



International Partnership *for* Innovative Healthcare Delivery

**ANNUAL REPORT** | *July 2012 – June 2013*

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# IPIHD

## MISSION & VISION

### IPIHD Mission

*Improving Access to Affordable Quality Healthcare Through Innovation*

IPIHD has a social mission of increasing global access to cost-effective and high-quality healthcare, and believes this achievement is a critical component to reducing inequities in healthcare delivery around the world.

### Long-Term Goals of IPIHD

- 1 Support innovator success in scale/replication:** IPIHD's goal is to ensure that its work enables healthcare innovations to grow their impact through scale and replication
- 2 Demonstrate influence of knowledge development:** IPIHD's work to study successful innovations and their ecosystems is designed to facilitate changes in healthcare on the ground
- 3 Create value for innovators:** IPIHD prides itself on having a small curated network that actively engages and creates value for all of its members; thus the goal is to ensure that all innovators in the network benefit from participation
- 4 Create value for supporters:** IPIHD strives to provide substantive value to corporate, foundation, government, academic, and other supporters of IPIHD through a demonstrated ability to deliver high-quality programs and products that impact health and healthcare
- 5 Establish thought leadership in global health:** IPIHD's goal is to develop itself into a global institution that is well-known and respected in innovation and global health
- 6 Achieve financial sustainability:** As with the innovators that it works with, IPIHD's longer term success is based on its ability to develop and deploy models that ensure financial sustainability



#### *The IPIHD Team*

*Back row, left to right: Mitch Dozier, Dr. Krishna Udayakumar, Dr. Jeffrey Moe, Fiona Behm, Richard Bartlett, and Eleni Vlachos*

*Front row, left to right: Anne Katharine Wales, Andrea Taylor, and Kellie Auman*

## WELCOME AND INTRODUCTION

# DEAR FRIENDS AND COLLEAGUES,

We've enjoyed being part of a second positive and impactful year for IPIHD. It's been our pleasure to work with IPIHD over the course of the last year as it has transformed from start to strength and is now beginning to deliver the type of success we all strived for when we founded IPIHD through the World Economic Forum.

Stories of helping innovators provide affordable, quality healthcare to people around the world are what really bring IPIHD and our collective work to life and this annual report is full of such stories.

**Penda Health:** *There is nothing more pleasurable than working with a team full of energy. IPIHD has been able to complement the founding team's energy with deep guidance from experts around the world on improving the patient experience, developing a sustainable financing model this year and establishing the enablers for success. We're delighted to know that they have launched a health membership plan model which, if successful, will enable them to achieve scale.*

**APROFE:** *This is an organization which has shown that "innovation" isn't an idea but a way of living. We've worked with the Executive Director, Larissa Marangoni, over the last couple of years to develop plans for expanding APROFE's services both in Ecuador and into New York, with the largest Ecuadorean population outside of Ecuador.*

**One Family Health:** *We've known One Family Health from day one; in fact - it was the Founder, Gunther Faber, who helped us design IPIHD. Since then, we've created the platform to facilitate dialogue with partners such as GSK and successfully introduced One Family Health to funders to enable expansion into Zambia. The impact of creating over 100 health clinics in villages and towns across Zambia is clear: more lives saved and transformed.*

**Jacaranda Health:** *We respect anybody with a big vision and Jacaranda's founder, Nick Pearson, certainly has that - he wants to create "the" model for maternal care in Africa. This year, IPIHD helped set up Jacaranda's influence strategy and catalyze a peer learning network to help this new, exciting organization on its way to success. The care that Jacaranda delivers is critical, providing access to maternal care for slum dwellers and other underserved recipients in Kenya.*

**salaUno:** *A textbook IPIHD innovator, the founders of salaUno used the original research that launched IPIHD to design their business model, then leaned on the knowledge and connections IPIHD facilitated to build and position the organization for more success. IPIHD has also learned from salaUno through a study of their replication of the Aravind and LV Prasad eye-care models in Mexico.*

These are just a few stories; through IPIHD's core mission of collaboration with innovators, businesses, investors, and healthcare leaders in IPIHD's community, there are even more stories of success due to the exchange of expertise and ideas.

We're also learning a huge amount. The knowledge and research undertaken by IPIHD from individual innovator profiles to short reports, to deep-dives on innovation in China and lessons from eye-care to our in-depth report on policy implications for enabling human capital innovation – all of these are examples of how IPIHD is influencing the space.

From the start, this is what we set out to do. We wanted to be part of the transformation of healthcare around the world, learning from and supporting what already works.

Our work is not done though; it is just beginning. The establishment of a partnership at Duke, the Social Entrepreneurship Accelerator at Duke (SEAD), funded by USAID, is another demonstration of the value of IPIHD.

As ever, we are indebted to our funders and sponsors. We're delighted that **Baxter**, **Becton Dickinson** and **GE Healthcare** joined IPIHD this past year and understand the value of working together with our committed supporters to increase access to affordable care around the world.

We look forward to the year ahead and the great stories of impact IPIHD can deliver next year.

Best regards,

Krishna, Richard, Victor, Gary and Nicolaus, on behalf of the whole IPIHD team



*Krishna Udayakumar, MD, MBA*

Executive Director of IPIHD



*Richard Bartlett*

Associate Director of IPIHD



*Victor J. Dzau, MD*

Chancellor for Health Affairs at Duke University, and President and CEO of Duke University Health System (Chair)



*Gary Phillips, MD, MBA*

Senior Director, Head of Global Health and Healthcare Industries, World Economic Forum



*Nicolaus Henke, PhD*

Global Head of Healthcare, McKinsey & Company

# IPIHD TEAM

## Overview

IPIHD is governed by a Board of Directors, who hold fiduciary responsibility for the organization, a Board of Overseers comprised of IPIHD's gold-level supporters, who provide strategic guidance and input into IPIHD's core activities, and a management team, responsible for IPIHD's day-to-day operations.

