, productivity, and professional development. It will provide a case study specific to private hospitals in Kajiado County, offering valuable data and findings that can be used for comparative studies in other regions or countries. This research may also inspire future investigations into the technological barriers and opportunities in healthcare systems, helping scholars and practitioners in the field of health informatics and digital health to develop more comprehensive solutions for improving healthcare delivery globally.

1.6 Scope of the Study

This study was confined to Kajiado County, specifically focusing on the private hospitals operating within the region. The research aimed to evaluate the performance of digital transformation platforms within these healthcare institutions. It examined how these

platforms influenced the delivery of healthcare services, with particular emphasis on technologies such as electronic health records (EHR), telemedicine, mobile health applications, and data analytics (Bashshur, 2022). Ratings from both employees and clients regarding the actions and initiatives taken by hospital management were also considered in the analysis.

The data collection process was conducted over a two-week period, allowing for an in-depth assessment of the impact of digital transformation platforms on healthcare delivery in Kajiado County. The study targeted recent developments in the healthcare sector, particularly within the last five years, to provide an accurate and up-to-date analysis of digital technologies' influence on patient care and healthcare access (Kaseje, 2021). The focus on a recent time frame allowed for an exploration of the latest trends and innovations in digital health technologies. The study used selected private hospitals, community pharmacies, and pharmaceutical companies in Kajiado County as case studies to provide a comprehensive understanding of the scope and effectiveness of digital transformation in the local healthcare system. The research aimed to assess how the adoption of digital technologies in these institutions has impacted decision-making, patient care, and the overall efficiency of healthcare service delivery (Soto-Acosta, Popa, & Palacios-Marqués, 2020).

1.7 Study Limitations and Delimitations

Recognizing the limitations of a research study is essential for understanding the boundaries of its findings and their applicability. Despite these limitations, the study's delimitations ensured that the focus remained on specific digital health technologies and their effects within the chosen setting.

1.7.1 Study Limitations

The study faced several limitations. One of the main challenges was the lack of sufficient time, due to the need to coordinate with the supervisor and other respondents in the hospital. To address this, the researcher made time during holidays and weekends to meet with the supervisor and respondents. Another significant challenge was that many respondents in private hospital offices were reluctant to share sensitive information, particularly regarding finances and leadership/management, which almost compromised the results. However, this was mitigated by assuring respondents of their confidentiality and anonymity.

1.7.2 Study Delimitations

The scope of the study was confined to examining the effects of digital transformation within Kenya's healthcare industry, and did not delve into the wider technological, economic, or social impacts beyond the healthcare sector.

1.8 Study Assumptions

This study is based on several key assumptions. Firstly, it assumes that digital transformation platforms play a significant role in influencing the performance of healthcare services in private hospitals in Kajiado County, Kenya. The research posits that the implementation and use of digital technologies can improve operational efficiency, service quality, and patient outcomes in these institutions. Furthermore, it assumes that these platforms are integral to the broader strategies of healthcare organizations in the region, facilitating improved service delivery.

Additionally, the study assumes that the selected sample size accurately represents the population of private hospitals in Kajiado County. This assumption is essential for

ensuring that the findings of the research are generalizable to the broader context of healthcare services in the region. By selecting a representative sample, the study aims to draw valid conclusions that reflect the experiences and challenges faced by healthcare providers in Kajiado County.

1.9 Operational Definition of Key Terms

Digital Transformation Platforms:

These refer to technologies and strategies that enable organizations (in this case, private hospitals) to adapt and evolve in response to the digital age. Examples include electronic health records (EHRs), telemedicine systems, and patient portals.

Performance of Healthcare Services:

This encompasses various aspects of hospital functioning, such as patient outcomes, efficiency, and quality of care, patient satisfaction, and financial viability. Patient engagement refers to involving patients actively in their own care. It includes communication, shared decision-making, and access to health information.

Patient satisfaction measures how well hospitals meet patient expectations. In the digital realm, it relates to ease of access, personalized services, and overall experience.

Business Model Transformation Platform:

Refers to fundamental changes in how a hospital operates, generates revenue, and delivers services. In the context of digital transformation, it involves rethinking traditional business models to align with technological advancements.

Process Transformation Platform:

Focuses on optimizing internal processes within hospitals. It involves streamlining workflows, enhancing efficiency, and leveraging digital tools to improve patient care delivery.

Cultural Transformation Platform:

Cultural change involves shifting mindsets, behaviors, and organizational norms. In the context of digital healthcare, it means fostering a culture that embraces technology, encourages innovation, and prioritizes patient engagement.

Domain Transformation Platform:

This encompasses all areas affected by changes in the hospital's business model. It includes clinical processes, administrative functions, financial management, and patient interactions.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter explores the theoretical foundations of the research and examines the theories that underpin the transformation of digital platforms. It also reviews relevant literature, outlines the conceptual framework, and identifies gaps in the existing body of knowledge that this study seeks to address.

2.1 Empirical Review

This section provides an overview of existing literature from both global and national perspectives, highlighting previous research relevant to the study. This review will examine key findings from relevant empirical studies, highlighting both the successes and limitations of the articles reviewed.

2.1.1 Business Model Transformation Platform and Performance of Healthcare Services

Mwithiga, Njihia, and Iraki (2022) examined the relationship between the use of digital information technology infrastructure (ITI) and the efficiency of healthcare services. Although their study focused on commercial banks and microfinance institutions (MFIs), it found that human, organizational, and physical ITI factors accounted for a significant portion of both financial and non-financial firm performance. Specifically, human and organizational factors accounted for 57.6% of non-financial firm performance and 44.1% of financial firm performance. While their research did not directly address healthcare, this study adopts a similar approach to evaluate the impact of ITI on healthcare institutions, specifically private hospitals in Kajiado County.

The findings of Mwithiga et al. (2022) suggest that digital transformation in healthcare is facilitated by various platforms and technologies, which integrate data, improve patient care, and streamline operations. This ultimately enhances healthcare service delivery. Electronic Health Record (EHR) platforms, for instance, are essential for digitizing patient records, enabling secure storage, access, and sharing of patient information. This improves continuity of care and supports data-driven decision-making (Hwang, Chang, LaClair, & Paz, 2023). Telemedicine platforms, which allow remote consultations via video conferencing, secure messaging, and virtual care, have broadened healthcare access and reduced the need for in-person visits (Hwang et al., 2023). Health Information Exchange (HIE) platforms also support secure data exchange across healthcare organizations, enhancing interoperability and improving care coordination (Hwang et al., 2023).

A literature review by Hwang et al. (2023) examined the relationship between integrated healthcare delivery systems and their impact on both cost and quality. Their analysis, which included 21 peer-reviewed articles and four non-peer-reviewed manuscripts, found a strong positive correlation between increased system integration and improved healthcare quality. However, the review also noted a weak positive relationship between system integration and cost reduction, suggesting that while integration may enhance care quality, its ability to reduce costs remains uncertain (Hwang et al., 2023). The study emphasized the role of platforms like EHRs and patient portals, which allow patients to access their health information, schedule appointments, request prescription refills, and communicate with healthcare providers. These tools encourage patient engagement and

self-management, ultimately contributing to better healthcare outcomes (Hwang et al., 2023).

Gualandris and Kalchschmidt (2024) examined integrated healthcare delivery systems, focusing on their role in improving process robustness and agility. Their findings suggested that the exchange of information and knowledge enhances system resilience and reduces the likelihood of disruptions (Gualandris & Kalchschmidt, 2024). Furthermore, the rapid flow of information enables healthcare systems to react quickly and meaningfully to challenges (Gualandris & Kalchschmidt, 2014). They highlighted the importance of Clinical Decision Support Systems (CDSS), which provide evidence-based guidelines for healthcare providers, supporting informed decision-making in patient care (Gualandris & Kalchschmidt, 2024). Additionally, Internet of Things (IoT) platforms facilitate remote monitoring of patients' vital signs through wearable devices, enabling healthcare providers to track and intervene in real time (Gualandris & Kalchschmidt, 2024).

The study further highlighted the significant role of data analytics platforms in identifying at-risk populations, managing chronic conditions, and implementing preventive healthcare measures (Gualandris & Kalchschmidt, 2024). Business intelligence tools, which analyze healthcare data, help healthcare organizations identify trends, manage resources efficiently, and improve service delivery (Gualandris & Kalchschmidt, 2024). Digital therapeutics platforms, such as mobile apps or web-based programs, provide evidence-based interventions for managing medical conditions (Gatma, 2020). These platforms also optimize the procurement and distribution of

medical supplies, ensuring that essential resources are readily available in healthcare facilities (Gatma, 2020).

2.1.2 Process Model Transformation platform and Performance of Healthcare Services

Mustapha and Obid (2020) conducted a study in Malaysia to examine how perceived ease of use affects hospital management outcomes. The study found that perceived ease of use significantly mediated the relationship between service quality and efficient service delivery in healthcare settings. Specifically, they concluded that perceived ease of use was a critical factor in enhancing the quality of services offered by hospitals. However, their research focused primarily on the electronic aspects of service quality, overlooking non-electronic factors. In contrast, the current study takes a more comprehensive approach by empirically testing the relationship between IT infrastructure (ITI) and organizational performance, considering both electronic and non-electronic elements. Additionally, while Mustapha and Obid's (2020) study focused on a specific user group in Malaysia, the present study broadens the scope by incorporating the variable of perceived usefulness and utilizing data from multiple public hospitals, which enhances the generalizability of the findings.

Osman et al. (2021) also identified perceived ease of use as a significant factor in the adoption of digital technologies within healthcare. Their research revealed that perceived ease of use explained about 15% of the variation in the behavioral use of technology. However, when perceived usefulness was introduced, it mediated the relationship, indicating that both factors play an integral role in determining technology usage. Digital platforms such as patient portals and telemedicine have transformed healthcare by

enhancing patient engagement, improving clinical care, and streamlining administrative processes. When effectively integrated, these platforms contribute to digital transformation by improving care quality, reducing costs, boosting efficiency, and promoting innovation. The study, which utilized partial least squares and survey methods to analyze variable relationships, concentrated on perceived ease of use but did not address the potential impact of perceived usefulness, creating a conceptual gap in the literature (Osman et al., 2021).

Zehir, Muceldili, Akuz, and Celep (2020) explored the role of IT infrastructure in enhancing operational capabilities by strengthening inter-organizational linkages and improving coordination among healthcare facilities. Their research highlighted the importance of digital platforms, such as patient portals and mobile health applications, in facilitating patient engagement in healthcare management. Telemedicine platforms also improve accessibility by enabling remote consultations, which are particularly advantageous for patients in underserved or rural areas. Drawing on the Technology-Organization-Environment (TOE) model, the study identified five factors influencing healthcare organizations' decisions to adopt IT infrastructure. The findings indicated that IT infrastructure positively impacts organizational performance in healthcare, contributing to better resource allocation and overcoming geographical barriers to improve healthcare access (Zehir et al., 2020).

Digital platforms facilitate real-time monitoring of patients' health metrics through wearable devices, allowing healthcare providers to track and intervene when necessary (Hwang et al., 2023). Additionally, these platforms enable the management of population health by analyzing data to identify at-risk populations and monitor health trends, thus

supporting targeted interventions to improve community health (Zehir et al., 2020). Electronic Health Record (EHR) platforms centralize patient data, improving decision-making by providing healthcare providers with comprehensive medical histories and reducing the need for redundant tests and procedures (Zehir et al., 2020). Despite the substantial benefits of these technological implementations, there is room for further research to explore the impact of digital health platforms from the perspective of developing countries, where healthcare challenges may differ significantly from those in developed nations (Zehir et al., 2020).

2.1.3 Cultural Transformation platform and Performance of Healthcare Services

Zehir, Muceldili, Akuz, and Celep (2020) found that Information Technology Infrastructure (ITI) plays a significant role in enhancing cultural change strategies within organizations by facilitating inter-organizational linkages and improving coordination. Despite the clear advantages offered by IT implementation, there remains a need to further explore this issue from the perspective of developing countries. Drawing on the Technology-Organization-Environment (TOE) model, the study identified five key variables influencing organizational decisions regarding integration procedures (Zehir, Muceldili, Akuz, & Celep, 2020). The research, which surveyed 253 healthcare centers, indicated that ITI is positively correlated with improved organizational performance. Additionally, digital platforms help streamline administrative tasks, reduce paperwork, and optimize billing and payment processes, which can lead to cost savings for healthcare providers and potentially lower healthcare costs for patients (Zehir, Muceldili, Akuz, & Celep, 2020).

The study also highlighted the enhanced patient engagement enabled by healthcare apps and online portals. These digital platforms allow patients to actively manage their health by scheduling appointments, accessing medical records, receiving medication reminders, and tracking health metrics. This increased engagement can lead to better adherence to treatment plans and overall improved health outcomes (Zehir et al., 2020). Furthermore, robotics platforms used in surgery, rehabilitation, and patient care have enhanced precision, efficiency, and safety. The current study builds on these findings by using a representative sample across multiple healthcare organizations, allowing for greater generalizability of the results (Zehir et al., 2020).

