



2030 STRATEGY PLAN

गल्लीCLINIC

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Website

www.gullyclinic.com

Location

Mumbai, India

NOTE FROM FOUNDERS

Being doctors from the megacity of India, Mumbai, with approximately 9 million slum dwellers, gave me the exposure most doctors can only dream of. The city is an ideal petri-dish for our designed public health experiments. I needed to prove that preventive and primary healthcare in urban communities can significantly impact healthcare understanding and usage by the common man/woman. Gully Clinic emerging during COVID19 has been transformational to prove this.

I often call it my passion project but it is more than that! Gully Clinic is a simple behavioral change experiment with the potential to scale up to being an ideal model of social entrepreneurship in healthcare.

After 3 years, I am focussing on our Mission Statement #3, to create a network for healthcare professionals of the country to explore social entrepreneurship because there is a tremendous untapped EQ of doctors which can benefit marginalized communities globally.

Dr. Malvika Neeraj

Founder



Altruism is the most valuable quality of humankind. It is what keeps us human!

I trained in Internal Medicine but had a passion to witness a behavioral change in the mindset of doctors and patients alike. I want doctors to experience the euphoria of social service and patients to understand and navigate the complex world of healthcare armed with knowledge that is relevant to their socio-economic background.

Gully Clinic is a product of my whims and passions. Currently it serves a collective population of more than 2 lakhs with 5 active centers in Mumbai. I am looking forward to creating a community of #socialdoctors who will practice with a sense of allegiance to ethical evidence-based medicine and understand the value of preventive healthcare.

Dr. Vivek Waghela

Founder

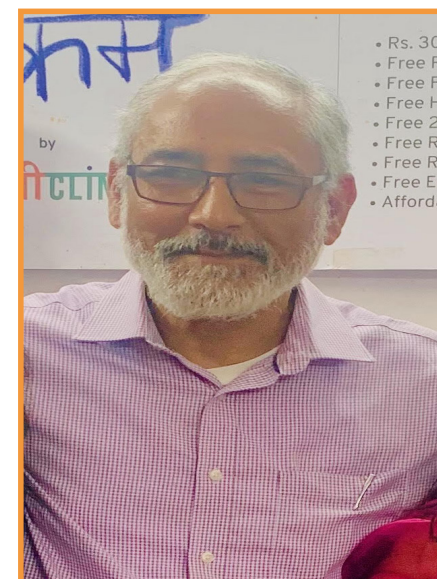


NOTE FROM ADVISORS

We are proud to support the work of the young doctors and teams of Gully Clinic in their goal to provide and facilitate last-mile access to healthcare information, education and treatment to the underserved communities in Mumbai. Their vision to develop benchmarks for public health standards for these communities by 2030 is indeed a laudable initiative and will help support the work of the healthcare system in allocating scarce resources. The commitment which they have to their work, and the connections which they have built with these communities, has helped develop a model which has tremendous potential to be scaled up and impact many more such communities across the country.

Aditya Narain

Advisor



As we look toward 2030, I envision Gully Clinic evolving into a grassroots healthcare revolution, one that redefines access, dignity, and outcomes for underserved urban populations. Our model isn't just about building more clinics but about embedding primary healthcare into the daily lives of communities, especially through our strategic integration with slum schools, local NGOs, and civic bodies. By co-locating with schools, we create a seamless ecosystem where children, families, and educators participate in a shared mission of health and learning. These touchpoints allow us to provide not just treatment, but preventive care, early intervention, and lifelong health awareness, starting from the youngest age.

Over the next few years, we aim to replicate this high-impact, low-cost model across India's urban slums supported & backed by smart data, micro-financing alliances, and cross-sector partnerships. The goal is to scale not just in numbers, but in trust and community ownership. In a country where the first point of care is often the last resort, Gully Clinic aspires to be the first line of hope with accessibility, accountability, and always rooted in empathy.

Tejesh Pawar

Advisor

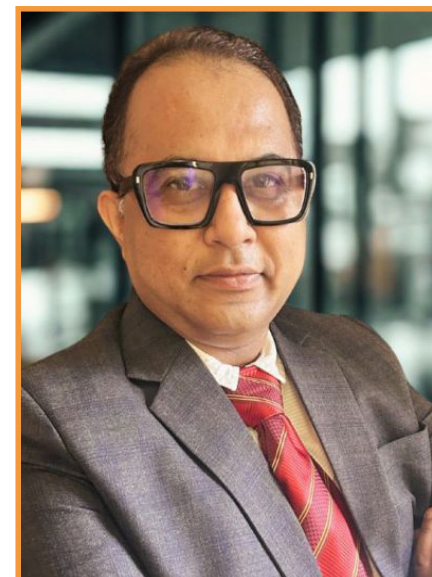


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Introduction

Gully Clinic stands as a transformative public health initiative launched under the auspices of the AquaKraft Foundation, aimed at tackling health disparities prevalent in the slum communities of Mumbai with a specific focus on primary and preventive care. Here is a succinct overview encapsulating the key facets of this impactful program:



Mission

- To provide affordable, specialized, and quality healthcare services to every Indian across low-income communities in India
- To initiate preventive healthcare behavioural change amongst the bottom of pyramid in urban areas
- Promote social entrepreneurship amongst healthcare practitioners



Vision

“Har Gully Healthy”

(Translation: To make every lane healthy)

Program Genesis:

In 2021, Gully Clinic was conceived as a pivotal public health venture within the framework of the AquaKraft foundation. This initiative harmonizes with the ambitious Sustainable Development Goal (SDG) 3, dedicated to ensuring a healthy life and fostering well-being across all age groups.