## Board of Overseers

**Aetna:** Eugene Marks, Head of Americas, Aetna International

**AstraZeneca:** Lynn Tetrault, Executive VP, Human Resources and Corporate Affairs

**Baxter:** Jean Luc Butel, President, Baxter International

**Duke:** Victor J. Dzau, Chancellor for Health Affairs at Duke University, and President and CEO of Duke University Health System (Chair)

**Health Foundation:** Stephen Thornton, Chief Executive Officer

**McKinsey & Company:** Nicolaus Henke, Global Head of Healthcare

**Medtronic:** Sundee Lal, VP, Strategy & Business Development International

**Novartis:** Farhad Riahi, Head, Healthcare Systems

**Robert Wood Johnson Foundation:** Deborah Bae, Senior Program Officer

**World Economic Forum:** Gary Phillips, Senior Director, Head of Global Health and Healthcare Industries

**Zuellig Group:** Patrick Davies, CEO, Symbion

## IPIHD Team

**Krishna Udayakumar, Executive Director of IPIHD**, also is the head of global innovation for Duke Medicine. Dr. Udayakumar provides overall strategic leadership for IPIHD and drives fundraising activities.

**Richard Bartlett, Associate Director of IPIHD**, provides day-to-day leadership for IPIHD, and coordinates activities across the team.

**Mitch Dozier, Director, Operations & Finance**, oversees the operational and financial aspects of IPIHD including infrastructure, financial and governance systems and other management processes.

**Eleni Vlachos, Engagement Manager**, manages the outreach, selection, and engagement of global innovators and organizations within IPIHD, including co-organizing the IPIHD Annual Forum, and oversees marketing platforms and promotions and contributes to projects in other programmatic areas.

**Andrea Taylor, Research Project Manager**, manages the research and knowledge development program, regulatory and policy activities, and student engagement.

**Anne Katharine Wales, Project Manager**, manages business collaboration projects for IPIHD and SEAD, in addition to conducting outreach to funders and investors.

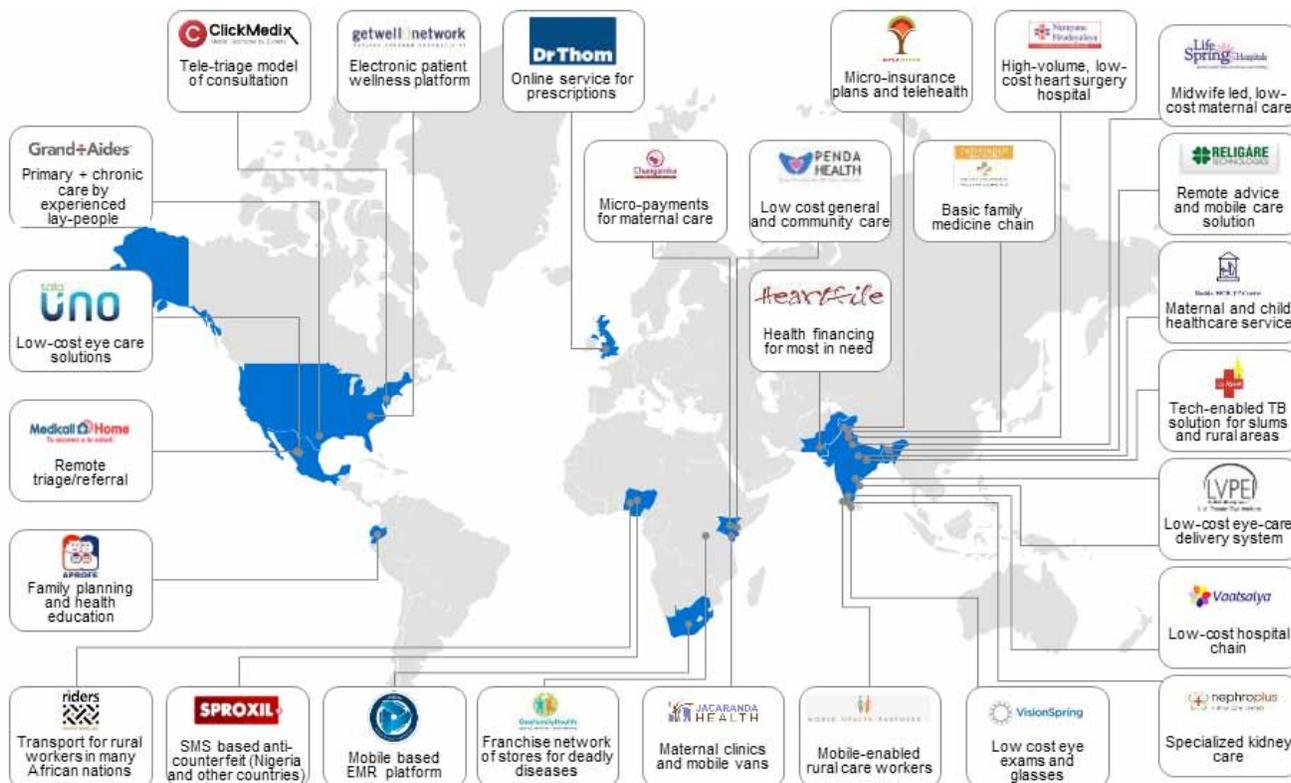
**Kellie Auman, Team Coordinator**, provides office management and administrative support for the IPIHD team including travel commitments, and coordinates events and conferences, including co-organizing the IPIHD Annual Forum.

**Jeff Moe, Executive in Residence and Adjunct Associate Professor for Duke University's Fuqua School of Business**, provides expert guidance and support for IPIHD's knowledge agenda and mentoring of student interns.

IPIHD is pleased to introduce a new team member Fiona Behm, who began as IPIHD Team Coordinator in August 2013 (pictured in team photo). Kellie Auman was promoted to a new position, Project Associate. For biographies and more information about the qualifications and experience of the IPIHD team, visit [www.ipihd.org](http://www.ipihd.org).

## IPIHD INNOVATORS

IPIHD Network innovators have won numerous awards, including Fast Company's #1 most innovative healthcare company, a CNN Hero, Ernst & Young Entrepreneur of the Year, and the Skoll Award for Social Entrepreneurship, and are true thought leaders, appearing in publications including Forbes, Business Week, BBC, and the Economist.



For a complete list of current innovators in the IPIHD Network, visit [www.ipihd.org](http://www.ipihd.org).