Pham, Pham, and Pham (2023) conducted a study to identify steps for implementing cultural change strategies in healthcare centers across Thailand. Using purposive sampling, they administered 600 questionnaires to 120 hospitals and analyzed the data using structural equation modeling. The findings showed that organizational performance is significantly influenced by top management support, and this support also plays a critical role in influencing employee satisfaction. The study highlighted that the effectiveness of digital platforms in healthcare can greatly influence the quality, efficiency, and accessibility of services (Pham, Pham, & Pham, 2023). Specifically, top management support was shown to be a crucial factor influencing employee satisfaction, which in turn affects the overall performance of digital platforms. While the study used a nonprobability sampling technique, which could introduce uncontrolled variability and bias, the current study adopts a probabilistic sampling approach, providing a more representative sample of the population (Pham et al., 2023).

Otte-Trojel, Rundall, Bont, Klundert, and Reed (2022) conducted a quantitative survey aimed at promoting cultural change within organizations, with a focus on shifting mindsets, behaviors, and organizational norms in digital healthcare settings. The researchers found that fostering a culture of embracing technology, encouraging innovation, and prioritizing patient engagement positively impacted the performance of patient portals and organizational effectiveness. The study used structured interviews with a purposeful sample of key organizational members, providing valuable insights into how cultural transformation influences the adoption and utilization of digital platforms in healthcare (Otte-Trojel et al., 2020).

Zerous (2023) noted that digital platforms enable the interoperable exchange of patient data between different healthcare systems and providers, ensuring seamless care coordination. These platforms also support rapid response and coordination during healthcare emergencies and disasters by facilitating communication, resource allocation, and patient tracking. Mobile health apps assist patients in managing medications by sending reminders, tracking doses, and providing information about potential drug interactions. The study emphasized that online portals facilitate access to information, promote transparency, and improve interaction between patients and healthcare providers, thereby enhancing operational efficiency (Smith, Jones, & Taylor, 2022). However, because the study was conducted within a single organization, the findings may not be easily generalized to other hospital systems (Zerous, 2023).

Overall, digital platforms have revolutionized healthcare service delivery by improving access to services, enhancing efficiency, increasing patient engagement, and supporting clinical decision-making. These platforms have the potential to improve healthcare

outcomes and reduce costs while providing patients with more personalized and convenient care. Furthermore, digital platforms ensure secure communication between patients and healthcare providers, protecting patient privacy and facilitating telehealth consultations (Hwang, Chang, LaClair, & Paz, 2023; Soto-Acosta, Popa, & Palacios-Marqués, 2020). Additionally, they streamline administrative processes such as billing, claims processing, and insurance verification, reducing overhead and improving revenue cycle management. Healthcare organizations use data analytics platforms to derive insights from large datasets, identify trends, conduct research, and make data-driven decisions to improve patient care and operational efficiency (Barnat, 2021).

2.1.4 Domain Transformation platform and Performance of Healthcare Services

According to Smith and Hanson (2020), the mHealth domain encompasses various areas impacted by changes in the healthcare organization's business model. This includes clinical processes, administrative functions, financial management, and patient interactions. Health systems, which consist of structures and processes aimed at promoting, restoring, and maintaining health, play a crucial role in improving healthcare outcomes. These systems are key determinants of health as they directly contribute to the quality of care provided (Smith & Hanson, 2020). Key factors within health systems include the status of healthcare facilities, resources such as human capital and fiscal support, commodities, legislation, standards, and policies. Effective healthcare delivery depends heavily on these system factors to ensure the accessibility and quality of services.

A study conducted by Pascom et al. (2022) in Brazil revealed that varying levels of infrastructure, commodities, and organizational structures significantly affect the

diagnostic capabilities of healthcare facilities. The study highlighted the importance of continuous monitoring and improvement, as both healthcare needs and technological advancements evolve over time. Additionally, research by L'Engle et al. (2022) established a clear correlation between HIV viral load management and the readiness of healthcare facilities to handle quality HIV care. Key health system factors, including infrastructure, geographic location, available commodities, and hospital protocols, were identified as crucial for improving care outcomes for People Living with HIV (PLHIV). Thus, digital platforms in healthcare should aim to reduce medical errors, enhance diagnostic accuracy, and promote timely interventions, ultimately improving patient outcomes (L'Engle et al., 2015)

The performance of digital platforms in healthcare is expected to contribute significantly to improving patient outcomes. For example, these platforms can reduce medical errors, increase diagnostic accuracy, and facilitate prompt interventions, all of which contribute to enhanced healthcare delivery (Smith & Hanson, 2012). Moreover, leadership visibility within healthcare facilities is a critical factor for ensuring quality care, as effective leadership can directly impact organizational performance and the adoption of digital health technologies. Healthcare systems must be regulated, and digital platforms must comply with various regulations and standards, such as those concerning data protection, medical device approval, and telehealth licensing (Smith & Hanson, 2012).

Research by Grau et al. (2021) provides important insights from a clinician's perspective, particularly concerning the critical determinants of HIV healthcare. In this study, a group of clinicians—both on duty and off duty—was surveyed using qualitative research methods to determine the most vital health system factors that contribute to an

environment that supports viral suppression in HIV patients. The findings identified staff training, availability of essential commodities, infrastructure quality, and adherence to protocols and regulations as the key components ensuring the quality of HIV care. Furthermore, the satisfaction of healthcare providers is an important performance indicator. Digital platforms should aim to support healthcare professionals by reducing administrative burdens, improving care quality, and enhancing overall job satisfaction (Grau et al., 2021)

Amstutz et al. (2023) further emphasized that health system factors include protocols and procedures that assist healthcare managers in assessing, improving, and benchmarking healthcare delivery processes. For example, HIV/AIDS care guidelines aim to improve the linkages to care and treatment, including addressing viral load and opportunistic infections. These protocols are designed to reduce loss across the diagnostic-to-treatment continuum and improve health outcomes. Despite efforts to establish quality assurance guidelines for HIV/AIDS care, the use of such guidelines remains in its infancy in many countries (Amstutz et al., 2023). In the context of telemedicine and telehealth, performance metrics—such as audio and video quality, connection reliability, and user ease—are crucial for evaluating the effectiveness of these platforms. The performance of digital platforms should be assessed through a combination of technological evaluations, user feedback, and measurable healthcare outcomes (Amstutz et al., 2023).

2.2 Theoretical Review

This section outlines the theoretical foundations underpinning the study. These theories help to understand how digital transformation influences healthcare performance by

addressing aspects such as technology adoption, innovation diffusion, organizational factors, and the ability of organizations to adapt to changing environments (Davis, 1989; Rogers, 2003; Tornatzky & Fleischer, 1990; Teece, 2007).

The theoretical review provides a critical examination of the key frameworks and models that underpin the study of digital transformation platforms and their impact on healthcare service performance. These theories offer insights into how technology adoption, organizational changes, and external influences can shape the effectiveness of digital solutions within the healthcare sector. By reviewing relevant theories, this section aims to identify the theoretical foundations that support the study objectives. Understanding these theories helps to clarify the mechanisms through which digital transformation platforms can enhance service delivery, improve operational efficiency, and foster a culture of innovation within healthcare organizations.

2.2.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) was developed by Davis (1989) to explain the factors influencing technology adoption, focusing on perceived ease of use and perceived usefulness as primary determinants. This model is relevant for evaluating how digital transformation platforms in healthcare can influence service delivery by assessing how medical professionals in Kajiado County private hospitals perceive the usability and effectiveness of such technologies (Davis, 1989).

According to TAM, if healthcare workers perceive digital platforms as easy to use and beneficial to their practice, they are more likely to adopt them, leading to improved healthcare services (Venkatesh & Davis, 2000). In the context of Kajiado County,

understanding how hospital staff perceive and accept digital transformation platforms can offer insights into the performance of healthcare services. If the business model transformation platforms are perceived to enhance efficiency and service delivery, it would likely improve hospital performance (Venkatesh et al., 2003).

TAM thus provides a foundation for exploring the role of technological acceptance in driving the success of digital transformation in healthcare services. TAM's application to process transformation in healthcare settings highlights how automation and digital tools can streamline hospital operations. When staff members adopt new digital systems, such as electronic health records or online appointment scheduling, it facilitates smoother and more efficient processes, contributing to better healthcare outcomes (Davis, 1989). For example, Kajiado County private hospitals can improve operational performance through the use of digital platforms that are widely accepted and effectively utilized by medical professionals.

The cultural transformation platform's impact on healthcare service performance can also be understood using TAM. If hospital staff and management see digital tools as an integral part of the healthcare culture, they are more likely to embrace technological changes (Venkatesh & Davis, 2000). This aligns with the study objective of analyzing how cultural shifts, alongside technological acceptance, can foster an environment conducive to improved healthcare performance in Kajiado County private hospitals.

2.2.2 Diffusion of Innovations Theory

The Diffusion of Innovations (DOI) Theory, proposed by Rogers (2003), focuses on how new ideas, technologies, or practices spread within a social system. The theory suggests

that the adoption of innovations follows a predictable pattern through stages such as knowledge, persuasion, decision, implementation, and confirmation. This framework is relevant to the study of healthcare service performance in Kajiado County, as it highlights how private hospitals can implement digital transformation platforms through a structured adoption process (Rogers, 2003; Greenhalgh et al., 2004). In terms of business model transformation, DOI suggests that hospital administrators and healthcare professionals in Kajiado County may need to be persuaded of the benefits of adopting digital platforms before implementation. This could involve demonstrating how such platforms can enhance operational efficiency, patient care, and overall service delivery (Rogers, 2003). Understanding the adoption stages within the healthcare sector can help hospitals identify barriers to adoption and develop strategies to overcome them.

DOI also aligns with the process transformation objective of the study, as it suggests that the adoption of digital tools in healthcare is a gradual process that involves overcoming resistance and fostering trust among healthcare providers. In the case of private hospitals in Kajiado County, the diffusion process can enhance performance by introducing technologies that streamline hospital processes, improving both patient care and administrative efficiency (Rogers, 2003). The rate of diffusion will determine the speed at which hospitals realize the benefits of digital transformation.

Regarding cultural transformation, DOI suggests that the acceptance of new technologies is influenced by the broader culture within a healthcare organization. As cultural attitudes toward technology evolve in Kajiado County's private hospitals, the diffusion of digital transformation platforms will likely gain momentum, ultimately contributing to improved healthcare service performance (Rogers, 2003).

2.2.3 Technology-Organization-Environment Theory

The Technology-Organization-Environment (TOE) framework, proposed by Tornatzky and Fleischer (1990), examines how technological, organizational, and environmental factors influence the adoption of innovations. In the context of private hospitals in Kajiado County, this theory can help assess the factors that affect the adoption of digital transformation platforms. TOE emphasizes that a hospital's organizational structure, available resources, and external environment significantly influence how digital technologies are implemented and how they affect healthcare performance (Tornatzky & Fleischer, 1990).

The TOE framework supports the study's first objective by emphasizing how business model transformations in Kajiado County private hospitals can be shaped by technological infrastructure, organizational readiness, and environmental pressures. For instance, hospitals with robust IT infrastructures are more likely to adopt digital platforms that enhance their business models and service delivery (Tornatzky & Fleischer, 1990). The external environment, such as government regulations or market competition, can also influence the adoption of digital technologies, affecting the overall performance of healthcare services.

In terms of process transformation, TOE highlights that technological capabilities, organizational processes, and environmental factors play critical roles in the successful integration of new digital systems. For instance, a hospital's existing process framework and its readiness for change will determine how smoothly new digital platforms, such as electronic health records or automated billing systems, can be adopted (Tornatzky &

Fleischer, 1990). This could directly enhance the performance of healthcare services by improving efficiency and reducing errors.

Cultural transformation, as examined through the TOE lens, also involves aligning organizational culture with technological and environmental factors. The adoption of a digital platform in healthcare settings can be hindered by cultural resistance or a lack of organizational readiness (Tornatzky & Fleischer, 1990). Therefore, understanding how cultural factors interact with technology and the organizational environment is essential for ensuring that digital transformation platforms contribute to improved healthcare performance in Kajiado County private hospitals.

2.2.4 Dynamic Capabilities Theory

Dynamic Capabilities Theory, as outlined by Teece (2007), focuses on an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. In the context of Kajiado County private hospitals, dynamic capabilities enable healthcare providers to adapt their strategies, processes, and technologies to meet the demands of digital transformation. This theory supports the study's objectives by highlighting how the capacity to adapt and innovate can influence healthcare service performance (Teece, 2007).

Regarding business model transformation, Dynamic Capabilities Theory emphasizes the importance of an organization's ability to sense opportunities and reconfigure resources to align with emerging technological advancements. Private hospitals in Kajiado County that possess strong dynamic capabilities are better positioned to adopt digital platforms that enhance their business models, leading to improved performance in patient care and

hospital operations (Teece, 2007). The ability to swiftly integrate digital technologies into existing business models could be a key driver of healthcare service improvement.