Operational Scope:

Currently active in the bustling metropolis of Mumbai, Gully Clinic is diligently addressing the healthcare needs of inhabitants residing in over 3000 slum clusters.

Primary Objective:

The overarching objective is to enhance long-term health outcomes for a staggering 90 lakh (9 million) individuals entrenched within these densely populated informal settlements.

Navigating Infrastructure Challenges:

In the current healthcare landscape of Mumbai, the over-reliance on private healthcare renders it financially unattainable for low-income communities, particularly for those who earn a daily wage, who have to struggle to meet their daily needs.

Innovative Solution Paradigm:

In the current healthcare landscape of Mumbai, the over-reliance on private healthcare renders it financially unattainable for low-income communities, particularly for those who earn a daily wage, who have to struggle to meet their daily needs. Gully, a term derived from Hindi/Marathi, refers to small lanes in slums or low-income communities.

In the context of healthcare, Gully Clinic endeavors to surmount the barriers to healthcare accessibility by proffering cost-effective health services to a substantial populace. Notably, the program adopts a comprehensive approach, addressing both the demand and supply sides. This entails not only catering to the healthcare needs of the community but also nurturing the capabilities and awareness of healthcare service providers. In essence, Gully Clinic emerges as a holistic endeavor poised to rectify health inequities through community participation. An effort to start a dialogue of the harsh environment of poor sanitation, next to no health insurance, lack of public spaces for mental & physical well-being and low priority to healthcare needs.

Our Initiatives

Gully Clinic: Bridging Healthcare Gaps in Low-Income Communities

Community based healthcare units in India play a crucial role in addressing the healthcare needs of diverse communities, including those in low-income and slum areas. These units are instrumental in ensuring the accessibility of essential health services, promoting preventive care, and enhancing overall community well-being. Gully Clinic is striving to bridge healthcare gaps and provide quality services to underserved populations.

From inception, six Gully Clinics were established across **Mumbai, India** contributing to the well-being of more than 10,000 patients over the last

three years. Currently, 3 centres are active with comprehensive health services under one 100 sq ft space :

OPD Services : 8 hours a day, 6 days a week

Physiotherapy : 6 days a week

Pathology/Diagnostic Lab : 12 hours daily, 6 days a week

In-house pharmacy : medicines provided at no extra cost

Referral links to major government hospitals

Patient education & advocacy forums



Accessibility

Situated strategically in low-income communities, Gully Clinics ensure that residents have easy access to essential healthcare services without the burden of exorbitant costs.



Preventive and Specialized Care

Gully Clinics are designed to offer a spectrum of services, ranging from preventive care, diagnostic services, dispensary to dispense generic and branded medicines to specialized treatments. This holistic approach caters to the diverse healthcare needs of the community.



Affordability

Recognizing the financial constraints faced by individuals in low-income communities, Gully Clinics operate with a commitment to providing healthcare at affordable rates, making it economically feasible for all.



Community Impact

With a focus on preventive care, Gully Clinics contribute not only to individual health but also to the overall health profile of the communities they serve. Regular health check-ups and awareness programs empower residents to make informed decisions about their well-being.



Gully Meets: Health Awareness Sessions for Communities

Gully Meets are weekly sessions conducted by Gully Clinic staff within the communities. These sessions bring community members together, providing a platform for a deep dive into health topics. Gully Meets encourage active participation, fostering a sense of community engagement and collaboration in addressing health challenges.

By equipping community members with knowledge, these sessions transform them into advocates for healthier living within their neighborhoods and to become active agents of health awareness for other community members as well. More than 100 Gully Meets have been organized across various healthcare topics such as bone health, maternal and child health, etc attend by 2000+ community members.



Disseminate critical health information through bi-monthly patient advocacy groups.



Foster a sense of community responsibility for health awareness.



Create a network of informed individuals who can positively influence the health behaviors of others.

#Slumdoc Millionaire: Ecosystem Building through Social Entrepreneurship

Within the framework of our social entrepreneurship platform, the #Slumdog Millionaire initiative embodies a comprehensive approach to ecosystem building, particularly in the capacity building and sensitization of healthcare professionals. Positioned strategically within low-income communities in Mumbai, the platform fosters the cultivation of a cadre of healthcare professionals, specifically doctors, who undergo systematic capacity building and sensitization processes. This strategic investment aims to equip healthcare practitioners with the necessary skills, cultural understanding, and empathy required to effectively serve in low-income communities.