**"IPIHD has created a unique forum to address two pressing needs globally: lack of healthcare sustainability and lack of access to quality, affordable healthcare. In both cases innovation in health care delivery models is essential to future success. IPIHD has established cross-border partnerships and processes where innovation in health care delivery models can be replicated across multiple markets."**

*Jean-Luc Butel, President, Baxter International Inc.*

**"Robert Wood Johnson Foundation's support of IPIHD is starting to pay dividends. Not only has IPIHD expanded the Foundation's networks and helped us gain footing in the global health arena, but it has also connected us with grantees and partners whose innovative ideas can be game-changers here in the United States."**

*Brian Quinn, Senior Program Officer, Robert Wood Johnson Foundation*

**"IPIHD has made great progress in the past year with a number of success stories. IPIHD has helped successful innovators scale more rapidly, and influenced policymakers through further defining their role in expanding innovation."**

*Farhad Riahi, Head, Healthcare Systems, Novartis*

# BACKGROUND AND PROGRAMS

## Accelerating what works to fix what doesn't

IPIHD was launched to support the scale and replication of innovative healthcare delivery models that help improve global access to cost-effective and high-quality healthcare as a way of transforming the way that healthcare is delivered in health systems around the world. IPIHD was co-founded by the World Economic Forum (WEF), Duke Medicine and McKinsey & Company to address the challenge of simultaneously improving affordability, access and quality.

At the heart of IPIHD is a carefully selected and curated network of healthcare innovators from around the world. To support the growth and spread of innovation, IPIHD designed the following programs:

- 1** *Networking and Learning*  
Establish a leading network of healthcare innovators to share and spread expertise and best-practice amongst innovators and other stakeholders, and create a community of innovators who can learn from each other around the world.
- 2** *Business and Organization*  
Provide business support to select innovators through projects supported by business executives, managers, and IPIHD's broader community to help scale these successful healthcare innovations.
- 3** *Investment and Funding*  
Facilitate the creation of connections between innovators and potential funders/investors and support innovators in preparing to bring their growth plans to investors and funders for support.
- 4** *Knowledge and Research*  
Generate and disseminate structured and relevant knowledge on innovation in healthcare delivery and engage stakeholders to actively support the spread of healthcare innovation.

Through these activities, IPIHD seeks to make a difference to the health of individuals around the world and to the sustainability of health systems by scaling the impact of proven solutions to address current and future needs.

## KEY ACCOMPLISHMENTS

**FACILITATOR AND CONNECTOR**  
IPIHD has developed an ecosystem of healthcare leaders, investors, and other stakeholders to facilitate connections that have potential to catalyze impact

**INFLUENCING HEALTHCARE**  
IPIHD is influencing the way that health systems (specifically in the developed world) think about innovation as a key enabler in healthcare reform

**BUILDING BUSINESS CAPACITY AND CAPABILITIES**  
IPIHD has built the skills, capabilities, and capacity of healthcare innovators in the IPIHD network to accelerate their growth

**CATALYST FOR IMPACT**  
IPIHD has enhanced its position as a leader in global health innovation and a 'go to' place for knowledge, expertise, and collaboration opportunities

## FACILITATOR AND CONNECTOR

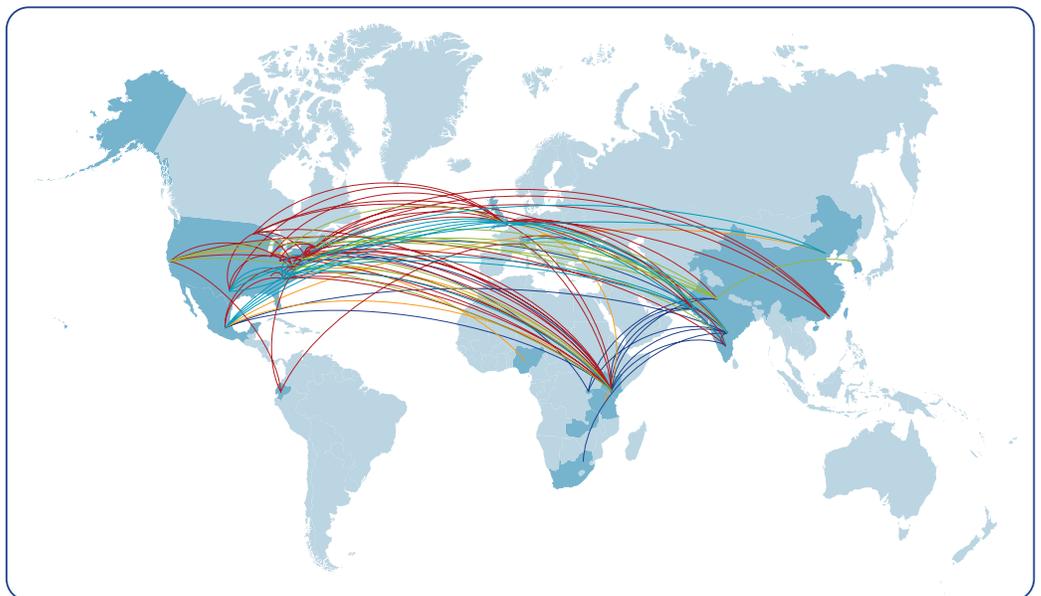
### IPIHD has developed an ecosystem of healthcare leaders, investors, and other stakeholders to facilitate connections that have potential to catalyze impact.

One of IPIHD's core strengths through having a tailored Network of innovators and supporters is the ability to make strong and lasting connections between innovators, industry, and, increasingly, funders. IPIHD proactively facilitates connections through a strong network and events. Over the last year, IPIHD has increased the number of facilitated connections around the world, which have transformed into collaborations with shared value.

One of the ways that IPIHD connects stakeholders is through the IPIHD Annual Forum; this event brings together innovators, industry leaders, investors, and more for two days to address key challenges in scaling and replicating successful models in healthcare delivery and helps identify opportunities that could lead to successful partnership or collaboration.

### Connections

- 1 Innovator to Innovator (within Network)
- 2 Innovator to Innovator (outside Network)
- 3 Innovator to Industry Leader
- 4 Innovator to Potential Funder
- 5 Innovator to Media Outlet or Speaking Engagement



**By The Numbers:**  
IPIHD Network  
Innovators

IPIHD  
Supporters

42

Connections  
with Funders

15

Connections with  
Speaking Engagement  
or Media Interview

18

### Connecting Innovators to One Another

Some of the greatest value that IPIHD brings to innovators is through connections with other innovators around the world facing the same challenges and opportunities. By building in-depth relationships with each of our innovators, IPIHD is able to make meaningful connections.

For example, through IPIHD, salaUno has been connected directly with the LV Prasad Eye Institute to get advice on how to scale and improve their model of care in Mexico. Leaders from LV Prasad have provided salaUno advice on building out a network of vision centers, training clinical and non-clinical talent, and improving the efficiency of operations.