In terms of process transformation, the theory highlights the role of dynamic capabilities in continuously improving processes through the adoption of innovative technologies. Kajiado County private hospitals that cultivate dynamic capabilities can effectively introduce and optimize digital tools such as telemedicine or automated patient management systems, thus enhancing healthcare service efficiency (Teece, 2007). By continually refining their processes, hospitals can improve patient satisfaction and operational performance.

The cultural transformation objective is supported by Dynamic Capabilities Theory by underscoring the need for a flexible and adaptive organizational culture that embraces change. A hospital's capacity to adapt its culture in response to digital transformation is crucial for the successful implementation of technology-driven changes (Teece, 2007). In Kajiado County private hospitals, fostering a culture that supports innovation and technological adoption can lead to significant improvements in healthcare performance and service delivery.

2.3 Theoretical Framework

This framework encompasses various theories relevant to the study's focus, allowing for a comprehensive examination of the subject matter. By establishing a solid theoretical foundation, the study aims to build on established concepts, address existing gaps, and contribute to the broader academic discourse. The framework is as shown in figure 1 below showing all the theories that support the study's objectives.

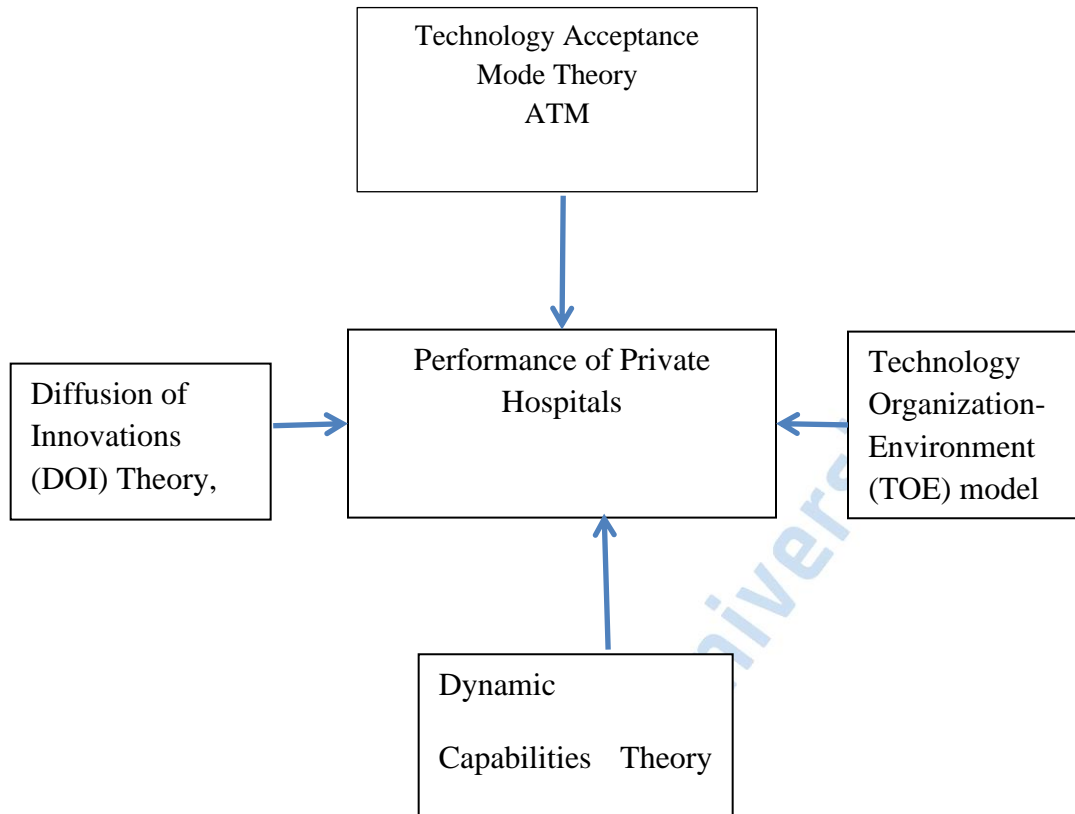


Figure 1: Theoretical Framework

Source: Researcher (2024)

2.4 The Conceptual Framework

This framework aids in comprehending the relationships between the study variables. Additionally, the framework helps to identify potential mediating and moderating variables that may influence the strength or direction of these relationships. This comprehensive approach not only illuminates the direct effects of digital technologies on healthcare but also provides insight into the broader context in which these technologies are implemented.

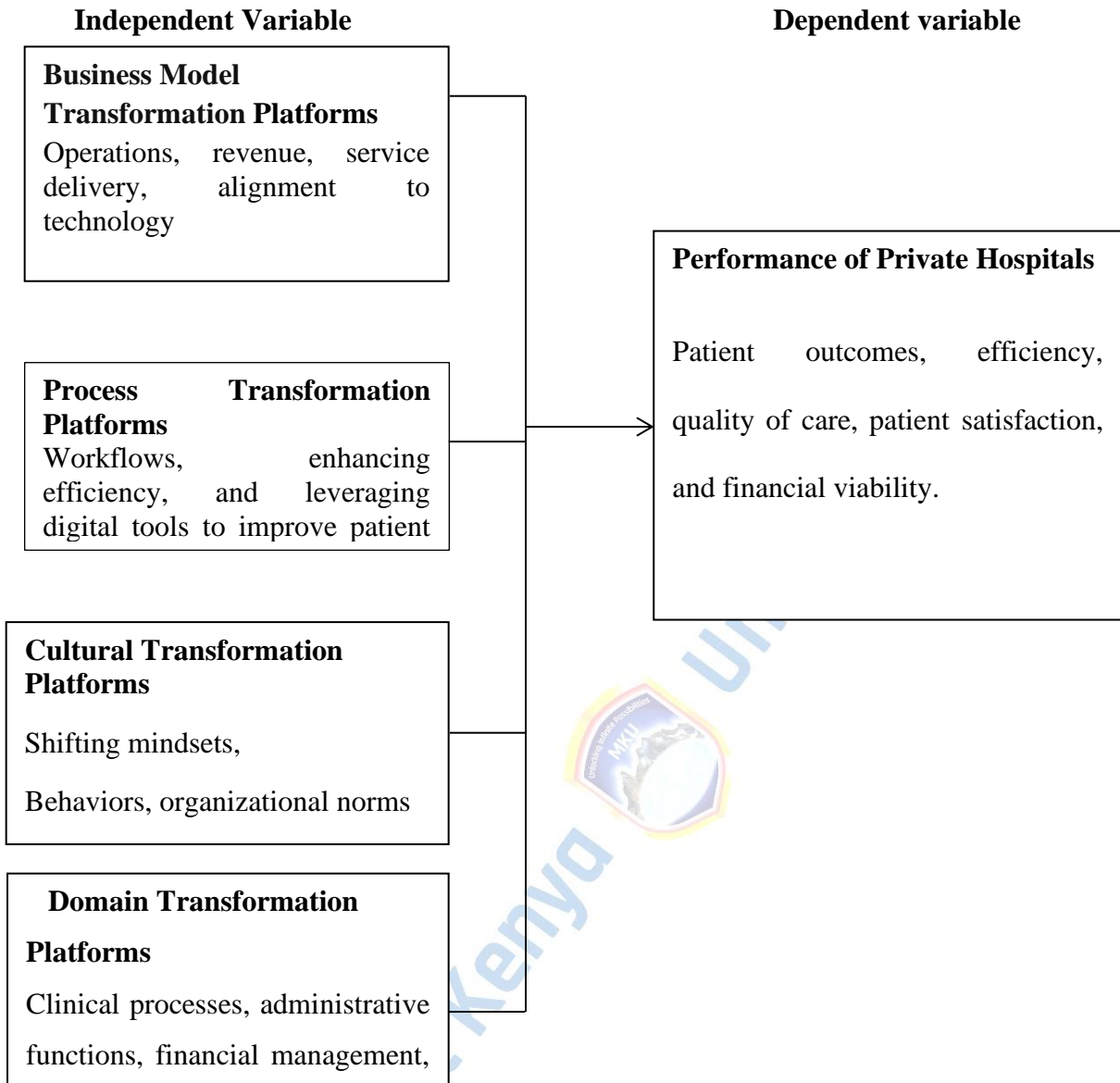


Figure 2: Conceptual Framework

Source: Researcher 2024.

2.4.1 Summary of variables

This section aims to consolidate the understanding of how digital transformation platforms influences healthcare services in Kajiado County, offering a clear and coherent synthesis of the study's theoretical and empirical foundations. Through this summary, readers can quickly grasp the essential elements of the research, setting the stage for further analysis and discussion in the subsequent chapters.

Performance of Healthcare Services:

This encompasses various aspects of hospital functioning, such as patient outcomes, efficiency, and quality of care, patient satisfaction, and financial viability.

Business Model Transformation platform

Refers to fundamental changes in how a hospital operates, generates revenue, and delivers services. In the context of digital transformation, it involves rethinking traditional business models to align with technological advancements.

Process Transformation Platform

Focuses on optimizing internal processes within hospitals. It involves streamlining workflows, enhancing efficiency, and leveraging digital tools to improve patient care delivery. Process transformation focuses on improving operational efficiency, effectiveness, and agility. It involves reengineering existing processes or adopting new ones to streamline workflows, reduce costs, and enhance productivity. Organizations undertake process transformation to eliminate bottlenecks, automate manual tasks, and optimize resource utilization.

Cultural Transformation Platforms

Cultural change involves shifting mindsets, behaviors, and organizational norms. In the context of digital healthcare, it means fostering a culture that embraces technology, encourages innovation, and prioritizes patient engagement. Cultural transformation refers to changing the shared beliefs, values, norms, and behaviors within an organization. It aims to create a positive work culture, foster collaboration, and align employees with strategic goals. Organizations undertake cultural transformation to enhance employee

engagement, adapt to new ways of working, and drive innovation. Shifting from a hierarchical and silted culture to one that encourages open communication and cross-functional collaboration. Promoting diversity and inclusion initiatives to create a more inclusive workplace.

Domain Transformation Platforms

This encompasses all areas affected by changes in the hospital's business model. It includes clinical processes, administrative functions, financial management, and patient interactions. Patient satisfaction measures how well hospitals meet patient expectations. In the digital realm, it relates to ease of access, personalized services, and overall experience. The domain of business transformation encompasses the specific area or aspect of an organization that undergoes change. It can refer to different dimensions, such as technology, marketing, finance, or human resources. Organizations define the domain of transformation based on their strategic priorities and areas requiring improvement.

2.5 Research gap

A review of existing studies reveals a significant gap in the research, particularly concerning the role of digital transformation strategy implementation in newly established private hospitals in Kajiado County, Kenya. This gap is the focus of the current study, which aims to address it (Kotler & Keller, 2016). While numerous studies from countries such as the Philippines, China, South Africa, and Uganda have examined the implementation of digital strategies in various sectors (Westerman et al., 2014), there remains limited research specifically exploring how these strategies are implemented in healthcare institutions, particularly in the context of private hospitals in Kajiado County.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter details the research methods and procedures used for data collection, processing, and analysis. It provides a concise overview of the research design, study site, target population, sampling techniques, data collection methods, research instruments, data analysis procedures, ethical considerations, and the approach to presenting the findings.

3.1 Research Design

The study employed a descriptive research design, which is commonly used to explore the who, what, where, and how of a particular phenomenon (Berg, 1998). Descriptive research aims to observe, record, and analyze the characteristics or behaviors of a population without manipulating or influencing the studied variables (Kothari, 2004). This design was selected because it allows the researcher to systematically document and describe existing conditions or behaviors as they naturally occur, which is central to the objectives of this study. Specifically, the study seeks to explore the implementation of digital transformation strategies in private hospitals within Kajiado County, focusing on the experiences and perspectives of healthcare employees. By utilizing a descriptive approach, the study provides a comprehensive understanding of how digital strategies are currently being implemented, without attempting to alter the behaviors or conditions in these institutions. This design also aligns with the aim of gathering information directly from participants regarding their experiences, which enhances the richness and relevance of the data collected.

3.2 Study population

The study targeted employees working in private hospitals located in Kajiado County. According to the Kajiado County Health Department's human resources report (2024), there are approximately 665 permanent employees spread across various departments in private healthcare institutions within the county. This number represents the total permanent workforce involved in the delivery of healthcare services, including administrative staff, medical personnel, and support staff, all of whom are integral to the operations of these hospitals. The study focuses on these individuals as they are directly involved in or impacted by the implementation of digital transformation strategies within their respective institutions. The target population thus provides a broad representation of those who experience the effects of digital transformation firsthand. In this research, employees from different departments will be selected to provide diverse insights into the impacts of digital transformation on healthcare delivery, ensuring a comprehensive understanding of the phenomenon.

By considering all permanent employees in the private hospitals of Kajiado County as part of the target population, the study ensures that the findings will reflect a wide range of perspectives, contributing to the validity and generalizability of the results. This inclusive approach is essential for capturing the various facets of healthcare service delivery in the region and understanding how digital transformation strategies influence performance across different roles within the hospitals (Creswell, 2024; Saunders, Lewis, & Thornhill, 2020).