Healthcare professionals become pivotal agents in the provision of healthcare services within these communities, fostering a positive intersection of social impact and professional development.



Fostering the cultivation of the next generation of socially responsible healthcare professionals.

PHX: Public Health Exchange Program

PHx is a data-driven initiative focused on improving public health by analyzing community health indicators. By using families as the central unit of public health intervention, PHx empowers communities to make informed health decisions and create sustainable health improvements.

Prabhav

Prabhav is a mentorship program that supports youth from underprivileged backgrounds, providing guidance and training to help them build careers in the healthcare sector. It aims to create community leaders by equipping participants with the necessary skills and knowledge to drive positive health outcomes.

Sahara

Sahara provides affordable physiotherapy and rehabilitation services to underserved communities, raising awareness about injury prevention and closing healthcare gaps through education and outreach.

Our Impact Since 2021



2023:
Fast Growing SMEs
(Women-led Enterprises)

2023:
Sustainability Champions for
working towards UNSDG #3



Our Ethos

Between 2023-24, Gully Clinic engaged in a strategic mapping and system design initiative with [Ikvanshu Foundation](#). Through a series of workshops and exercises, the goal was to solidify Gully Clinic's core values and organizational identity. The partnership focused on the below mentioned objectives:

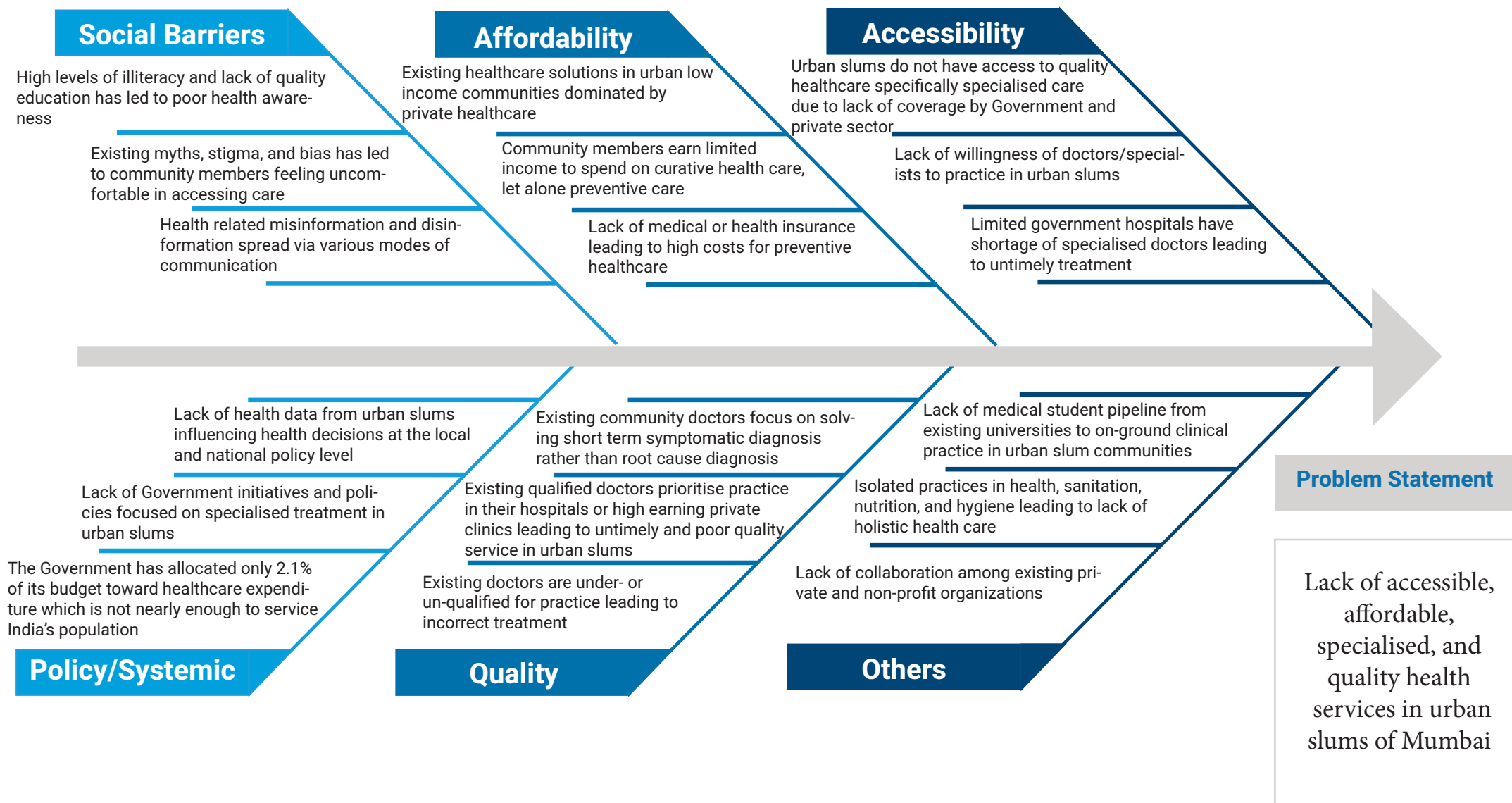
- A** Design and facilitate culminating leadership-wide workshops to share key insights, vision, and guide the strategy planning exercise
- B** Conduct desktop research to develop a landscape assessment that outlines the strengths, areas for growth, and opportunities within the healthcare space for Gully Clinic
- C** Develop a Theory of Change (TOC), Logic Framework, and a Operationalized Theory of Change (OPTA) that will guide the vision of the organization
- D** Build an impact measurement framework on excel that is representative of Gully Clinic's current and future operations including mapping process and outcomes
- E** Train Gully Clinic leadership to begin using the various strategy mapping tools effectively and efficiently.