The catalyst for much of this activity is the aforementioned IPIHD Annual Forum, where innovators from across the globe come together to exchange stories, lessons, and experiences with each other. Via IPIHD's involvement in the USAID-funded SEAD program, we have been able to intensify this work by setting up peer-learning groups – regular teleconferences aimed at bringing together innovators working on specific issues to partake in joint problem solving.

## Connecting Innovators to Industry

### ClickMedix & Medtronic

Through a connection to IPIHD supporter Medtronic, innovator ClickMedix partnered in the launch of Medtronic's iHear pilot program, training health workers to conduct ear infection screening running ClickMedix software. Ting Shih, the Founder and CEO of ClickMedix, said "Medtronic was a great visionary and executor on realizing the bottom-of-the-pyramid business model." Medtronic has also used IPIHD's network and participation at the IPIHD Annual Forum to scope out and meet with other innovators to consider as implementers as the pilot gains traction and is rolled out across India.

### salaUno & Duke Eye Center

A key benefit of IPIHD being hosted at Duke is access to clinicians across a leading US healthcare delivery system. salaUno was able to capitalize on this benefit by connecting to clinicians and faculty at the Duke Eye Center. Through this connection, salaUno has been able to learn from leaders in eye-care about how to build successful operations and develop clinical talent and will shortly be hosting a delegation from the Duke Eye Center to Mexico to explore taking this collaboration to the next level.

## Connecting Innovators to Funders

### IPIHD Facilitates Investment of \$300K in Network Innovators in Africa

A funder seeking to support the growth of global health organizations utilized IPIHD's access to leading healthcare innovators. Jacaranda and One Family Health subsequently each received \$150,000 to expand their operations.

This funding is supporting Jacaranda to build infrastructure to grow the organization and is allowing OFH to establish the blueprint for replication to Zambia.

**"The IPIHD network has helped us engage Fortune 500 business partners."**

*Ting Shih, Founder and CEO, ClickMedix*



**"IPIHD continues to provide access to both expertise through focused student projects as well as key business collaborations needed for us to grow our model."**

*Javier Okhuysen, Co-Founder and Director General, salaUno*

**"As a founding innovator, One Family Health has been brought closer to these prestigious organizations - including GSK, our major supporter. Of specific significance has been the introduction to foundations via IPIHD. This led to detailed discussions with foundations agreeing to provide funding towards us establishing a provider-driven subsidized micro-health insurance fund in Zambia – a market we hope to enter before the end of this year. This unique initiative – if successful – could become a template for other least developed countries (LDCs) to follow as they grapple with the huge problem of increasing access to quality basic healthcare services at the Bottom of the Pyramid working under very tight budgetary constraints."**

*Gunther Faber, Founder and CEO, One Family Health*



## Webinar: Partnering with the Government

IPIHD launched a webinar series for innovators and others in the IPIHD community. Each webinar is customized based on innovator feedback. The “Partnering with the Government” webinar explored ways in which IPIHD innovators and supporters have successfully partnered with the government, including challenges to overcome and best practices. The webinar explored how different stakeholders can collaborate and partner. The panelists included Dr. Sania Nishtar, Heartfile; Dr. Lakshmi Karan, Riders for Health, and Dr. Allan Pamba, GlaxoSmithKline.

IPIHD collaborator the Center for Health Market Innovations (CHMI) blogged an excellent summary of the event: <http://healthmarketinnovations.org/blog/2012/sep/13/tips-successful-public-private-partnerships>



## BUILDING BUSINESS CAPACITY AND CAPABILITIES

**IPIHD built the skills, capabilities, and capacity of healthcare innovators in the IPIHD network to accelerate their growth**

### *Business Collaboration Projects*

In addition to connecting innovators to industry leaders, IPIHD enables mentoring support valued at \$10,000 per year – per innovator – and the opportunity to network directly with other leading innovators, policy makers, potential investors, and health system leaders at the IPIHD Annual Forum as well as virtually through peer-learning groups and tailored online platforms.

### **APROFE**

IPIHD successfully brought together senior leaders from Aetna and Sanofi as well as an MBA graduate fellow to help APROFE’s community programs move towards sustainability. IPIHD has worked with APROFE to help the organization clearly articulate the “APROFE story” for potential funders to catalyze early fundraising activities, and through developing a long-term sustainability plan. In addition, IPIHD is working with APROFE to scope out the possible replication of services to the Ecuadorian community in New York City.

**“Nowhere in the current construct of care is the idea of whole person and whole community integrated in the way it is at APROFE. Their focus is entirely on well-being; receiving healthcare as a patient is a by-product.”**

*Lilian Myers, former Aetna/Medcity and co-lead of Aprofé's IPIHD Business Collaboration Project*

“IPIHD is helping APROFE find opportunities by guiding us, coaching us, and believing in our mission and vision of projecting a new model of world health and well-being. IPIHD’s team worked with us from day one to fortify our health model and share our experience with others. IPIHD has become the bridge, uniting entrepreneurs and CEOs with us, in this wonderful voyage of change and innovation. We have become a family, achieving results in a short time period and mapping out the future. Ideas are born from collective thinking and become real the moment you believe in them.”

*Larissa Marangoni, Vice-Director, APROFE*



### Jacaranda Health

Jacaranda Health, which delivers low-cost maternal care to the slums around Nairobi, aims to join other well-established innovators in creating impact. By working with IPIHD supporter McKinsey & Company, Jacaranda was able to access strategic advice and insights on how to influence key decision makers in healthcare delivery (such as governments, donors, and providers). The project also included the development of case studies by an IPIHD research assistant on what Jacaranda can learn from other well-established innovators who have influenced healthcare systems around the world.

IPIHD identified key lessons and success factors for Jacaranda to develop a learning network where leaders from low-cost chain-based hospitals and clinics can learn from one another and spread the lessons further afield to generate more impact in global health.