Table 1: Target Population

Department	Population
Doctors	17
Nurses	220
Clinical Officers	67
Lab Team	100
Hospital Administrators	45
Pharmacy	110
Public Health	6
Others	100
Total	665

Source: <http://www.moh.ac.ke/centres/Kajiado>, (2024).

3.3 Sampling Techniques and Sample Size

The sample size is defined as the actual number of participants involved in conducting a study (Creswell, 2018). Cropper and Schindler (2014) state that the sample size is the sample unit that proportionally represents the entire population under study. Sampling technique refers to the process of selecting a representative subset of the target population for a study (Sekaran & Bougie, 2016). According to Bryman (2015), appropriate sampling techniques are crucial for ensuring the validity and reliability of research findings. To select these units, study used purposive sampling. Purposive sampling involved intentionally selecting units (individuals, cases, or events) because they possess specific characteristics that align with the study's goals (Mugenda and Mugenda, 2014).

Researchers deliberately chose these units “on purpose” to achieve the desired information. Purposive sampling empowered researchers to intentionally select 45 hospital administrators working all hospitals in the private hospitals since there were the one in charge of overall strategic transformation of facility at departmental levels. The researcher purposively selected hospitals administrators and gave them structured questionnaires as unit of study.

3.4 Construction of research instrument

Primary data for this study were collected through structured questionnaires that included both closed and open-ended questions. According to Orodho (2004), a questionnaire is a data collection tool that allows researchers to measure specific viewpoints, opinions, or phenomena, making it a valuable method for obtaining detailed information from respondents. He notes that questionnaires are particularly advantageous in gathering large volumes of data efficiently and within a short timeframe since it is easy to use and interpret by the respondents. For this study, the questionnaires were distributed using the drop-and-pick-later method, a variation of the mailed questionnaire approach, where participants were given the opportunity to complete the questionnaires at their convenience before they were later collected by the researcher.

This approach was selected to ensure a higher response rate and to accommodate the busy schedules of healthcare workers. The questionnaire was structured in two main sections: Part A, which focused on gathering demographic and background information about the respondents, and Part B, which aimed to collect data directly related to the research objectives (Orodho, 2004). This structured approach allowed for both quantitative and qualitative data collection, enabling the researcher to explore the research problem

comprehensively. For more recent perspectives on data collection methods and their effectiveness in research, studies by Creswell (2014) and Saunders et al. (2019) support the use of structured questionnaires as an efficient tool for obtaining both quantitative and qualitative data in social research. These methods are particularly advantageous in studies with large sample sizes, as they provide a systematic approach to data collection while maintaining consistency across responses.

3.5 Reliability and Validity of Research Instrument

To ensure the credibility of the study, both the reliability and validity of the research instrument were assessed. Validity was evaluated using content validity, ensuring that the questionnaire effectively measured the study's objectives. Reliability was tested using the test-retest method and Cronbach's alpha to confirm consistent results over time. A pilot test with 10% of the target population further ensured the instrument's accuracy and consistency. These steps were taken to ensure the research instrument accurately captured the data needed to address the study's objectives (Kombo, 2012; Mugenda & Mugenda, 2003).

3.5.1 Validity Test

Validity refers to the extent to which a research instrument accurately measures what it is intended to measure. It is the degree to which the results obtained truly represent the phenomenon under investigation (Kombo, 2012). Oppenheim (1992) further defines validity as the quality of a tool or instrument used in research being accurate, true, and meaningful. To ensure the validity of the research instrument, content validity was employed, which assesses the degree to which the items in the questionnaire align with the study's objectives. The instrument was reviewed by the researcher's supervisor and peers who had previously completed the same program, providing valuable feedback to

enhance its validity. This verification process ensured that the questions were relevant and effectively captured the constructs of interest (Oppenheim, 1992).

3.5.2 Reliability Test

Reliability refers to the consistency of a research instrument in yielding the same results when repeated trials are conducted (Mugenda & Mugenda, 2003). The reliability of the research instrument was assessed using the test-retest method. A pilot test was conducted with 10 respondents who were not part of the final sample, and the same procedure was repeated after two weeks. This approach allowed the researcher to evaluate whether the instrument consistently measured the intended constructs over time. The reliability of the instrument was quantified using Cronbach's alpha, with an alpha value greater than 0.7 considered acceptable (Cronbach, 1951). This method helped to ensure the reliability of the data collected from the final participants, ensuring that the instrument would provide consistent results.

3.5.3 Pilot Test

According to Mugenda and Mugenda (2003), pilot testing is essential to assess the validity and reliability of a research instrument. For this study, a pilot test was conducted with approximately 10% of the target population, which aligned with their recommendation that a sample size of between 10-20% is adequate for pilot testing research instruments. The pilot study was carried out in private hospitals in Narok County, as they share similarities with the private hospitals in Kajiado County, allowing for relevant feedback. Cronbach's alpha was computed using the SPSS program to assess the internal consistency of the Likert scale questions used in the instrument. This test helped ensure that the items on the questionnaire were reliable and measured the same

underlying construct (Kothari, 2009). The acceptable range for Cronbach's alpha is between 0 and 1, with values closer to 1 indicating higher reliability.

3.6 Data Collection Procedure

The primary data collection tool used for this study was a questionnaire, which was selected because it is well-suited for analyzing the impact of digital transformation platforms on healthcare performance in Kajiado County, with a specific focus on private hospitals. Prior to the final version of the instrument, it was piloted to gather suggestions and refine the questions to ensure clarity and relevance. In terms of logistics, the researcher obtained the necessary permits from the graduate school and the Ministry of Science and Technology.

Data collection involved a combination of approaches: the researcher personally visited the selected sample, employed enumerators to reach other respondents, and sent the questionnaire via email to some participants who were committed to completing it on a one-on-one basis. Participants were assured that the information gathered would be used solely for academic purposes, ensuring that no personal identifiers were necessary (Mugenda & Mugenda, 2003).

3.7 Data Analysis and Presentation

Data analysis involves cleaning, organizing, and summarizing data to transform it into meaningful information that can be interpreted and used for decision-making (Calzon, 2013). The analysis process included examining, categorizing, and tabulating the data to ensure its accuracy and consistency with the collected information. Descriptive statistics were used to describe the general characteristics of the study population. Microsoft Excel and SPSS software version 25 were utilized to process the primary data. The findings

were then presented using frequencies, summaries, and percentages. Additionally, regression analysis was conducted to evaluate the impact of digital transformation platforms on the performance of healthcare services in private hospitals within Kajiado County (Field, 2013).

The regression model is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Performance of healthcare services

X₁ = Business Model Transformation Platform

X₂ = Process Transformation Platform

X₃ = Cultural Transformation Platform

X₄ = Domain Transformation Platform

β_0 – is a constant which is the value of dependent variable when all the independent variables are 0.

β_1 - β_4 = is the regression coefficients which estimates the change prompted by X₁ –X₄.

ε -error term

3.8 Ethical Considerations of the Study

Ethical considerations are crucial in ensuring the integrity of the research process and the protection of participants. In this study, the researcher maintained strict confidentiality regarding the information provided by respondents. All data collected was used solely for the purposes of the research. The researcher made sure to clearly explain the purpose of the study to all participants, and only those who provided informed consent were included. Furthermore, the researcher sought permission from relevant organizations and participants before data collection began. Approval was obtained from the National Commission for Science, Technology, and Innovation (NACOSTI) to conduct the research. Letters requesting permission to collect data were also sent to all targeted institutions and participants. The study's findings will be shared with the University, NACOSTI, and other relevant stakeholders to ensure transparency and the dissemination of useful results (Mugenda & Mugenda, 2003).

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

The primary aim of this study was to investigate the impact of digital transformation platforms on the performance of healthcare services in private hospitals within Kajiado County. This chapter presents the research findings and offers discussions in alignment with the study's specific objectives. The chapter is organized to cover each objective's findings, with sections dedicated to the response rate and background information on the respondents.

4.1 Reliability of Research Instruments

To evaluate the reliability of the questionnaire used in the study, a reliability test was conducted using SPSS Version 24. The internal consistency of the items was assessed using the Cronbach Alpha Coefficient. The coefficient (α) was calculated by performing reliability analysis, and the results are presented in Table 2.

Table 2: Average Reliability Statistics

Variable	Cronbach Based Standardized Items	Alpha on	No. of items
Business Model		.882	8
Process Model		.780	8
Cultural Model		.805	8
Business Transformation Model		.716	8
Average		.800	32

Source: Researcher (2024)

The average Cronbach Alpha coefficient was 0.800, indicating high reliability and internal consistency of the questionnaire items. According to Malhotra (2014), a Cronbach Alpha value of 0.6 or below signals unsatisfactory internal consistency. The findings of this study fall well above this threshold, confirming the reliability of the research instrument. Sekaran and Bougie (2013) highlight that Cronbach Alpha coefficients range from 0 to 1, with higher values indicating greater internal consistency. The results obtained in this study were close to 1, which suggests a high degree of reliability. A research instrument is considered reliable if it meets the acceptable range of $\alpha \geq 0.7$, as recommended by Kothari and Garg (2014). As per Mugenda and Mugenda (2013), the scores for each construct were within the acceptable range of above 0.7, ensuring the reliability of the research instrument.

4.2 Response Rate

The study targeted a sample of 45 hospital administrators from private hospitals in Kajiado County. A total of 40 completed questionnaires were returned, representing a response rate of 89%. This high response rate is considered very satisfactory, as it suggests a strong level of engagement from the participants and enhances the validity of the study's findings. According to Wu (2021), a high response rate is crucial for improving the accuracy and applicability of research results, as a representative sample is more likely to provide generalizable insights. The high response rate in this study can be attributed to the structured and concise nature of the questionnaire, which minimized any ambiguity or confusion in the questions.

A response rate of 89% indicates a strong level of participation, surpassing the 70% threshold considered satisfactory by Mugenda and Mugenda (2009). This high response

rate further ensures the robustness of the study's analysis. The response rate diagram is as shown in figure 3 below:

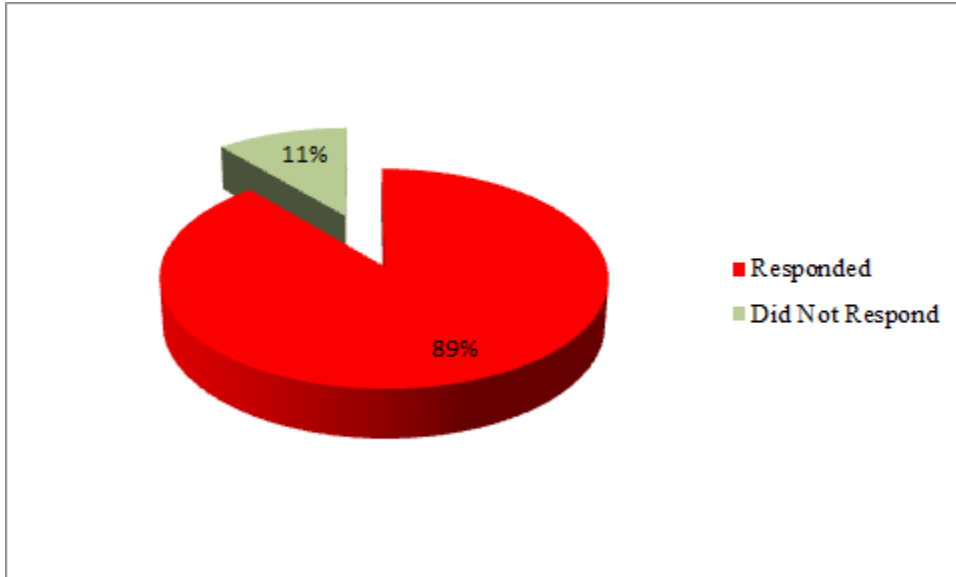


Figure 3: Response Rate

Source: Researcher (2024)

A response rate of 89% signifies a highly favorable level of participation, well above the 70% threshold typically deemed satisfactory by Mugenda and Mugenda (2009). Such a high response rate not only enhances the representativeness of the sample but also bolsters the external validity of the findings, ensuring that the results are more reflective of the broader population within the study context. A substantial response rate mitigates the risks of non-response bias, which could otherwise skew the data and undermine the reliability of the conclusions. Therefore, this impressive response rate substantially strengthens the credibility and robustness of the study's analysis, providing a solid foundation for generalizable and reliable outcomes.

4.3 Respondents' Background Data

This section presents the demographic and professional characteristics of the study participants, including gender, educational qualifications, and experience in the healthcare sector. These factors provide context for interpreting the study's findings on the influence of digital transformation platforms in Kajiado County private hospitals.

4.3.1 Respondents' Gender

The study sought to examine the gender distribution of the participants to better understand the demographic makeup of the respondents. Figure 4 presents the gender distribution, which reveals that the majority of respondents were female (56%), while 44% were male.