These foundational elements achieved through these objectives are integral components serve as a guiding framework for Gully Clinic's future endeavors. Beyond being a roadmap, this strategic process aims to centralize the organization and align its staff, partners, and donors with a unified vision. By fostering alignment on these critical aspects, Gully Clinic is poised to pursue its goals with clarity and cohesion. This strategic mapping and system design initiative showcases Gully Clinic's commitment to thoughtful organizational development. It reflects a dedication to creating a positive impact within the community it serves.

Guided by this ethos, Gully Clinic prioritizes innovation and continual growth, ensuring that every new tool and strategy resonates with our broader vision. Whether it's integrating technology for more robust data capture or refining our processes to focus on preventative care, each step forward is measured against the principle of helping communities thrive. We recognize that healthcare challenges are complex and interconnected—spanning economic, social, and cultural contexts—and this awareness shapes our holistic approach to solutions. Looking ahead, our dedication to transparency, empathy, and respect fuels our aspiration to shape a future where no one is denied the opportunity to lead a healthy, fulfilling life.

Problem Statement and Root Cause Analysis

The following fishbone visualization summarizes Gully Clinic's problem statement and the root causes/conditions leading to the undesired effect.



Theory of Change

The following visualization explains how Gully Clinic's interventions are expected to lead to specific development change, drawing on a causal analysis based on available evidence.

If Gully Clinic:

Creates replicable and sustainable primary healthcare solutions at low-cost for urban slum communities

Empowers urban-slum community members to become healthcare leaders for their community

Advocates for evidence-based policy changes through grassroots organizing and key partnerships

Then:

Scaleable primary health care solutions will be adopted by partners and local Government

The community as a whole will participate, advocate and invest for better healthcare solutions

Local Government and its agencies will begin adopting policies, and recommendations

As a Result

Every Mumbaikar living in slums will have access to affordable specialised, preventive, and quality healthcare services



Measurement for Learning

Building on best practices outlined in The Bridgespan Group's "Measurement for Learning" framework, Gully Clinic has placed data-driven decision-making at the heart of its operations in 2024. Measurement for Learning is a continuous improvement approach that uses data insights to refine strategies in real-time. It emphasizes the importance of aligning metrics with overarching goals to ensure resources are invested where they can drive the greatest impact. For Gully Clinic, this translates into leveraging prioritized indicators and agile data collection methods to inform ongoing program enhancements. By focusing on timely feedback loops and evidence-based adjustments, Gully Clinic aims to maximize both efficiency and patient outcomes across its network.

Our Process

Co-design Measurement Framework

Gully Clinic began by aligning its Theory of Action (TOA) with key metrics reflecting both the efficiency of operations and the effectiveness of interventions. By zeroing in on indicators that directly inform patient care and operational success, the clinic set the stage for meaningful measurement. This foundation ensures each chosen metric is actionable and tied to the organization's broader mission.

Map Indicators to Interventions and Decision-making Processes

Next, each indicator was methodically linked to specific clinic activities and indicators. This mapping exercise established a clear line of sight between data being tracked and the interventions driving patient outcomes. Ultimately, it gave staff and stakeholders a robust framework to gauge how well each intervention and action contributes to improving community health.

Prioritize Indicators to Pilot

Recognizing practical constraints, Gully Clinic chose a focused subset of indicators to pilot across its network. This prioritization balanced the ambition of comprehensive data collection with the feasibility of systematic tracking and analysis. By honing in on the most impactful metrics first, the clinic maintained agility in refining its approach to measurement.

Integration and Discussion

The collected data now feeds into an interactive dashboard, offering Gully Clinic leaders at-a-glance visibility into both successes and areas needing improvement.

By presenting insights in real time, the dashboard streamlines decision-making and pinpoints where interventions can have the greatest impact.