### Capacity Building Webinars

In addition to the webinar on building partnerships described earlier, specific webinars aimed at providing capacity building to innovators around key areas of development need were held:

#### Pitching to Investors: The Elements of a Compelling Case

IPIHD and SEAD collaborator Investors’ Circle (IC) presented this webinar. IC is the oldest early-stage impact-investing network in the world. Innovators obtained access to free tools to create their own investment pitches, and the opportunity to ask specific questions about investment strategy. Read more here: <http://www.ipihd.org/blog/32/>

## Creating Concise and Compelling Presentations: It's Not What You Say, It's What They Hear

IPIHD is fortunate to count the Robert Wood Johnson Foundation (RWJF) as one of its supporters. Through this engagement, RWJF provided access to the phenomenal teams of both Burness Communications and Fenton Communications, the latter who presented the webinar. Innovators discussed specific examples of how to make their presentations pop by targeting the imagery and messaging in a tangible way, and by showing, not telling. The lessons learned in this session, while focused on presentations for the IPIHD Annual Forum, can be applied for a lifetime. Read more here: <http://www.ipihd.org/blog/concise-and-compelling/>

## Are You Changing the World? Tracking and Reporting Your Impact

IPIHD collaborated with CHMI to launch a webinar series on evaluation and reporting for health innovations. The first webinar in this series highlighted best practices for busy innovators to track and report metrics. More webinars are planned in this series for the coming year, with information on creating an evaluation framework and reporting numbers for maximum impact. IPIHD was thrilled to connect with many new people and organizations participating in this webinar.

### Business Coaching

#### IPIHD connects Riders for Health to top marketing expertise

IPIHD held a contest for innovators within the Network to win a one-hour marketing workshop. Riders for Health won and that workshop transformed from one hour into two hours, then from two hours to additional sessions, including a personalized half-day media strategy session created and facilitated by one of IPIHD's founding supporters, McKinsey & Company.

**"Six leaders of our organization (including Andrea and Barry, our founders) spent a very useful afternoon with McKinsey on Friday. Following the 'prize' meeting with McKinsey we won through IPIHD we have developed a close relationship with them and they hosted a media training afternoon for us with their in-house trainer and a reporter. It was very helpful and hopefully you'll see the benefits in our media work in the coming months."**

*Stephen Harvey, Director of Fundraising and Communications, Riders for Health*



#### IPIHD helps Penda Health launch its membership product

Coaching from IPIHD supporters is one way IPIHD had been creating value; another is connecting innovators to other leaders in healthcare from around the world with a passion for coaching and mentoring entrepreneurs. The approach of Penda Health in Kenya has been to "learn as you grow." To this end, IPIHD has connected Penda with many senior executives to inform and provide guidance to their model.

**"In 2012 Penda Health decided to launch its own capitated HMO-style membership plan. IPIHD suggested we research others who have tried this before us, then connected us with an MBA student and global health research analyst who researched over 30 organizations that had previously launched products like this. They connected us with global leaders from Kaiser Permanente, Cleveland Clinic, and Duke Medicine and IPIHD member organizations Naya Jeevan, Vaatsalya, and Changamka for advice and guidance.**

**The end result is that Penda launched its membership product on June 1st, in less than 6 months, with the ideas, lessons learned, and support of the world's most innovative organizations."**

*Nicholas Sowden, Co-founder and Managing Director, Penda Health*

# INFLUENCING HEALTHCARE

## IPIHD is influencing the way that health systems (specifically in the developed world) think about innovation as a key enabler in healthcare reform

A core asset of IPIHD is the Network of incredible innovators that it works with from around the world; with this comes access to knowledge, insights and expertise that can help inform and shape the way that health systems think about innovation as a mechanism for reform. IPIHD harnesses this knowledge in a way that positions itself as an influencer of health systems and a source for understanding how innovation can have a transformative impact in healthcare.

**“I used research from IPIHD’s founders to build salaUno sustainably and successfully.”**

*Javier Okhuysen, Co-Founder and Director General, salaUno*



### Innovator Profiles: Global Ecosystems Spring to Life

IPIHD launched the innovator profiles series this year, publishing in-depth profiles of 12 of our Network innovators. The profiles provide details on the innovation, including the operational model, the business model, the ecosystem, plans for scale, and the support currently needed. They are available at [www.ipihd.org/innovations/ipihd-innovators](http://www.ipihd.org/innovations/ipihd-innovators). IPIHD continues to add additional innovator profiles each month so watch for more.

In just the first few months since the release of the first batch of profiles, innovators have found them helpful in making connections, communicating their model with potential partners and funders, and increasing media interest.



**“The IPIHD profile has been extremely helpful in demonstrating to people without a lot of background the value of Grand-Aides. Thank you IPIHD!”**

*Arthur Garson, Chairman of the Board, Grand-Aides*

**“We’ve found the IPIHD profile particularly helpful in providing prospective investors and corporate clients with a concise, credible, and compelling snapshot of our organization and its social business model.”**

*Asher Hasan, Founder, Naya Jeevan*

**“We share the profile with anyone we want to impress: investors, donors, business partners. It is the most comprehensive profile we have. People understand us better after reading it. It is complete and well-written and describes us well. Mostly, I think it’s really helpful to have it done by a third party, particularly one with a strong reputation in healthcare. It announces that we’re serious.”**

*Nicholas Sowden, Co-founder and Managing Director, Penda Health*

### Highlight: US Policy Roundtable

IPIHD believes that reverse innovation is critical to solving the challenges faced by developed healthcare systems and knows there are many examples of evidence-based innovations in healthcare delivery working in low-income nations that could work in the US and elsewhere.

On April 8, 2013, IPIHD convened 25 health policy experts, industry executives, entrepreneurs, and foundation leaders in Washington, D.C. to talk about healthcare models at work in countries including Kenya, Mexico, Pakistan, and Bangladesh that are making high-quality care available at a fraction of the cost. These innovations shared a common theme: making better use of human capital.

The discussion was guided by a recent IPIHD report, presented at the 2012 Global Health Policy Summit, which draws upon principles of successful human capital innovation in health care delivery used around the globe. The policy roundtable focused in particular on right-skilling (also called task-shifting) and increasing patient engagement in care.

Many IPIHD Network innovators are transforming how health care labor is used through right-skilling – making sure each intervention is delivered by an appropriately qualified but not overqualified professional or, to put it another way, by the person with the lowest amount of training needed to achieve high-quality outcomes. Innovators in IPIHD's Network are also implementing novel approaches to engaging patients in order to improve health outcomes and more efficiently use healthcare workers.