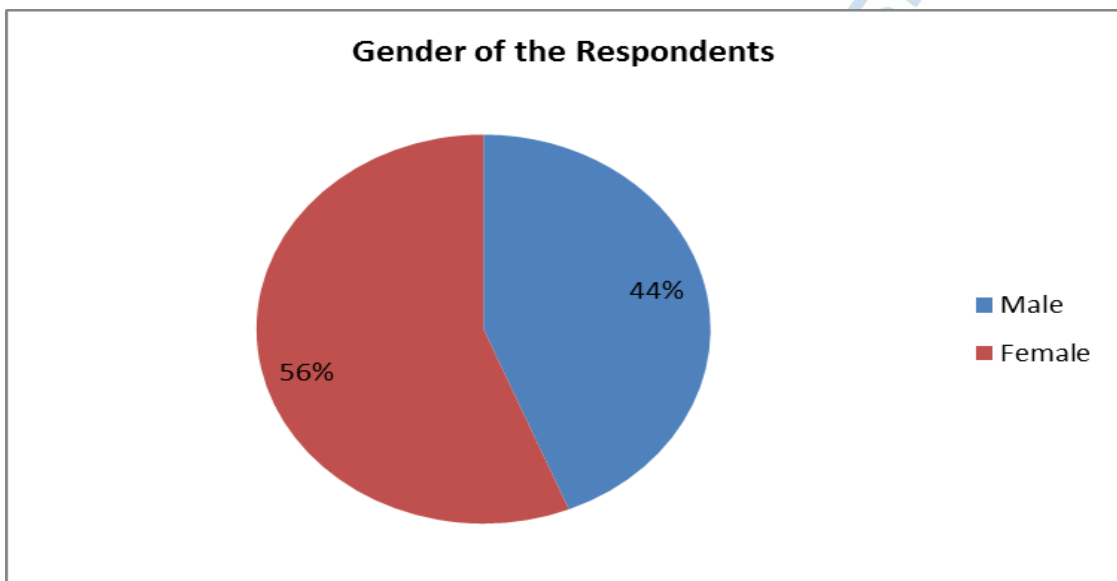


Figure 4: Gender of Respondents

Source: Researcher (2024)

This distribution suggests a balanced representation of both genders, providing a diverse perspective on the study's subject matter. The gender distribution is important in understanding how gender might influence perceptions and responses related to digital transformation platforms in healthcare settings.

4.3.2 Highest Educational Qualifications

An important characteristic explored in the study was the highest level of educational qualifications attained by the respondents. This information helps gauge the professional expertise and educational background influencing the responses regarding the digital transformation of healthcare services. As shown in Figure 5, 59% of the respondents held a bachelor's degree, making it the most prevalent qualification among the participants. This was followed by 20% of respondents who held a master's degree or higher. Additionally, 17% of respondents possessed a diploma as their highest qualification.

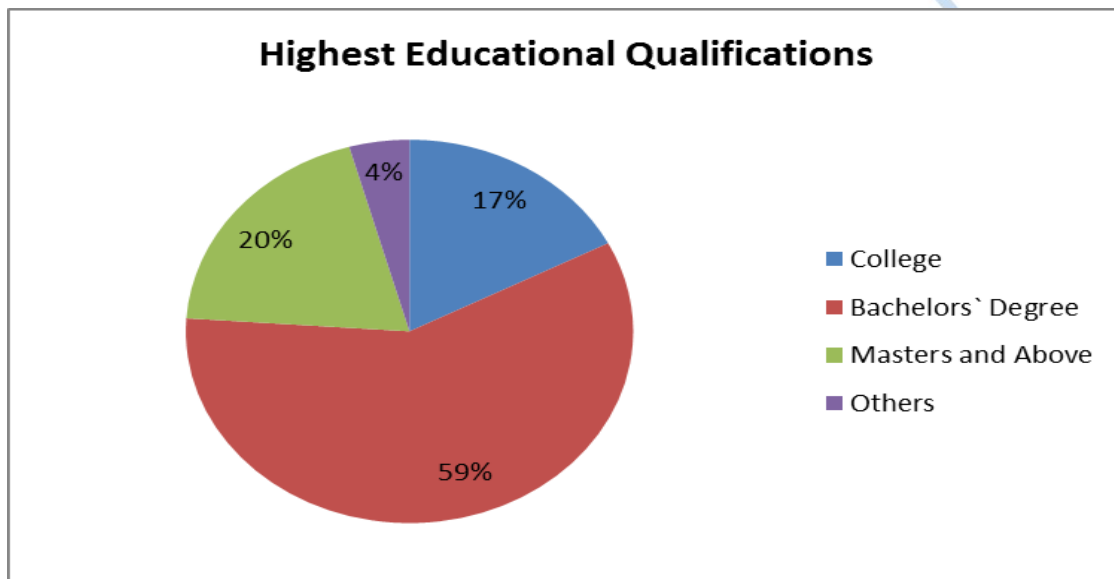


Figure 5: Highest Educational Qualifications

Source: Researcher (2024)

These findings reflect a highly educated sample, with a significant proportion possessing advanced qualifications, which may enhance their capacity to engage with and understand digital transformation processes in the healthcare sector.

4.3.3 Experience in the Area of Operation

The respondents' experience in the healthcare sector was also considered in this study, as it provides valuable context for understanding the depth of knowledge and insight they bring to the research. Figure 6 below illustrates the experience levels of the respondents

in their current roles. The results show that 41% of the participants had been employed in their current positions for 1-4 years, with 30% reporting 5-9 years of experience. A further 20% had been in their roles for 10-14 years, while 7% had less than one year of experience in their current roles. Only 2% of respondents reported having over 15 years of experience in their current positions.

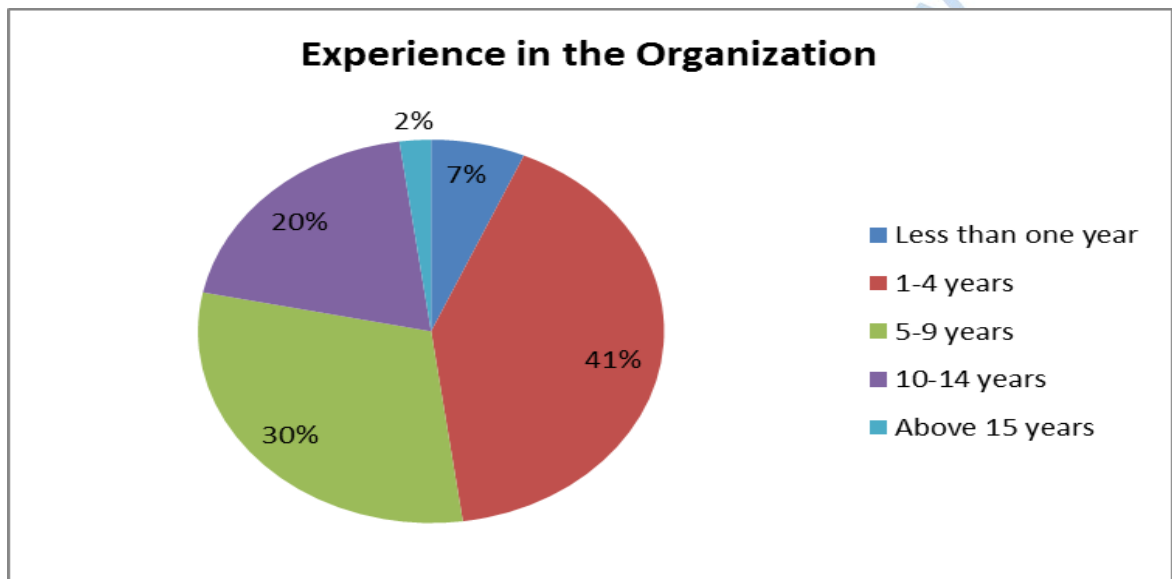


Figure 6: Experience in the Organization

Source: Researcher (2024)

The distribution of experience levels suggests that the majority of respondents were relatively recent hires or had moderate experience in their roles, which may influence their perspectives on digital transformation and its impact on healthcare service delivery.

4.4 Business Model Transformation and Performance of Healthcare Services

To assess the impact of business model transformation platforms on healthcare performance, participants rated their agreement with statements regarding these platforms' effects on service delivery in private hospitals in Kajiado County, using a 1 to

5 scale. The findings, presented in Table 3, provide insights into how digital transformation influences operational performance and healthcare outcomes in the region.

Table 3: Business Model Transformation

Statement	Mean	SD
Business model transformation Platforms positively impacts the overall performance of healthcare services in Kajiado County Private Hospitals	3.42	0.44
Adoption of digital technologies aligns with the hospital's revised business model?	4.00	0.67.
Business model transformation Platforms has led to improved financial outcomes for the hospital	3.500.	0.24
Business model transformation Platforms affected the hospital's ability to attract and retain skilled staff?	3.216	0.22
Hospitals communicate its transformed business model to patients and other stakeholders?	3.960	0.30
Overall, business model transformation Platforms has impact healthcare services in Kajiado County Private Hospitals?	3.500	0.36

Source: Researcher (2024)

Business model transformation platforms positively impact the overall performance of healthcare services in Kajiado County Private Hospitals: Mean (3.42): This indicates that respondents generally agree that business model transformation platforms have a positive impact, though not strongly. Standard Deviation (0.44): The low standard deviation suggests that responses are relatively consistent. Adoption of digital technologies aligns with the hospital's revised business model: Mean (4.00): This shows a strong agreement that digital technologies align well with the revised business model. Standard Deviation (0.67): A slightly higher standard deviation indicates more variability in responses. Business model

transformation platforms have led to improved financial outcomes for the hospital: Mean (3.50): Respondents agree that financial outcomes have improved due to business model transformation platforms. Standard Deviation (0.24): The very low standard deviation indicates strong consensus among respondents. Business model transformation platforms affected the hospital's ability to attract and retain skilled staff: Mean (3.216): There is a moderate agreement that these platforms have impacted the hospital's ability to attract and retain skilled staff. Standard Deviation (0.22): The low standard deviation suggests consistent responses. Hospitals communicate their transformed business model to patients and other stakeholders: Mean (3.960): There is strong agreement that hospitals effectively communicate their transformed business model. Standard Deviation (0.30): Responses are fairly consistent. Overall, business model transformation platforms have impacted healthcare services in Kajiado County Private Hospitals: Mean (3.500): There is a general agreement that these platforms have had an impact on healthcare services. Standard Deviation (0.36): Responses are relatively consistent. Overall, the data suggests that respondents generally agree that business model transformation platforms have positively impacted various aspects of healthcare services in Kajiado County Private Hospitals. The consistency in responses (low standard deviations) indicates a strong consensus among respondents.

4.5 Process Model Transformation and Performance of Healthcare Services

The participants were asked to indicate their level of agreement with several statements concerning process transformation and its impact on the performance of healthcare services in private hospitals in Kajiado County. Respondents rated their agreement on a scale from 1 to 5, where higher scores indicated stronger agreement with the statements. These findings, as presented in Table 4, aim to assess the influence of process

transformation on the operational effectiveness, service delivery, and overall performance of healthcare services in the region. According to the respondents, process transformation plays a crucial role in enhancing healthcare outcomes by improving efficiency and patient satisfaction (Researcher, 2024).

Table 4: Process Transformation

Statement	Mean	SD
Process transformation Platforms positively affects the efficiency of healthcare services during the implementation of digital platforms?	3.64	0.52
Private hospitals in Kajiado County have adapted their workflows to accommodate digital tools?	3.88	0.59.
Process transformation Platforms has improved patient care delivery and coordination within the hospital	3.79	0.43
Business Model transformation Platforms affected the hospital's ability to attract and retain skilled staff?	3.66	034
Hospital communicates its transformed business model to patients and other stakeholders?	3.99	0.68
Hospital staff collaborates during the implementation of digital transformation platforms?	3.47	0.42
Overall, satisfied with the impact of process transformation Platforms on healthcare services in Kajiado County Private Hospitals?	3.66	0.38

Source: Researcher (2024)

Process transformation platforms positively affect the efficiency of healthcare services during the implementation of digital platforms: Mean (3.64): Respondents generally agree that process transformation platforms enhance efficiency. Standard Deviation (0.52): The moderate standard deviation indicates some variability in responses. Private hospitals in Kajiado County have adapted their workflows to accommodate digital tools:

Mean (3.88): There is strong agreement that hospitals have adapted their workflows for digital tools. Standard Deviation (0.59): A slightly higher standard deviation suggests more varied opinions. Process transformation platforms have improved patient care delivery and coordination within the hospital: Mean (3.79): Respondents agree that patient care delivery and coordination have improved. Standard Deviation (0.43): The low standard deviation indicates consistent responses. Business model transformation platforms affected the hospital's ability to attract and retain skilled staff: Mean (3.66): There is agreement that these platforms have impacted the ability to attract and retain skilled staff. Standard Deviation (0.34): The low standard deviation suggests strong consensus. Hospitals communicate their transformed business model to patients and other stakeholders: Mean (3.99): There is strong agreement that hospitals effectively communicate their transformed business model. Standard Deviation (0.68): The higher standard deviation indicates more variability in responses. Hospital staff collaborates during the implementation of digital transformation platforms:

Mean (3.47): Respondents generally agree that staff collaboration occurs during implementation. Standard Deviation (0.42): The low standard deviation suggests consistent responses. Overall, satisfied with the impact of process transformation platforms on healthcare services in Kajiado County Private Hospitals: Mean (3.66): There is general satisfaction with the impact of process transformation platforms. Standard Deviation (0.38): Responses are relatively consistent. The data indicates that respondents generally agree that process transformation platforms have positively impacted various aspects of healthcare services in Kajiado County Private Hospitals. The consistency in responses (low standard deviations) suggests a strong consensus among respondents.