Data Collection, Analysis, and Visualization

With prioritized indicators in hand, the organization gathered real-time data from multiple sites, capturing the diversity of patient demographics and regional contexts. A standardized process ensured consistency and reliability, allowing meaningful comparisons across different operating environments. These insights formed the bedrock for informed discussions on how best to evolve practices and address emerging issues.

2024 Highlights

1300⁺

Visits across
clinics

800⁺

Patient
registrations

480⁺

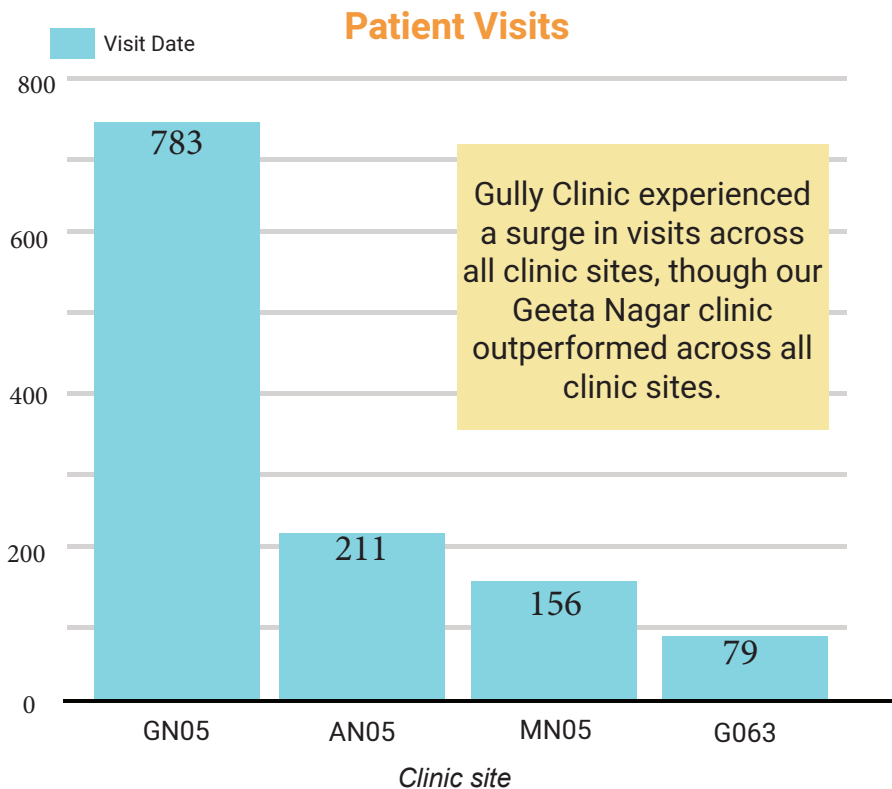
Female patient
consultations

₹5.5 lakh⁺

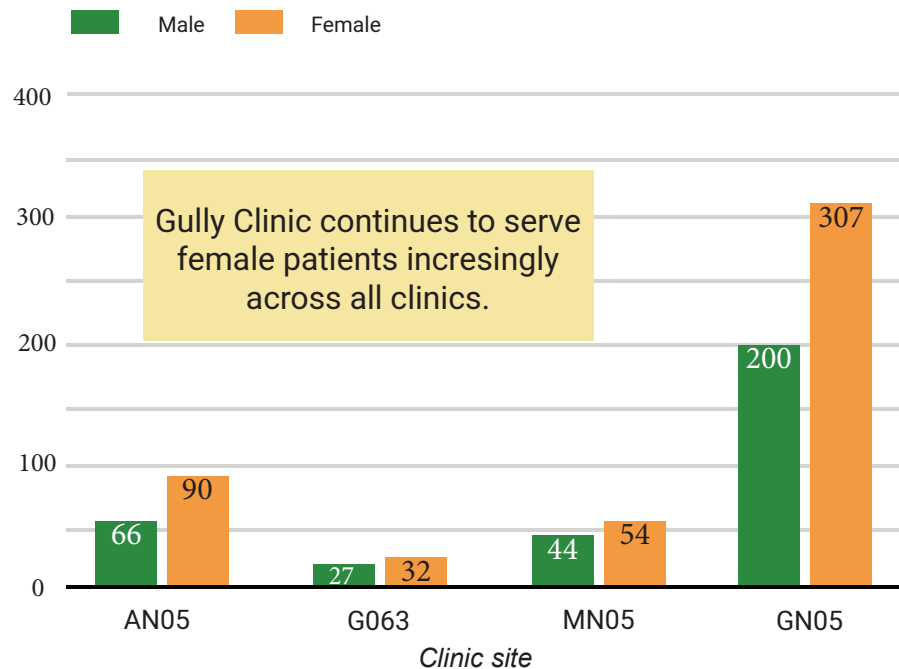
Savings across
households in Mumbai

2024 Data Insights

While the clinics have had many more visits overall, this data analysis presents data from a representative subset of those visits to provide a meaningful snapshot of broader trends. Over the course of 2025-2026, Gully Clinic is embarking on an ambitious journey to improve its data collection systems. The data spans across 4 Gully Clinic sites, namely: GN05, AN05, MN05, and G063.