The leaders around the table engaged in an enthusiastic and dynamic conversation, moderated by Susan Dentzer, senior health policy advisor for IPIHD supporter Robert Wood Johnson Foundation. Participants identified next steps needed to facilitate adoption of these innovative models in the US:

- 1 *Align incentives (payment) to encourage right-skilling, so that use of mid-level providers (such as nurse practitioners) and trained lay workers can benefit health systems*
- 2 *Build an evidence-base in the US for these innovations*
- 3 *Develop a transparent and efficient regulatory framework for adopting and evaluating these new models*
- 4 *Increase accountability and cost transparency and empower patients to make smarter care choices*



*Susan Dentzer, Senior Health Policy Advisor, Robert Wood Johnson Foundation who moderated the policy roundtable, later shared her enthusiasm for IPIHD through a post on the Robert Wood Johnson Foundation blog.*

*Link: [http://www.rwjf.org/en/blogs/culture-of-health/2013/06/low-cost\\_high-quali.html](http://www.rwjf.org/en/blogs/culture-of-health/2013/06/low-cost_high-quali.html)*

**“In the US we are going to see an explosion of coverage in 2014 in exactly the places with the strictest scope of practice barriers. We are focusing on the doctor versus nurse practitioner issues but we need to be looking further down the chain, at the trained lay caregiver level.”**

*A policy roundtable participant*

**“The challenge to engaging patients is that there is not enough transparency yet. We need to educate patients to help them understand the cost, what their options are, so they can be better consumers of healthcare. The health care system has to be accountable for patients to be good consumers.”**

*A policy roundtable participant*

## Student Projects and Accomplishments: 2,600 Hours of Innovation Support

IPIHD benefited from the talents and experience of students across Duke's campus this year. Altogether, 17 students, including MBA students, Global Health master's students, and undergraduate interns, contributed directly to IPIHD's and IPIHD innovators' work, totaling 2,600 hours this year.

IPIHD released its first case study in April, authored by 2012 summer MBA intern Liz Charles, highlighting the One Family Health clinic franchising model in Rwanda. The second case study, authored by 2012 summer MBA intern Mukesh Singhal (forthcoming) highlights salaUno's replication and adaptation of successful Indian eye care models (including LV Prasad) to Mexico. MBA student Sanjay Acharya worked with salaUno to implement lean processes to address bottlenecks in their operations and is creating a video and resource guide to help other innovators apply the same lessons. Liz Charles and fellow MBA student Mailande Moran spent several weeks this spring conducting observational research for LifeSpring in India, resulting in a 30-page patient experience analysis. IPIHD will soon release a report on healthcare innovation in China, led by research assistant Shu Chen. This work led directly to IPIHD's discovery of new Network innovator Le Nest, which provides community volunteer-based elder care in Shanghai. Research assistant Sylvia Sable researched and interviewed Network innovators to help create IPIHD's Innovator Profiles.

IPIHD's 2013 summer MBA interns are also poised to make great contributions through their work. Jen Fluder is working with Jacaranda Health, a maternal and child health provider in Kenya, to help them develop a fundraising and partnership strategy, create messaging that communicates their core impact, and develop a checklist for scaling their clinic model. Colby Warner is working with Changamka in Kenya to support the national launch of their micro-insurance product and build a data analytics framework for ongoing tracking and reporting. Zack Kaplan is helping Vaatsalya, a low-cost rural hospital chain in India, to help develop a volunteer-driven community health screening program, targeting rural school children. Look for case studies and best practice briefs, coming out of their work soon.

**"This kind of exposure to the field of international health care delivery is an experience that has renewed my interest in the field and inspired me to continue along the path I have chosen."**

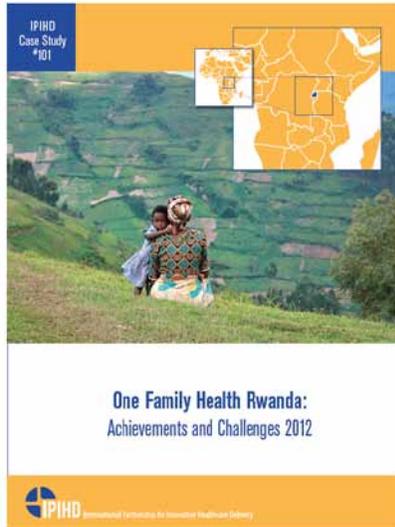
*Sylvia Sable, Global Health Research Assistant*

**"Interning at IPIHD is a great way to have a meaningful summer, have ownership of valuable work products that will deliver real impact, and to immerse yourself in health issues that developing countries are facing all over the world."**

*Colby Warner, 2013 Summer MBA Intern*



## One Family Health: Changing a Whole Country Health System with IPIHD



One Family Health successfully scaled within Rwanda, opening 30 clinics this year, funded by an IPIHD supporter. In addition to each clinic providing access to a population of approximately 5,000 people, the expansion also created 30 small business owners – all nurses. As a result, burden on the national health system was reduced and the government appreciated the benefit of this innovative model.

IPIHD conducted an in-depth case study on One Family Health. Download the study at <http://www.ipihd.org/innovations/ipihd-innovators/ipihd-innovator-profiles-and-case-studies>.

## CATALYST FOR IMPACT

### IPIHD has enhanced its position as a leader in global health innovation and a “go to” place for knowledge, expertise, and collaboration opportunities

Over the last year, IPIHD built a stronger presence in the global health field and is being increasingly seen as both a “go-to place” for information and connections in healthcare innovation as well as a thought leader. This can be seen through the coverage that IPIHD receives in global media, from the success of our growing list of events, and from our recently launched collaboration, SEAD, at Duke University with USAID.

#### Global Impact – Media

##### Reform “Healthy Innovation” Conference

Reform is a UK-based non-party think tank whose mission is to set out a better way to deliver public services and economic prosperity.

The participation of IPIHD and its innovators in Reform’s conference “Healthy Innovation” in February helped achieve widespread media coverage of healthcare innovation. IPIHD’s chair, Dr. Victor Dzau, presented at the event.



L-R: Anant Kumar, Founder, LifeSpring; Javier Okhuysen, Co-Founder and Director General, salaUno; Pedro Yriogyan, CEO and Founder, MedicalHome

IPIHD innovators were invited to attend which led to significant media coverage for each innovator. Javier Okhuysen of salaUno in Mexico, Pedro Yriogyen of MedicalHome in Mexico, and Anant Kumar of LifeSpring Hospitals in India spoke about how they deliver improved care at lower cost.

*The British Medical Journal highlighted models of care of IPIHD innovators Narayana Health, LifeSpring Hospitals, and salaUno*

*City AM cites salaUno and LifeSpring as an example of exciting innovations to watch and apply to NHS*

*The Health Service Journal profiled salaUno and MedicalHome*

Additional media coverage included the following:

*The Daily Telegraph*

*The Guardian*

*BBC World Service*



*IPIHD Supporters Duke Medicine, The Health Foundation and McKinsey & Company shared their knowledge of healthcare innovation. L-R: Stephen Thornton, CEO, Health Foundation; Nicholaus Henke, Global Head of Healthcare, McKinsey & Company; Victor Dzau, President & CEO, Duke Medicine*



Prior to the Global Health Policy Summit in London, The Guardian UK published an article about salaUno, "Lessons from Mexican Healthcare: Doctors are more greedy than bankers" in August 2012. The article demonstrates how salaUno applied lessons from aviation and other industries and then leveraged an outsider perspective to enable delivery of quality eye care at 1/3 the cost to previously underserved communities.

