

## **Executive Summary**

The case study, Transformation of Health care in Jaffna: The case of Northern Central Hospital (Pvt) Ltd, is centered on the success story of Northern Central Hospital (Pvt) Ltd and how it was able to transform the provision of health care in Jaffna. The hospital was established in 1979 in Jaffna as a small scale nursing home and continued to operate amidst hardships even during time of the Sri Lanka civil war offering basic health care facilities to the people in Jaffna.

After the cessation of the civil war in 2009, the founder of the nursing home transformed the basic nursing home to a large scale state of the art hospital offering almost all medical services in par with the private hospitals in Colombo. This transformation resulted in rapid growth of the hospital in terms of revenue, medical services offered and the number of patients treated within a short period of time.

This study aims to examine the factors which contributed to the rapid growth of the hospital specially focusing on how the vision of the founder of the hospital, his entrepreneurial characteristics and his leadership style contributed to the reported performance of the hospital.

Semi-structured interviews were conducted with selected stakeholders of the hospital and focus group discussions were also used to gather primary data for the study. Secondary data for the study was collected through the hospital financial accounts, news paper and magazine articles and websites.

Findings revealed that the founders vision for social well being was a key driver in the decision to establish a large scale hospital and his leadership style and entrepreneurial characteristics largely contributed to the performance of the hospital.

The study concludes that the hospital, although a commercial business, has elements of a social venture and that the founders' personal values, charisma and leadership characteristic and his decision to engage the local community in the hospital at the inception resulted in achieving high performance during a short period of time.