Patients Across Clinic Sites and Gender Breakdown



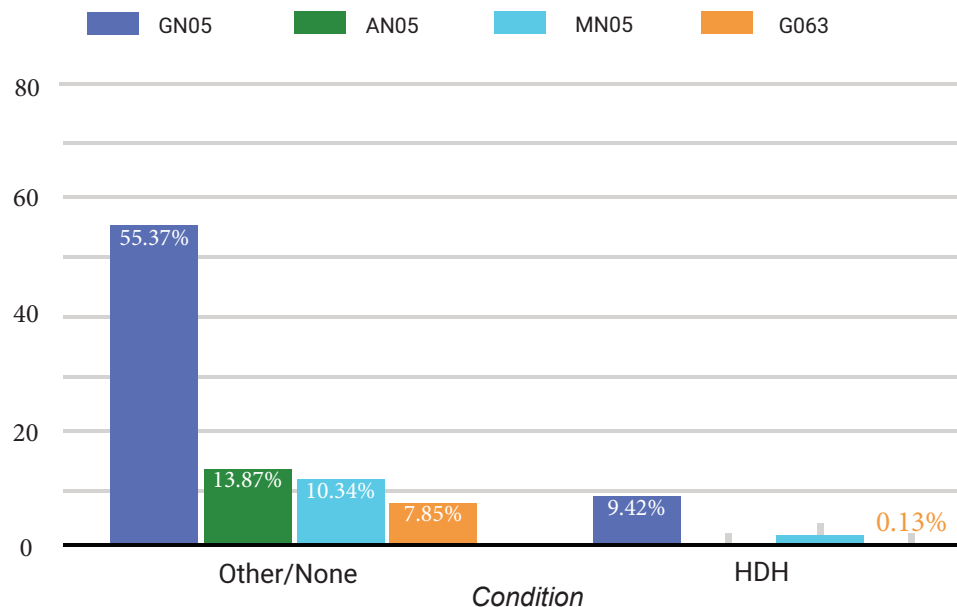
Chronic conditions remain a persistent concern—hypertension and diabetes are most prevalent across all Gully Clinic communities.

Non-communicable diseases (NCDs)—such as hypertension, diabetes, and hyperthyroidism—account for nearly 60% of all deaths in India¹. By 2030, Gully Clinic aims to transform preventive healthcare (non-communicable diseases) for low-income communities by reaching over 1,000 families annually with door to door surveys, free physician visits and lab tests to screen for at-risk family members.

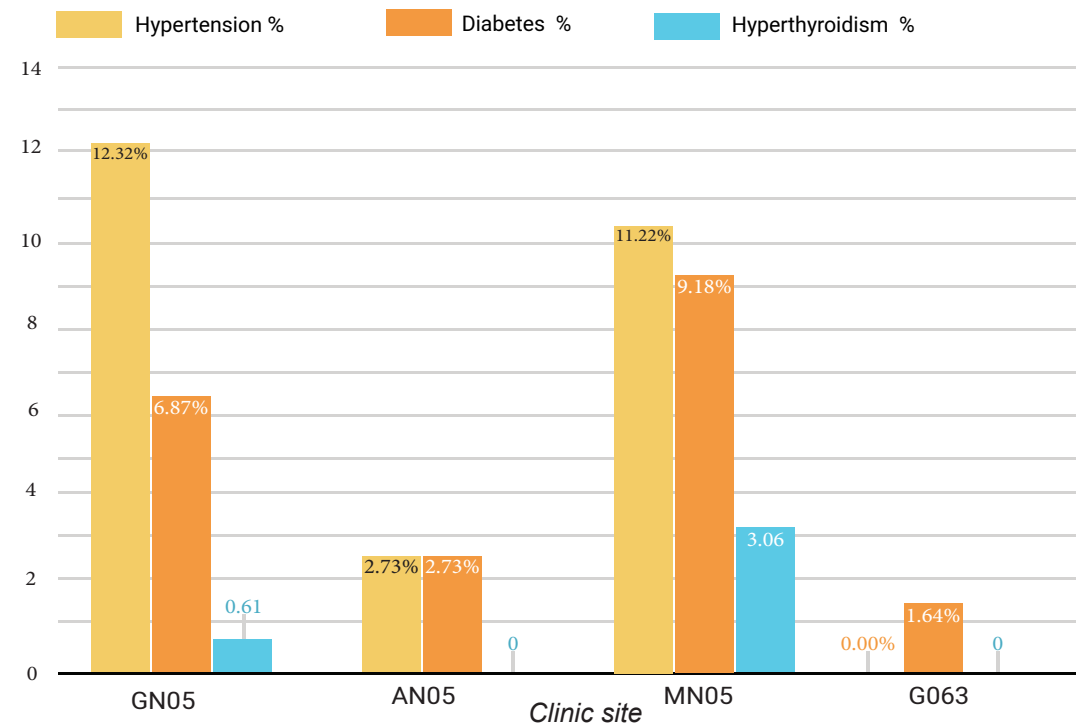
What is Gully Clinic doing differently?