**Other media coverage**

Chinese publication 21st Century Media published an article about IPIHD and the IPIHD Forum, reaching Chinese business readership.



## IPIHD Annual Forum

The IPIHD Annual Forum is a key event bringing together innovators, industry, investors, and global collaborators to share ideas and challenges. On Sunday, April 7, 2013, 75 high-energy change makers gathered at the 2nd Annual IPIHD Forum. This year, the Forum focused on building and sustaining partnerships.

Through a series of TED-style presentations, 17 innovators kicked off the day by highlighting their business model innovations in healthcare, offering everything from anti-counterfeit medication in India to accessible maternal healthcare services in Kenya.

Following these powerful presentations, attendees eagerly discussed common challenges in global healthcare delivery and innovative solutions. Staffing and access to capital surfaced as pressing needs.

**“Overall, I can honestly say that was the most helpful conference I’ve ever been to in my life.”**

*Nicolas Sowden, Penda Health Co-founder*

<http://www.ipihd.org/blog/finding-the-bright-spots-at-the-ipihd-forum/>



*Lilian Myers (center) during breakout session with APROFE and others*

**“For me, the day spent with the staff, supporters, and entrepreneurs that make up IPIHD went so much farther than a glimpse into local transformation so needed in our world today. It was personally transformative. It changed my own long-held notion of what local healthcare means. I’ll never again think about markets. I’ll forever think about human beings.”**

*Lilian Myers, former Aetna/Medicity, IPIHD Business Collaboration Project leader*

Andrea Taylor presented research on human capital innovation in healthcare delivery, including examples of IPIHD Network innovators that are successfully increasing access to affordable quality care by implementing new workforce models.

Next a panel discussion and breakout session explored the role of partnerships with the government, industry members, and investors or funders.

Tom Kibasi, Partner at IPIHD supporter McKinsey & Company, led the group in a closing discussion to identify specific recommendations to develop productive collaborations. Key themes included:

**Know your partners:** understand the priorities of your partner.

**Build trust-based relationships:** set appropriate expectations and shared aspirations when building credible relationships.

**Earn credibility as a partner:** demonstrate a strong ability to deliver and to make progress while knowing where and when to push back.

**Align goals to create a win-win:** facilitate partnerships with similar goals and clear, shared metrics for success.

**Share key learnings:** share network knowledge (e.g. legal expertise, staffing, etc.) through webinars and facilitated conversations.

**Strengthen network visibility:** expand the reach of IPIHD innovators through increased press and network partners.

## Social Entrepreneurship Accelerator at Duke (SEAD)

Last November, IPIHD was proud and honored to be selected as a partner with the Center for the Advancement of Social Entrepreneurship (CASE) at Duke's Fuqua School of Business and the Duke Global Health Institute to launch the Social Entrepreneurship Accelerator at Duke (SEAD) funded by USAID through their Higher Education Solutions Network. SEAD aims to identify and support the scaling of innovative global health enterprises while developing knowledge, resources and policy recommendations to explore how scaling these innovations can meet international development needs.

SEAD provides significant complementary value for IPIHD:

- 1 *Establishing broader pipeline: SEAD will enable IPIHD to access more healthcare innovations globally through broader and closer relationships with collaborators*
- 2 *Deepening program expertise: By working with CASE, we will be able to bring knowledge, frameworks and resources to IPIHD based on 10+ years of CASE's expertise in the field*
- 3 *Building specific capabilities: By collaborating with Investors' Circle, IPIHD can build further capacity in developing substantive relationships with investors and supporting innovators to enhance their interactions with potential funders*
- 4 *Increasing robustness of program evaluation: The overall SEAD program, fueled by the Duke Global Health Institute and other research-focused groups, will bring strength to the evaluation approaches that IPIHD is deploying to understand the role of innovation in global health*
- 5 *Access to faculty and students: Through SEAD, IPIHD can work more closely with core groups across Duke University and derive even greater value by pairing innovators with targeted expertise across campus*

IPIHD is excited about the work already completed through SEAD in a short amount of time. Almost half of our network is part of the SEAD cohort, and all SEAD innovators have leveraged their relationship with IPIHD to access in-depth support for business model scaling and accessing funding as part of a broader growth plan.

## Davos: Exploring a Healthier Future

Marking its second year, IPIHD held a dinner reception at the World Economic Forum's Annual Meeting in Davos, Switzerland. The reception explored the most pertinent issues in scaling and replicating healthcare innovation while celebrating the successes of IPIHD's first year and a half of activities.



At the reception, Jim Kim, President of the World Bank, shared accelerating improvements in healthcare and the role healthcare plays in economic and social development. The value of IPIHD to global health was echoed by stakeholders of IPIHD including Dominic Barton, Worldwide Managing Director of McKinsey & Company, Omar Ishrak, CEO of Medtronic, and Sania Nishtar, the Founder of Heartfile.

Ursula von der Leyen, Minister for Labor and Social Affairs for Germany, closed the reception by describing how the healthcare sector can deliver great value through people and, specifically, the workforce – a topic close to the heart of IPIHD, which published a major paper on human capital innovation this past year.

## IPIHD SUPPORTERS

### Founding Members



Duke Medicine



McKinsey & Company

### Gold Supporters



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### Silver Supporters

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### Bronze Supporters

HUMANA  
Guidance when you need it most



### In-kind Supporters

Apax  
PARTNERS



## SUPPORTER CONTRIBUTIONS

IPIHD raised over \$900,000 in FY 2012-13 to fund the work of the organization. In addition, supporters generously contributed hundreds of hours of in-kind effort through direct collaborations with Network innovators and the IPIHD team. Throughout this report, IPIHD hopes that not only do you see these achievements but join us in thanking our community of innovators, supporters, and global collaborators for making them possible.

[ipihd.org](http://ipihd.org)

## LOOKING BACK, FORGING AHEAD

Last year, IPIHD pledged to create value for both our innovator and supporter communities by providing innovators with the connection and capacity-building tools to scale and replicate, and supporters with in-depth connections to leading healthcare entrepreneurs as well as share the opportunity to be on the forefront of innovation thought leadership, in addition to exploring financial sustainability.