The positive impact of process transformation platforms on efficiency and workflow adaptation suggests that hospitals are becoming more streamlined and effective in their operations. This can lead to reduced wait times, faster service delivery, and overall improved patient satisfaction. The improvement in patient care delivery and coordination indicates that digital platforms are enhancing the quality of care. Better coordination can lead to more accurate diagnoses, timely treatments, and improved health outcomes for patients. The improved financial outcomes associated with business model transformation platforms suggest that these initiatives are financially beneficial. This can lead to better resource allocation, investment in new technologies, and overall financial stability for the hospitals.

The positive impact on attracting and retaining skilled staff indicates that transformation platforms make the hospitals more attractive workplaces. This can lead to a more skilled and motivated workforce, which is crucial for maintaining high standards of care. Effective communication of the transformed business model to patients and other stakeholders suggests that hospitals are transparent and proactive in their engagement. This can build trust and confidence among patients, staff, and the community.

The agreement on staff collaboration during the implementation of digital transformation platforms highlights the importance of teamwork. Collaborative efforts can lead to smoother transitions, better problem-solving, and more successful implementation of new technologies. The long-term effects of process and business model transformations in healthcare can be profound and multifaceted. Here are some potential long-term impacts: Continuous improvement in patient care quality and outcomes due to better coordination, streamlined processes, and effective use of digital tools.

4.6 Cultural Transformation Platform and Performance of Healthcare Services

The participants were asked to indicate their levels of agreement with various statements regarding cultural transformation and its influence on performance. The ratings were measured using a scale of 1-5, with the findings summarized in Table 5. This approach aligns with best practices in survey-based research, which uses Likert scales to measure attitudes and perceptions (Lewis, & Thornhill, 2019).

Table 5: Cultural Transformation

	Mean	SD
Cultural transformation Platforms affects functioning of private hospitals	3.82	0.37
Private hospitals in Kajiado County have adapted their workflows to accommodate digital tools	3.13	0.33
Cultural transformation Platforms has improved patient care delivery	3.60	0.60
Private hospitals in Kajiado County have improved workflows	3.57	0.59
Cultural transformation Platforms has improved coordination within the hospital	3.04	0.44
Cultural s transformation Platforms improved data security	3.09	0.28
Overall, we are satisfied with the impact of Cultural adaptation	3.60	0.55

Source: Researcher (2024)

Each statement related to cultural transformation platforms and their impact on healthcare services in Kajiado County Private Hospitals, along with the key implications: Cultural transformation platforms affect the overall functioning of Kajiado County private hospitals: Mean (3.82): Respondents generally agree that cultural transformation platforms positively impact overall functioning. Standard Deviation (0.37): The low standard deviation suggests consistent responses. Key Cultural transformation is likely enhancing operational efficiency and effectiveness, leading to better overall performance. Private hospitals in Kajiado County have adapted their workflows to accommodate digital tools: Mean (3.13): There is moderate agreement on workflow adaptation. Standard Deviation (0.33): The low standard deviation indicates consistent responses. While there is some adaptation, further efforts may be needed to fully integrate digital tools into workflows. Cultural transformation platforms have improved patient care delivery and coordination within the hospital: Mean (3.60): Respondents agree that patient care delivery and coordination have improved. Standard Deviation (0.60): The moderate standard deviation suggests some variability in responses. Improved coordination and care delivery can lead to better patient outcomes and satisfaction. Private hospitals in Kajiado County have adapted their workflows to accommodate digital tools (duplicate statement): Mean (3.57): There is agreement on workflow adaptation. Standard Deviation (0.59): The moderate standard deviation indicates some variability. Consistent with the previous statement, further integration of digital tools is beneficial but may require ongoing efforts. Cultural transformation platforms have improved patient care delivery and coordination within the hospital (duplicate statement): Mean (3.04): There is moderate agreement on improved care delivery and coordination.

Standard Deviation (0.44): The low standard deviation suggests consistent responses. While there is some improvement, additional focus on enhancing care delivery and coordination is needed. Cultural transformation platforms affected the hospital's ability to handle patient data securely and efficiently: Mean (3.09): There is moderate agreement on the impact on data handling. Standard Deviation (0.28): The low standard deviation indicates consistent responses. Ensuring secure and efficient data handling is crucial, and further improvements may be necessary to fully address this aspect. Hospital staff collaborates during the implementation of digital transformation platforms: Mean (3.60): Respondents agree that staff collaboration occurs during implementation. Standard Deviation (0.55): The moderate standard deviation suggests some variability. Collaboration among staff is essential for successful implementation, and fostering a collaborative culture can enhance the effectiveness of digital transformation. Overall satisfaction with the impact of cultural transformation platforms on healthcare services: Mean (3.66): There is general satisfaction with the impact. Standard Deviation (0.38): The low standard deviation suggests consistent responses. Overall satisfaction indicates that cultural transformation platforms are positively received and beneficial, but continuous evaluation and improvement are necessary. The data suggests that cultural transformation platforms have a generally positive impact on various aspects of healthcare services in Kajiado County Private Hospitals. The key implications highlight the importance of ongoing efforts to integrate digital tools, improve patient care delivery, ensure secure data handling, and foster staff collaboration

4.7 Domain Transformation Platform and Performance of Healthcare Services

The participants were requested to show level of agreement with several statements on business model transformation Platforms on performance of healthcare services in Kajiado County Private Hospitals. The findings are as shown in Table 6.

Table 6: Domain transformation Platform

Statement	Mean	SD
Business model transformation Platforms Positively impacts the overall performance of healthcare services in Kajiado County Private Hospitals	3.15	0.64.
Adoption of digital technologies aligns with the hospital's revised business model	3.64	0.60
Domain transformation Platforms has led to improved financial outcomes for the hospital	3.65	0.64.
Domain transformation Platforms affected the hospital's ability to attract and retain skilled staff	4.13	0.54
Hospital communicates its transformed business model to patients and other stakeholders	4.18	0.54
Overall, health sector has the impact of domain transformation platforms on healthcare services in Kajiado County Private Hospitals	3.65	0.43

Source: Researcher (2024)

Based on the findings in Table 5, here are the key implications of business model transformation platforms on the overall performance of healthcare services in Kajiado County Private Hospitals: The mean score of 3.15 (SD = 0.64) suggests a moderate positive impact of business model transformation platforms on the overall performance of

healthcare services. This indicates that while there is a positive effect, it may not be very strong or consistent across all hospitals. With a mean score of 3.64 (SD = 0.60), the adoption of digital technologies aligns well with the hospitals' revised business models. This implies that digital transformation is being effectively integrated into the new business models, potentially enhancing operational efficiency and patient care. The mean score of 3.65 (SD = 0.64) for improved financial outcomes indicates that domain transformation platforms are contributing positively to the financial health of the hospitals. This could be through cost savings, increased revenue, or better financial management practices. A high mean score of 4.13 (SD = 0.54) suggests that domain transformation platforms have a significant positive impact on the hospital's ability to attract and retain skilled staff. This could be due to improved working conditions, better tools and technologies, or enhanced professional development opportunities. The overall mean score of 3.65 (SD = 0.43) for the impact of domain transformation platforms on healthcare services indicates a generally positive perception among stakeholders. Effective communication of the transformed business model to patients and other stakeholders is crucial for maintaining trust and ensuring smooth transitions. In summary, the key implication is that business model transformation platforms are moderately to significantly improving various aspects of healthcare services in Kajiado County Private Hospitals, particularly in terms of financial outcomes and staff retention. However, there is room for further enhancement in overall performance impact.

4.8 Performance of Private Hospital in Kajiado County.

According to Saunders et al. (2019), the use of a Likert scale allows for the systematic collection of data on respondents' attitudes or perceptions, providing a useful means of quantifying subjective responses. This approach helps to ensure consistency and reliability in measuring opinions, which is critical in studies focusing on performance evaluation in healthcare settings.

Table 7: Performance of Private Hospital in Kajiado County

Statement	Mean	SD
I am satisfied with the overall health outcomes after receiving treatment at this hospital	3.00	0.14
I Highly rate the efficiency of the hospital's services (e.g., waiting times, speed of service)	3.12	0.17.
I Highly rate quality of care provided by the medical staff at this hospital	3.04.	0.14
I am satisfied with your overall experience at this hospital	3.21	0.12
I am satisfied with affordability of the services provided by this hospital	3.9	0.20

Source: Researcher (2024)

Overall Health Outcomes: Mean: 3.00, SD: 0.14, The average satisfaction with health outcomes is neutral, indicating that there is room for improvement in the effectiveness of treatments provided. Efficiency of Services: Mean: 3.12SD: 0.17 the efficiency of services is slightly above neutral, suggesting that while some patients find the services efficient, there is still a need to reduce waiting times and improve service speed. Quality of Care: Mean: 3.04SD: 0.14 The quality of care is rated just above neutral, indicating that the medical staff's performance is generally acceptable but could benefit from

enhancements in care quality. Overall Experience: Mean: 3.21SD: 0.12 Patients' overall experience is slightly positive, reflecting a generally satisfactory experience but highlighting areas for potential improvement in patient interaction and service delivery. Affordability: Mean: 3.90SD: 0.20: Affordability is rated the highest among the attributes, indicating that patients find the services provided by the hospitals to be reasonably priced and accessible. Implications for Private Hospitals in Kajiado County Hospitals should invest in improving treatment effectiveness and patient recovery rates to enhance overall health outcomes. Reducing waiting times and streamlining service delivery processes can improve patient satisfaction with efficiency. Continuous training and development for medical staff can help elevate the quality of care provided.

Enhancing patient interaction and ensuring a positive overall experience can lead to higher satisfaction levels. Keeping services affordable while improving other aspects of care can help maintain patient trust and accessibility. These findings provide a comprehensive overview of the current performance of private hospitals in Kajiado County and highlight key areas for improvement to enhance patient satisfaction and service quality

4.9 Regression Analysis of the obtained Results

The researcher aimed at examining the relationship between the independent variables and the performance of healthcare services in Kajiado County private hospitals. To achieve this, a multiple regression analysis was conducted to assess the influence of digital transformation platforms on healthcare performance. The multiple linear regression model used for the analysis was structured as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby:

Y = Performance of healthcare services

X1 = Business Model Transformation Platform

X2= Process Transformation Platform

X3 = Cultural Transformation Platform

X4 = Domain Transformation Platform

β_0 – is a constant which is the value of dependent variable when all the independent variables are 0.

β_1 - β_4 = is the regression coefficients which estimates the change prompted by X1 –X4.

ε -error term

According to Field (2013), multiple regression analysis is a statistical technique that allows for the investigation of the combined effect of multiple independent variables on a dependent variable. This method is particularly useful in understanding how different factors, such as digital platforms, influence healthcare service outcomes. Summary of results is as shown in table 8 below:

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.780	0.608	0.595	0.24104

Predictors: (Constant), = Business Model Transformation Platform, Process

Transformation Platform, Cultural Transformation Platform ‘and Domain Transformation Platforms

Source: Researcher (2024)

R (0.780): This is the correlation coefficient, indicating a strong positive relationship between the independent variables (X1, X2, X3, X4) and the dependent variable (Y).

R Square (0.608): This means that approximately 60.8% of the variance in the performance of healthcare services (Y) can be explained by the four types of transformation platforms (X1, X2, X3, X4). **The Adjusted R Square (0.595)** reflects the proportion of variance in the dependent variable (Y) explained by the independent variables, adjusting for the number of predictors in the model. This indicates that approximately 59.5% of the variation in healthcare service performance is explained by the model, considering the number of predictors. **The Standard Error of the Estimate (0.24104)** measures the average deviation of the observed values from the regression line. A smaller value indicates a better fit of the model to the data (Field, 2013). The strong R value suggests that the digital transformation platforms (business model, process, cultural, and domain) are significant predictors of healthcare service performance, implying that improvements in these areas are likely to positively impact the quality of healthcare services.