- Dieticians and physiotherapists will be engaged for long term chronic disease support.
- Using themes of social Prescribing and engaging communities to learn about NCD-friendly dietary options and physical workouts for all age groups through gamification of complex health issues.

Conditions by Clinic Site

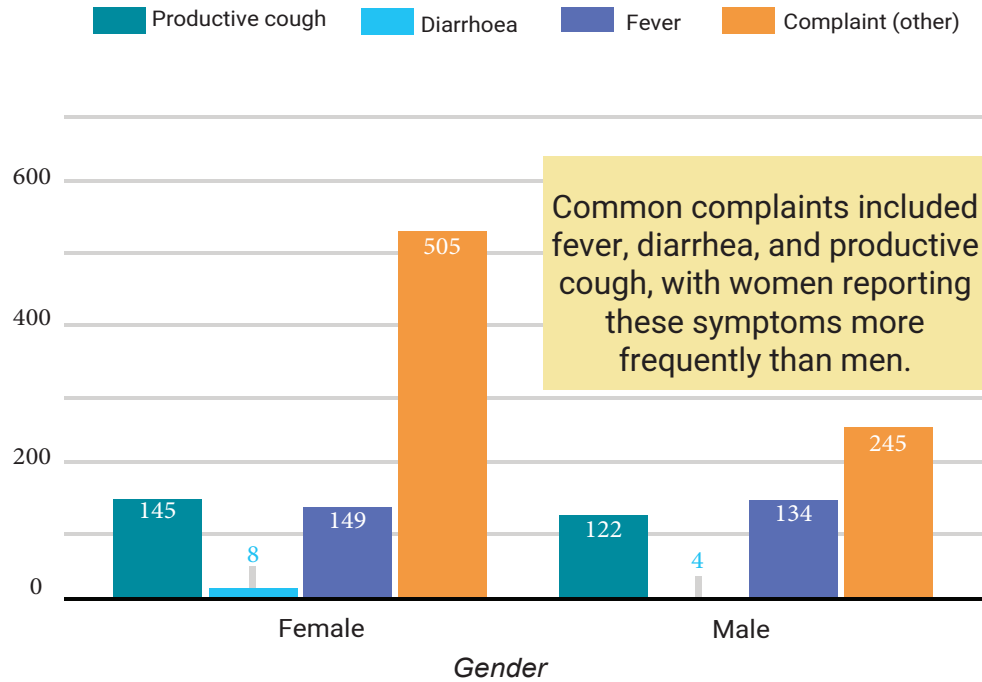


Chronic Conditions across Clinic Sites



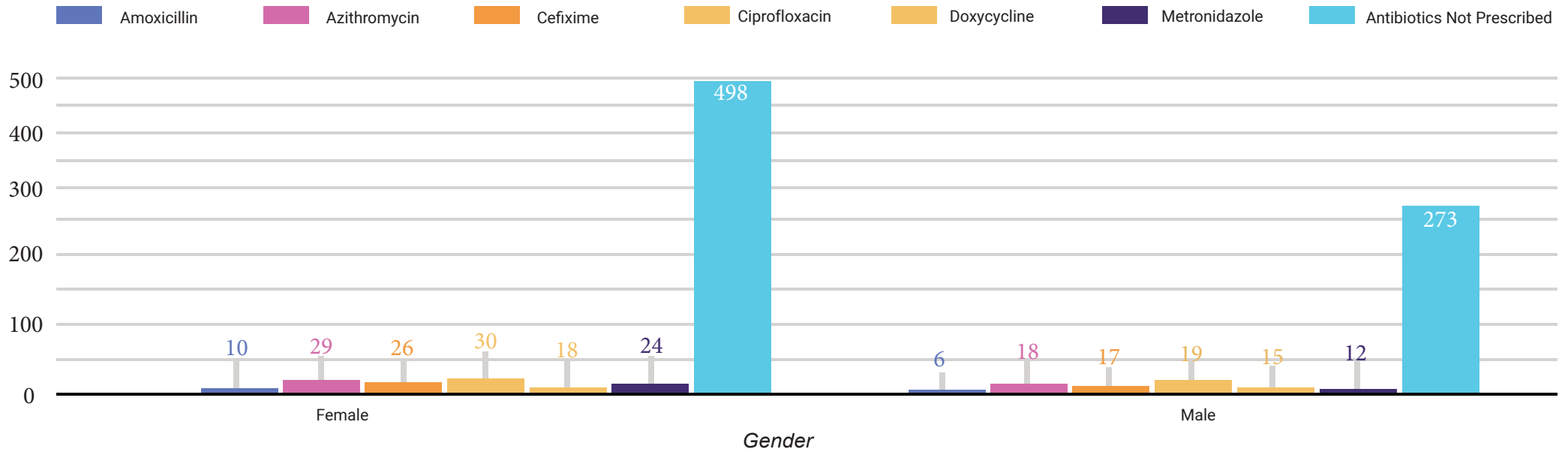
1. Nethan, S., Sinha, D., & Mehrotra, R. (2017). Non communicable disease risk factors and their trends in India. Asian Pacific Journal of Cancer Prevention, 18(7), 2005–2010. <https://doi.org/10.22034/APJCP.2017.18.7.2005>