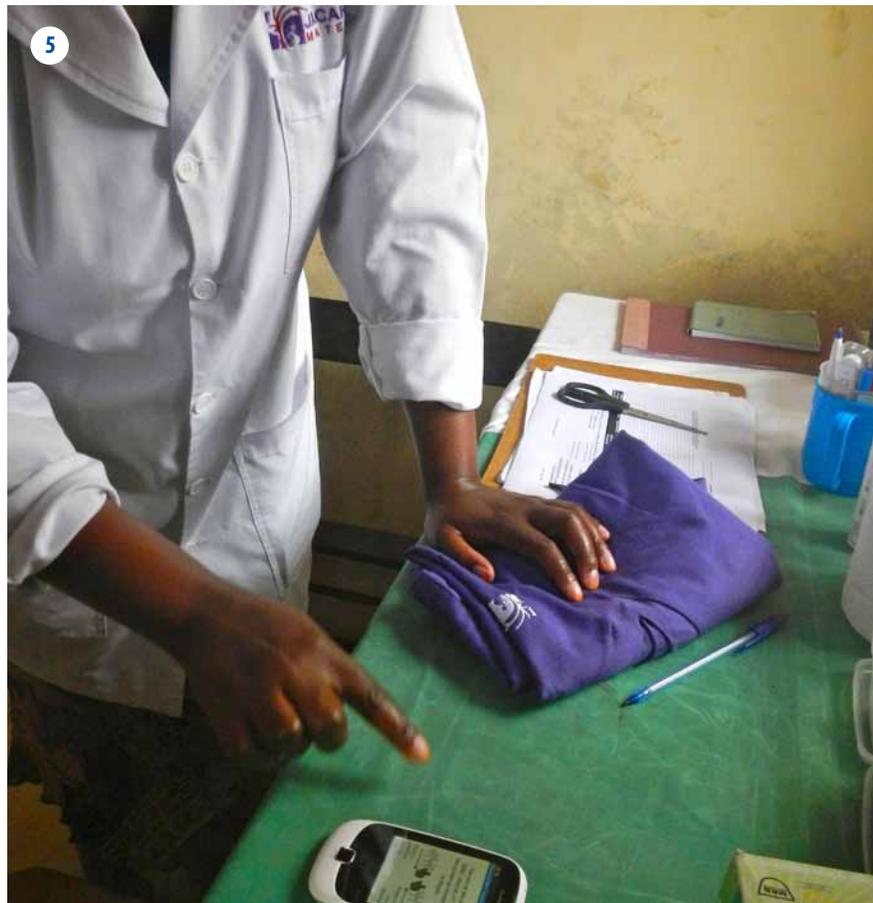
Over the last year, IPIHD has come a long way. The organization has evolved from a start-up focused on building the structure to operate and work, to being a high-functioning organization. Over the last year, we have been delighted with the number of stories of success coming from the work with our innovators and with the increased number of individuals and communities that are being positively impacted by the great work being done around the world by these innovators.

IPIHD looks forward to continuing this growth; we remain a young organization and will continue to embark upon our core goals in our quest of improving healthcare around the world:

- 1 *Support innovator success in scale/replication*
- 2 *Demonstrate influence of knowledge development*
- 3 *Create value for innovators*
- 4 *Create value for supporters*
- 5 *Establish thought leadership in global health*
- 6 *Achieve financial sustainability*

We would like to close by once again thanking all of our innovators for their enthusiasm, involvement and great work, as well as our supporters for their financial and in-kind contributions that help IPIHD continue to nurture and grow successes in healthcare innovation around the world. Without all of you, IPIHD wouldn't be the organization that it is today. We look forward to another successful year working with each and every one of you.

- 1 *Andrei Sinioukov, Director of Partnerships and Development, (World Health Partners), 2013 IPIHD Annual Forum*
- 2 *Victor J. Dzau, 2012 Global Health Policy Summit*
- 3 *L-R, Ashvini Vyas (Operation ASHA), Nicholas Sowden (Penda Health), and Alden Zecha (Sproxil, Inc.), 2013 SEAD Summit*
- 4 *Breakout Discussion, 2013 IPIHD Annual Forum*
- 5 *Mobile based data, Jacaranda Health (Kenya)*
- 6 *APROFE (Ecuador), Family planning and community development*





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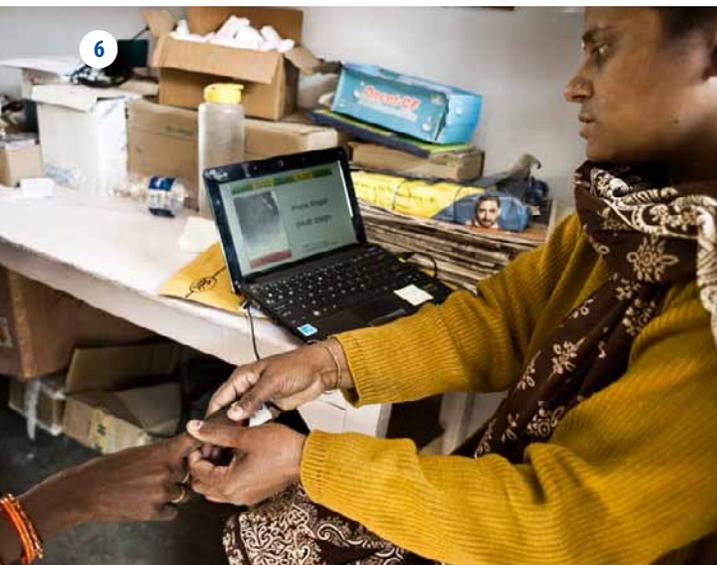
1 Breakout discussion, 2013 IPIHD Annual Forum  
 2 IPIHD Interns Mailande Moran and Liz Charles at LifeSpring Hospital (India)  
 3 IPIHD Intern Colby Warner with Changamka staff (Kenya)



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4 Ashwin Naik, Founder, Vaatsayla (India), 2013 IPIHD Annual Forum  
 5 Jacaranda Health (Kenya) Maternity hospital and mobile clinic  
 6 Operation ASHA (India) TB treatment center  
 7 Nicholas Sowden, Co-Founder, Penda Health (Kenya)  
 8 Victor J. Dzau, 2013 IPIHD Annual Forum



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