Since 60.8% of the variance in healthcare performance is explained by the digital transformation platforms, prioritizing the optimization of these platforms could result in significant improvements in healthcare services. This may involve adopting innovative business models, streamlining processes, promoting cultural shifts, and exploring new

domains. However, the remaining 39.2% of the variance in healthcare performance is not accounted for by the model, suggesting that other factors not included in the analysis also contribute to the performance outcomes (Field, 2013). Future research could explore additional variables that might impact healthcare performance. Healthcare administrators and policymakers can use these findings to prioritize investments and interventions in the identified transformation platforms. By doing so, they can strategically enhance the overall performance of healthcare services

Table 9: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.000	3	81.00	32.213	0.000
	Residual	4.212	69	16.888		
	Total	13.212	72			

a. Dependent Variable: performance of private hospitals

Predictors: (Constant), Business Model Transformation Platform, Process Transformation Platform, Cultural Transformation Platform 'and Domain Transformation Platform

Source: Researcher (2024)

ANOVA (Analysis of Variance) is used to determine the overall significance of the regression model. This is the ratio of the mean square regression to the mean square residual. A higher F-value indicates that the model explains a significant portion of the variance in the dependent variable. This p-value indicates the probability that the observed F-statistic would occur by chance. A value of 0.000 suggests that the regression model is statistically significant.

The very low p-value (0.000) indicates that the regression model is highly significant. This means that the independent variables (Business Model Transformation Platforms,

Process Transformation Platforms, Cultural Transformation Platforms, and Domain Transformation Platforms) collectively have a significant impact on the performance of private hospitals. The significant F-statistic suggests that the model explains a substantial portion of the variance in the performance of private hospitals. This reinforces the importance of the transformation platforms in influencing healthcare performance.

Given the model's significance, healthcare administrators should focus on enhancing the identified transformation platforms to improve hospital performance. This could involve strategic investments and policy changes aimed at optimizing these areas. While the model is significant, there is still unexplained variance (Residual Sum of Squares). Future research could explore additional factors that might influence hospital performance to further improve the model's explanatory power.

Analysis of Variance (ANOVA) is a statistical technique used to compare means across multiple groups and determine if there are statistically significant differences between them. It is particularly useful when analyzing data from more than two groups or treatments, as it assesses the variability within and between groups. ANOVA helps to identify whether the observed differences in group means are likely due to the treatment or simply due to random chance (Field, 2013). This method provides a way to assess the impact of one or more independent variables on a dependent variable, making it a vital tool in experimental research and various fields, including healthcare performance analysis.

Table 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.	Beta		

		Error			
1	(Constant)	2.012	0.214		1.545 0.00
	Business Model Transformation Platform	0.044	0.256	0.036	2.925 0.03
	Process Transformation Platform	0.112	0.333	0.086	6.124 0.00
	Cultural Transformation Platform	0.103	0.124	0.071	5.000 0.00
	Domain Transformation Platform	0.023	0.111	0.014	2.109 0.04

- a. Dependent Variable: Performance of Private Hospitals
- b. Independent Variable. Business Model, Process Transformation Platforms, Cultural Transformation Platforms 'and Domain Transformation Platforms

This is the intercept of the regression line. It represents the expected value of the dependent variable (performance of private hospitals) when all independent variables are zero. Business Model Transformation Platforms (B = 0.044, Sig. = 0.03): Unstandardized Coefficient (B = 0.044): For every unit increase in Business Model Transformation Platforms, the performance of private hospitals increases by 0.044 units, holding other variables constant. Standardized Coefficient (Beta = 0.036): This indicates the relative importance of this predictor in the model. T-Statistic (2.925) and Significance (0.03): The predictor is statistically significant, suggesting it has a meaningful impact on hospital performance .

Process Transformation Platforms (B = 0.112, Sig. = 0.00): Unstandardized Coefficient (B = 0.112): For every unit increase in Process Transformation Platforms, the

performance of private hospitals increases by 0.112 units. Standardized Coefficient (Beta = 0.086): This shows the relative importance of this predictor. T-Statistic (6.124) and Significance (0.00): This predictor is highly significant, indicating a strong impact on hospital performance. Cultural Transformation Platforms (B = 0.103, Sig. = 0.00): Unstandardized Coefficient (B = 0.103): For every unit increase in Cultural Transformation Platforms, the performance of private hospitals increases by 0.103 units. Standardized Coefficient (Beta = 0.071): This shows the relative importance of this predictor. T-Statistic (5.000) and Significance (0.00): This predictor is also highly significant, indicating a strong impact on hospital performance. Domain Transformation Platforms (B = 0.023, Sig. = 0.04): Unstandardized Coefficient (B = 0.023): For every unit increase in Domain Transformation Platforms, the performance of private hospitals increases by 0.023 units. Standardized Coefficient (Beta = 0.014): This shows the relative importance of this predictor. T-Statistic (2.109) and Significance (0.04): This predictor is statistically significant, suggesting it has a meaningful impact on hospital performance. All four predictors (Business Model, Process, Cultural, and Domain Transformation Platforms) are statistically significant, indicating that they all have a meaningful impact on the performance of private hospitals.

Process Transformation Platforms have the highest unstandardized coefficient (0.112) and standardized coefficient (0.086), suggesting they have the most substantial impact on hospital performance. Cultural Transformation Platforms also have a significant impact, followed by Business Model Transformation Platforms and Domain Transformation Platforms. Healthcare administrators should prioritize improvements in Process and Cultural Transformation Platforms, as these have the most significant impact on

performance. Investments in Business Model and Domain Transformation Platforms are also important but may have a slightly lesser impact compared to Process and Cultural transformations. A comprehensive strategy that addresses all four transformation platforms will likely yield the best results in enhancing the performance of private hospitals

In conclusion, regression coefficients are the values that represent the relationship between each independent variable and the dependent variable in a regression model. They indicate the extent to which changes in an independent variable are associated with changes in the dependent variable, holding other variables constant. A positive coefficient suggests that an increase in the predictor variable is associated with an increase in the outcome, while a negative coefficient indicates the opposite. These coefficients are crucial for interpreting the results of regression analysis, as they provide insight into the strength and direction of the relationships between variables (Field, 2013). Regression coefficients help quantify the impact of each predictor and are essential for understanding the dynamics within the model.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The chapter presents summary of findings, discussion, conclusion and recommendations based on the study specific objectives. In addition, contains recommendation as well as advice on the based future study. This chapter highlighted research findings and discussions in relation Analysis of digital transformation Platforms on performance of healthcare services in Kajiado County Private Hospitals.

5.1 Summary of Findings

5.1.1 Influence of Business Model Transformation Platforms on Performance of Healthcare Services

The study reveals that business model transformation platforms have a generally positive impact on the overall performance of healthcare services in Kajiado County Private Hospitals. With a mean score of 3.42 and a low standard deviation of 0.44, respondents consistently agree on the beneficial effects, though the agreement is not overwhelmingly strong. This suggests that while the platforms are seen as advantageous, there is room for further improvement and stronger endorsement.

Adoption of digital technologies shows a strong alignment with the hospitals' revised business models, as indicated by a mean score of 4.00. The slightly higher standard deviation of 0.67 suggests some variability in responses, indicating that while most respondents see a strong alignment, there are differing opinions on the extent of this alignment. This highlights the importance of continuous evaluation and adaptation of digital technologies to meet evolving business models.

Financial outcomes have also improved due to the implementation of business model transformation platforms, with a mean score of 3.50 and a very low standard deviation of 0.24. This strong consensus among respondents underscores the financial benefits of these platforms, suggesting that they play a crucial role in enhancing the financial health of the hospitals.

5.1.2 Influence of Process Transformation Platforms on Performance of healthcare services

The analysis indicates that process transformation platforms have a generally positive impact on the efficiency of healthcare services in Kajiado County Private Hospitals. With a mean score of 3.64 and a moderate standard deviation of 0.52, respondents agree that these platforms enhance efficiency, though there is some variability in responses. This suggests that while the platforms are beneficial, their impact may vary across different contexts or implementations.

Private hospitals in Kajiado County have shown strong agreement in adapting their workflows to accommodate digital tools, with a mean score of 3.88. The slightly higher standard deviation of 0.59 indicates more varied opinions, suggesting that while most respondents see successful adaptation, there are differing views on the extent of this adaptation. This highlights the need for continuous evaluation and refinement of workflows to fully integrate digital tools.

Patient care delivery and coordination have also improved due to process transformation platforms, as indicated by a mean score of 3.79 and a low standard deviation of 0.43. The

consistent responses suggest a strong consensus among respondents about the positive impact on patient care, underscoring the importance of these platforms in enhancing healthcare delivery.

5.1.3 Influence of Cultural Transformation Platform on Performance of healthcare services

The analysis indicates that cultural transformation platforms positively impact the overall functioning of Kajiado County Private Hospitals. With a mean score of 3.82 and a low standard deviation of 0.37, respondents consistently agree on the beneficial effects, suggesting that cultural transformation enhances operational efficiency and effectiveness, leading to better overall performance.

There is moderate agreement that private hospitals in Kajiado County have adapted their workflows to accommodate digital tools, with a mean score of 3.13 and a low standard deviation of 0.33. This indicates that while some adaptation has occurred, further efforts may be needed to fully integrate digital tools into workflows, ensuring that the benefits of digital transformation are fully realized.

Cultural transformation platforms have also improved patient care delivery and coordination within the hospitals, as reflected by a mean score of 3.60 and a moderate standard deviation of 0.60. The consistency in responses suggests a general agreement among respondents about the positive impact on patient care and coordination, although there is some variability in opinions.

5.1.4 Influence of Cultural Transformation Platforms on Performance of healthcare services

The analysis reveals that business model transformation platforms have a moderate positive impact on the overall performance of healthcare services in Kajiado County Private Hospitals. With a mean score of 3.15 and a standard deviation of 0.64, respondents generally agree on the positive effects, though the impact may not be very strong or consistent across all hospitals. This suggests that while the platforms are beneficial, their effectiveness varies.

The adoption of digital technologies aligns well with the hospitals' revised business models, as indicated by a mean score of 3.64 and a standard deviation of 0.60. This implies that digital transformation is being effectively integrated into the new business models, potentially enhancing operational efficiency and patient care. The alignment of digital technologies with business models is crucial for the successful transformation of healthcare services.

Financial outcomes have also improved due to the implementation of business model transformation platforms, with a mean score of 3.65 and a standard deviation of 0.64. This indicates that these platforms are contributing positively to the financial health of the hospitals, possibly through cost savings, increased revenue, or better financial management practices.

5.2 Conclusion of Findings

The findings indicate that business model transformation platforms are positively influencing various aspects of healthcare services in Kajiado County Private Hospitals. The consistent responses, as reflected by the low standard deviations, suggest a strong consensus among respondents about the positive impacts. This consensus is particularly

evident in the financial outcomes, where the very low standard deviation highlights a shared agreement on the financial benefits.

The alignment of digital technologies with revised business models is another significant finding. The strong agreement among respondents, despite some variability, indicates that digital technologies are generally well-integrated into the new business models. This integration is crucial for the successful transformation of healthcare services, as it ensures that technological advancements are effectively utilized to support the revised business strategies.

The impact on the ability to attract and retain skilled staff is moderately positive, with a mean score of 3.216 and a low standard deviation of 0.22. This suggests that while business model transformation platforms have a positive effect, there are other factors at play that influence staff attraction and retention. Addressing these factors could further enhance the effectiveness of these platforms in this area.

Effective communication of the transformed business model to patients and other stakeholders is another key finding. With a mean score of 3.960 and a fairly consistent response pattern, it is evident that hospitals are successfully conveying their new business models. The findings suggest that process transformation platforms are positively influencing various aspects of healthcare services in Kajiado County Private Hospitals. The consistent responses, as reflected by the low standard deviations, indicate a strong consensus among respondents about the positive impacts. This consensus is particularly evident in the areas of patient care delivery and coordination, where the low standard deviation highlights a shared agreement on the benefits.

The adaptation of workflows to accommodate digital tools is another significant finding. The strong agreement among respondents, despite some variability, indicates that digital tools are generally well-integrated into the new workflows. This integration is crucial for the successful transformation of healthcare services, as it ensures that technological advancements are effectively utilized to support the revised processes.

The impact on the ability to attract and retain skilled staff is moderately positive, with a mean score of 3.66 and a low standard deviation of 0.34. This suggests that while process transformation platforms have a positive effect, there are other factors at play that influence staff attraction and retention. Addressing these factors could further enhance the effectiveness of these platforms in this area. Effective communication of the transformed business model to patients and other stakeholders is another key finding. With a mean score of 3.99 and a higher standard deviation of 0.68, it is evident that hospitals are successfully conveying their new business models, though there is some variability in responses.

5.3 Recommendations

To further enhance the positive impact of process transformation platforms, it is recommended that hospitals in Kajiado County continue to refine and improve these platforms. This could involve incorporating feedback from staff and patients to ensure that the platforms meet their needs and expectations. Continuous improvement will help in achieving stronger endorsement and greater benefits.

Hospitals should also focus on addressing the factors that influence the attraction and retention of skilled staff. To further enhance the positive impact of business model

transformation platforms, it is recommended that hospitals in Kajiado County continue to refine and improve these platforms. This could involve incorporating feedback from staff and patients to ensure that the platforms meet their needs and expectations. Continuous improvement will help in achieving stronger endorsement and greater benefits.