Common Complaints by Gender (all visits)



Gully Clinic continues to err on the side of caution by avoiding unnecessary antibiotic prescriptions for both men and women, instead prioritizing social prescribing and sustainable lifestyle changes as core treatment approaches.

Common Antibiotics Prescribed or Not Prescribed by Gender



Gully Clinic helps cut chronic care costs by over 80%, shielding Mumbai's low-income families from catastrophic health expenses. Just in our sample subset, Gully Clinic helped families save more than ~₹4,30,000 annually.

A 2017 study conducted in Malwani slums of Mumbai found that in low-income communities, annual out-of-pocket (OOP) costs for chronic conditions like hypertension can reach upto ₹4,042 per patient when utilizing government services and nearly ~₹7,621 when relying on private care².

In contrast, Gully Clinic charges only ₹10 for the first visit and ₹50 for each follow-up under its family card system, with referrals provided free or at minimal cost.

Using a back-of-the envelope-calculation:

If a hypertensive patient visits Gully Clinic monthly (12 visits/year), their total annual cost would be just ₹10 for the first visit plus ₹50 for each follow-up—adding up to ₹610 per year. **That's a savings of approximately ₹3,432 compared to the average out-of-pocket cost of government care.**

These savings delay or reduce “catastrophic” expenditures—medical spending exceeding 40% of a family's budget—a threshold that impoverishes around 15% of households in these communities .

Gully Clinic's low, predictable fees, family card system, and free referrals thus provide critical financial protection for households managing chronic disease.

Approximate Chronic Healthcare Costs per Family in Mumbai



2. Thakare, B. S., Adhav, A., & Kadam, S. (2017). Economic burden of hypertension care on households of Malwani slum of Mumbai: a cross-sectional study. International Journal of Research in Medical Sciences, 3(9), 2376–2381. <https://doi.org/10.18203/2320-6012.ijrms20150634>



Our Priorities

For the next 5 years, Gully Clinic is prioritizing its community-centric healthcare model, extending its reach beyond current geographies to underserved regions in Mumbai and beyond. Gully Clinic will emphasize robust, data-driven decision-making coupled with policy advocacy to foster systemic changes in health access and equity.

1 Expanding the Gully Clinic Footprint

Gully Clinic envisions significant geographical expansion to bring its community-focused healthcare model to more gullies within Mumbai and eventually beyond Mumbai.

- **Scaling Operations:** Establish additional clinic sites in underserved neighborhoods, ensuring consistent access to quality care.
- **Partnership Building:** Collaborate with local stakeholders, civic bodies, and nonprofits to tailor services to each community's unique health needs, maintaining the same ethos of inclusive and patient-centered care.

2 Leveraging Data and Influencing Policy

Grounded in a commitment to data-driven practice, Gully Clinic will deepen its use of real-time metrics and analytics to strengthen decision-making, optimize interventions, and advocate for systemic reforms.

- **Data-Informed Strategy:** Collect, analyze, and apply insights on patient demographics and treatment effectiveness to refine ongoing clinical practices.
- **Policy Engagement:** Work closely with government agencies, think tanks, and public health experts to shape policies that expand access to holistic care.
- **Cross-Sector Collaborations:** Forge strategic alliances with academic institutions and research organizations to reinforce the bridge between evidence and implementation.

3 Fostering Social Prescribing and Research

A significant pillar of the next five years is advancing a holistic approach to health that includes social prescribing through Gully Meets and other research initiatives.

- **Social Prescribing:** Integrate non-medical referrals—such as community activities, exercise programs, and mental health support—into patient care pathways.
- **Dedicated Research Investments:** Allocate resources to ongoing studies that explore emerging healthcare innovations, preventive measures, and patient-centric models.
- **Outcome Measurement & Iteration:** Continuously refine both social and clinical interventions, using robust research findings to iterate and improve care practices.

THANK YOU

We are deeply grateful for the unwavering support of our dedicated team and the communities we serve. Their collective efforts have been instrumental in driving the growth of our initiatives, from mentorship programs to health outreach and rehabilitation services.

Together, we are building a healthier future for marginalized populations, and we remain committed to expanding our impact. With continued collaboration, we look forward to achieving even greater milestones in the coming years, transforming lives through accessible, high-quality healthcare.

Gully Clinic Team

Get In Touch

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