The study also found that hospitals can enhance their ability to attract and retain top talent, thereby improving the overall performance of healthcare services. Furthermore, it is recommended that hospitals continue to refine their efforts in improving patient care delivery and coordination. This could involve implementing best practices and protocols for care delivery, fostering a collaborative culture among staff, and utilizing technology to streamline coordination. Effective care delivery and coordination are crucial for achieving better patient outcomes and improving patient satisfaction (Gittel, 2016). To further improve the positive impact of business model transformation platforms, hospitals in Kajiado County should prioritize continuous refinement of these platforms. Gathering feedback from both staff and patients is key to ensuring that the platforms meet their needs and expectations. Ongoing improvements will lead to stronger support and greater benefits for healthcare delivery (Berman & Knight, 2020).

Hospitals should also address factors influencing the attraction and retention of skilled staff. By focusing on these areas, hospitals can improve healthcare service performance (Hochwarter et al., 2015). Finally, it is essential that hospitals enhance their communication strategies to keep all stakeholders informed about the transformation of business models. Effective communication will foster trust and gain support for transformation initiatives, ultimately leading to more successful outcomes (Kotter, 2012).reater benefits.

5.4 Areas for Further Studies

Future research could investigate the influence of growth strategies on the organizational performance of hospitals in Kenya. Exploring how various strategies, such as technological advancements, staff development, and resource management, contribute to the overall effectiveness of healthcare institutions could provide valuable insights for improving hospital operations and service delivery. Such studies could also assess how specific strategies align with the needs of different types of hospitals, including private, public, and community-based healthcare facilities. Additionally, further studies could broaden the scope by examining the impact of growth strategies on hospital performance across multiple counties in Kenya.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Participant,

I am a postgraduate student at Mount Kenya University, currently undertaking research on the impact of digital transformation platforms on the performance of healthcare services in private hospitals in Kajiado County, Kenya.

You have been chosen to participate in this study. I kindly ask that you answer the questions as accurately as possible. Please note that all information provided will be used exclusively for academic purposes and will be treated with the highest level of confidentiality. To ensure privacy, please refrain from including your name or your institution's name anywhere on the questionnaire.

Thank you for your participation.

OTIENO CHARLES OHURU

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APPENDIX II: CONSENT LETTER

Project Title: ANALYSIS OF DIGITAL TRANSFORMATION PLATFORMS ON PERFORMANCE OF HEALTHCARE SERVICES IN KAJIADO COUNTY PRIVATE HOSPITALS. I am a student at Mount Kenya University, currently pursuing a Master’s in Business Administration with a focus on Strategic Management. As part of my academic requirements, I am conducting research in Kajiado County, Kenya, and I would like to invite you to participate in this study. Your participation is completely voluntary, and you are under no obligation to answer any questions you may feel uncomfortable with.

Pseudonyms will be used in any publications, such as journals and conference presentations, to ensure your confidentiality. You are free to withdraw from the study at any time without providing a reason, by simply notifying the researcher. You can reach me, the researcher, OTIENO CHARLES OHURU, at cooluhuru2015@gmail.com or through +25470084-569. The Office of the Secretary, MKU Ethics Review Committee, P.O. Box 342–1000, Thika is open for additional enquiry and complaints.

Consent

I have read and understood the information above, and I have had the opportunity to ask any questions regarding the study. I am aware that I’m participating out of will and also free to quit anytime I wish with no reason. I hereby consent to take part voluntarily.

Participant's signature _____ Date _____

Researcher's signature _____ Date _____

APPENDIX III: RESEARCH QUESTIONNAIRE FORM

Instructions: Respond by ticking appropriate box.

Part A: Demographic data

1.) Age:

Below 25 years

25-34 years

35-44 years

45-54 years

55 years and above

2.) Gender:

Male

Female

3.) Level of Education:

High School

Diploma

Bachelor's Degree

Master's Degree

Other (Specify) _____

4.) Role in the Organization:

Doctor

Pharmacist

Clinical officer

Lab technician

Hospital administrator

Public health officer

Any other, specify; _____

5.) How long have you been working in healthcare sector related field?

Less than 1 year

1-3 years

3-5 years

Part B: Business Model Transformation Platforms

This section seeks your opinion on influence of Influence of Business Model Transformation Platforms on overall performance of healthcare services in Kajiado County Private Hospitals. Please indicate your response by ticking the appropriate box. The options are explained as follows: Response Scale: 1 = Strongly Disagree (SD) , 2 = Disagree (D), 3 = Neutral/Undecided (U), 4 = Agree (A), 5 = Strongly Agree (SA). Please indicate the extent to which you agree or disagree with each of the statements below.

Section B: Business Model Transformation Platforms	SD	D	U	A	SA
Business model transformation Platforms positively impacts the overall performance of healthcare services in Kajiado County Private Hospitals?					
Adoption of digital technologies aligns with the hospital's revised business model?					
Business model transformation Platforms has led to improved financial outcomes for the					

hospital					
Business model transformation Platforms affected the hospital's ability to attract and retain skilled staff?					
Hospitals communicate its transformed business model to patients and other stakeholders?					
Overall, business model transformation Platforms has impact healthcare services in Kajiado County Private Hospitals?					

PART C: PROCESS TRANSFORMATION

This section seeks your opinion on influence of Influence of process Transformation Platforms on overall performance of healthcare services in Kajiado County Private Hospitals. Please indicate your response by ticking the appropriate box. The options are explained as follows: Response Scale: 1 = Strongly Disagree (SD) , 2 = Disagree (D), 3 = Neutral/Undecided (U), 4 = Agree (A), 5 = Strongly Agree (SA). Please indicate the extent to which you agree or disagree with each of the statements below.

Section B: Process Transformation Platforms	SD	D	U	A	SA
<p>Process transformation Platforms</p> <p>positively affects the efficiency of healthcare services during the implementation of digital platforms?</p>					
<p>Private hospitals in Kajiado County have adapted their workflows to accommodate digital tools?</p>					
<p>Process transformation Platforms</p> <p>has improved patient care delivery and coordination within the hospital?</p>					
<p>business model transformation Platforms</p> <p>affected the hospital's ability to attract and retain skilled staff?</p>					

Hospital communicate its transformed business model to patients and other stakeholders?					
hospital staff collaborate during the implementation of digital transformation platforms?					
Overall, satisfied with the impact of process transformation Platformson healthcare services in Kajiado County Private Hospitals?					

PART D: CULTURAL TRANSFORMATION PLATFORMS

This section seeks your opinion on influence cultural transformation platforms positively influences patient engagement in the context of digital healthcare services. Please indicate your response by ticking the appropriate box. The options are explained as follows: Response Scale: 1 = Strongly Disagree (SD) , 2 = Disagree (D), 3 = Neutral/Undecided (U), 4 = Agree (A), 5 = Strongly Agree (SA). Please indicate the extent to which you agree or disagree with each of the statements below.

SECTION B: CULTURAL TRANSFORMATION PLATFORMS	SD	D	U	A	SA
Cultural transformation Platforms affects the overall functioning of Kajiado County private hospitals?					
Private hospitals in Kajiado County have adapted their workflows to accommodate digital tools?					
Cultural transformation Platforms has improved patient care delivery and coordination within the hospital?					
Private hospitals in Kajiado County have adapted their workflows to accommodate digital tools?					
Cultural transformation Platforms has improved patient care delivery and coordination within the hospital?					
Cultural s transformation Platforms affected the hospital's ability to handle patient data securely and efficiently?					
Hospital staff collaborates during the implementation of digital transformation platforms?					

Overall, we are satisfied with the impact of Cultural transformation Platforms on healthcare services in Kajiado County Private Hospitals?					
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PART E : TO ANALYZE THE DOMAIN TRANSFORMATION PLATFORMS IN KAJIADO COUNTY PRIVATE HOSPITALS

This section seeks your opinion on influence domain transformation platforms positively influences patient engagement in the context of digital healthcare services Please indicate your response by ticking the appropriate box. The options are explained as follows: Response Scale:1 = Strongly Disagree (SD) , 2 = Disagree (D), 3 = Neutral/Undecided (U), 4 = Agree (A), 5 = Strongly Agree (SA). Please indicate the extent to which you agree or disagree with each of the statements below.

Section B: domain transformation platforms	SD	D	U	A	SA
Business model transformation Platforms positively impacts the overall performance of healthcare services in Kajiado County Private Hospitals?					
Adoption of digital technologies aligns with the hospital’s revised business model?					
domain transformation Platforms					

has led to improved financial outcomes for the hospital?					
domain transformation Platforms affected the hospital's ability to attract and retain skilled staff?					
Hospital communicates its transformed business model to patients and other stakeholders?					
Overall, health sector has the impact of domain transformation platforms on healthcare services in Kajiado County Private Hospitals?					

PART F: PERFORMANCE OF PRIVATE HOSPITAL IN KAJIADO COUNTY


This section seeks your opinion on Performance of Private Hospital in Kajiado County. Please indicate your response by ticking the appropriate box. The options are explained as follows: Response Scale: 1 = Strongly Disagree (SD) , 2 = Disagree (D), 3 = Neutral/Undecided (U), 4 = Agree (A), 5 = Strongly Agree (SA). Please indicate the extent to which you agree or disagree with each of the statements below.

Table 7 Performance of Private Hospital in Kajiado County

Statement	SD	D	U	A	SA
I am satisfied with the overall health outcomes after receiving treatment at this hospital					
I Highly rate the efficiency of the hospital's services (e.g., waiting times, speed of service					
I Highly rate quality of care provided by the medical staff at this hospital					
I am satisfied with your overall experience at this hospital					
I am satisfied with affordability of the services provided by this hospital					

THANK YOU!

APPENDIX VI: ERC CERTIFICATE


Mount Kenya University

REF: MKU/ISERC/3868
TO: CHARLES OTIENO OHURU
REG: MBA/2022/52168

Date: 09 July 2024

Dear Sir/Madam,


RE: ANALYSIS OF DIGITAL TRANSFORMATION PLATFORMS ON PERFORMANCE OF HEALTHCARE SERVICES IN KAJIADO COUNTY PRIVATE HOSPITALS


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2894**. The approval period is **09/07/2024 - 08/07/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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APPENDIX V: INTRODUCTORY LETTER

Mount Kenya University



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/52168

11th July 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: CHARLES OTIENO OHURU - REGISTRATION NO. MBA/2022/52168

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is **"Analysis of Digital Transformation Platforms on Performance of Healthcare Services in Kajiado County Private Hospitals."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July 2024, and September 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


For
Dr. Samuel M. Kerenga, Ph.D
Director, Graduate Studies
Enc.

Mount Kenya University
P.O. Box 102-01000, THIKA
Office of the Director,
Graduate Studies


APPENDIX VI: NACOSTI PERMIT

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

REPUBLIC OF KENYA

Ref No: 302533

RESEARCH LICENSE




This is to Certify that Dr. CHARLES OTIENO OHURU of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kajjado on the topic: ANALYSIS OF DIGITAL TRANSFORMATION PLATFORMS ON PERFORMANCE OF HEALTHCARE SERVICES IN KAJJADO COUNTY PRIVATE HOSPITALS for the period ending : 05/August/2025.

License No: NACOSTI/VP/24/58140

Applicant Identification Number: 302533

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX VII: FIELD ENTRY CERTIFICATE

**FIELD ENTRY CERTIFICATE
FOR RESEARCH ON ANALYSIS OF DIGITAL TRANSFORMATION PLATFORMS
ON PERFORMANCE OF HEALTHCARE SERVICES IN KAJIADO COUNTY
PRIVATE HOSPITALS**

Research Title:

*ANALYSIS OF DIGITAL TRANSFORMATION PLATFORMS ON PERFORMANCE OF
HEALTHCARE SERVICES IN KAJIADO COUNTY PRIVATE HOSPITALS*

Researcher Name:

OTIENO CHARLES OHURU
MOUNT KENYA UNIVERSITY
+254700840569
Cooluhuru2015@gmail.com

Research Purpose:

This study aims to assess the implementation and influence of digital transformation platforms within healthcare systems, with a specific focus on private hospitals in Kajiado County.

The research will explore how digital tools and technologies are being adopted, the challenges faced, and the benefits experienced by healthcare providers and patients in Kajiado County.

Date of Fieldwork:

From: 5/8/2024.

To 5/9/2024

Research Area:

Kajiado Sub-County, Kajiado County

Approval/Endorsement:

This certificate serves as an endorsement and approval for the researcher to conduct fieldwork within the mentioned area. The researcher has obtained all the necessary permissions and consents to interact with relevant healthcare providers, administrators, and patients in the private hospitals in Kajiado County.

The research will follow ethical standards as prescribed by the institution and relevant authorities. It will prioritize the confidentiality of all participants and ensure their voluntary participation in the study.

Issued by:

Kajiado Sub-County Health Department

DR. ODOYO DAVID



6/8/2024



APPENDIX VIII: RESEARCH SITE MAP



APPENDIX IX: TURNITIN REPORT



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CHARLES OHURU

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