



International Partnership *for* Innovative Healthcare Delivery



ANNUAL REPORT

July 2013 – June 2014



- 1 Operation ASHA worker administers TB medication
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IPIHD Vision and Mission

Scaling Innovation to Improve Health Worldwide

IPIHD aims to increase global access to quality, affordable healthcare by supporting the scale and impact of promising innovations. IPIHD works to achieve this vision by:

- 1 identifying organizations pursuing new strategies to address key health challenges,
- 2 providing support to bolster their capabilities and expand the impact of their work, and
- 3 producing insights and new evidence about the potential of these innovations to address healthcare inequities around the world.

Health systems globally struggle to balance affordability, quality, and access to care. Creative new approaches to address these challenges are emerging all around the world. Still, many of these promising innovations lack the resources to scale their approach and to influence the way health systems operate.

The International Partnership for Innovative Healthcare Delivery (IPIHD) is an impact-driven non-profit launched in 2011 by Duke Medicine, McKinsey & Company, and World Economic Forum to support the scale and replication of innovative solutions in health and healthcare. IPIHD works directly with organizations that are bringing to market transformative offerings to increase access to affordable high-quality care. IPIHD provides targeted programming, connections, and resources to help these innovators scale their impact. The knowledge that IPIHD gains

from research and working directly with the innovators is translated into insights and reports used to increase understanding about the potential of these innovations to transform health systems globally.

The IPIHD network includes more than 40 award-winning innovators such as Arogya Finance, BasicNeeds, Changamka, ClickMedix, LifeSpring Hospitals, MicroEnsure, Narayana Health, North Star Alliance, Penda Health, and Pro Mujer. IPIHD receives financial and in-kind resources from over 15 supporters, including corporations and foundations such as Aetna, Glaxo Smith Kline, Medtronic, and the Robert Wood Johnson Foundation, all seeking to strategically support and strengthen promising healthcare innovations that will increase access to care and improve health systems worldwide.

Become a Supporter

Supporters of IPIHD become part of a unique community through which they gain exposure to and learn from cutting-edge innovations and create new relationships with healthcare organizations from around the world. Specific benefits include:

- Access to a curated network of leading healthcare innovators to learn about emerging trends, find strategic partners, and identify new market opportunities.
- A platform for collaboration with dozens of leading multi-national corporations, foundations, and others that are part of the IPIHD community.
- Access to network-only events such as policy roundtables, collaboration projects, and “first looks” at IPIHD knowledge and research products about healthcare innovation, emerging markets, and strategies for strengthening health systems globally.

To learn more about IPIHD’s work, explore possible collaborations, or recommend innovators, please email us at info@ipihd.org, call Jennifer Cook at 919-681-5411, or visit our website at www.ipihd.org.

Opening Letter

Dear Friends and Colleagues,

Since the launch of IPIHD in 2011, we’ve been working to support and connect a diverse and global network of innovative healthcare organizations, multi-national healthcare companies, foundations, health system leaders, and other stakeholders. We continue to believe that by identifying the most innovative healthcare organizations from around the world, actively providing assistance and facilitating collaborations to strengthen their efforts, and developing knowledge and insights about the unique value of their work, we can increase the impact of all of those in our community and contribute towards making quality healthcare more affordable and accessible for all.

With renewed support from many existing partners and the engagement of new supporters, we have been able to accomplish a great deal over the past year. Some highlights include:

- Growing our network to 43 innovators operating across 48 countries working in areas such as healthcare financing in Tanzania, diabetes care in Mexico, and comprehensive primary care across the poorest neighborhoods of rural and urban India.
- Increasing the depth and breadth of the support services we offer to the innovators in our network including intensive in-person training workshops and targeted introductions to experts from around the world.
- Hosting numerous events across the world, including our largest Annual Forum yet and a study tour to India where health system, industry, and foundation leaders came together to visit and learn about how innovative approaches to care in India could help reduce costs in developed country health systems.
- Publishing nine case studies and reports, including a landscape of innovation in China and an innovator-focused guide to raising funds.

As more public and private sector health systems look for scalable solutions to address the most enduring challenges in health, there is growing recognition for the need to engage with and learn from others around the world. Catalytic networks like the ones IPIHD is

creating can lead to the scaling of new models of care, technologies, and financing mechanisms that address critical health needs. The transformative models being curated by IPIHD, coupled with public-private partnerships to strengthen and scale these solutions, have the potential to change the world.

Going forward, we are excited to continue to build on these accomplishments as we engage and support new high-potential health enterprises, facilitate greater collaboration across our community, and help grow the body of knowledge about the potential of these innovative approaches to address key health challenges globally.

We would like to thank all of our supporters, collaborators, and innovators for their continued support and engagement, and invite other organizations and individuals to join us on this exciting journey!

Warmly,

Krishna, Sarah, Victor, Mike, Dessislava and Nicolaus,
on behalf of the whole IPIHD team

“Being a part of IPIHD’s network has allowed the Health Foundation to learn more about successful healthcare innovations outside of the UK as well as see our own healthcare system through a new lens. We have seen novel models of healthcare and underlying principles relevant to the UK.”

Jo Bibby

Director of Strategy, The Health Foundation



Krishna Udayakumar, MD, MBA, Executive Director of IPIHD



Sarah Gelfand, MSc, Deputy Director of IPIHD



Victor J. Dzau, MD, President, Institute of Medicine



Michael Merson, MD, Director, Duke Global Health Institute



Dessislava Dimitrova, MA, PhD, Associate Director, Health Systems Transformation, Global Health and Healthcare, World Economic Forum



Nicolaus Henke, PhD, Global Head of Healthcare, McKinsey & Company

The IPIHD Network:

Promising Innovations in Health and Healthcare

Since its launch in 2011, the IPIHD network has grown from five innovators to more than forty.

This year 10 new leading organizations were added to the IPIHD network, including:

Financing: MicroEnsure

As the movement towards ensuring Universal Health Coverage gains increasing support across the world, strategies to cost effectively bring insurance coverage to those individuals living in poverty and in settings where there is little existing insurance infrastructure, have never been more relevant.

MicroEnsure is an insurance intermediary that designs and implements insurance products for the poor in low- and middle-income countries, providing insurance coverage to millions of individuals across Africa. Microensure utilizes mobile technology, customer insight, and innovative product design to create affordable insurance products for those that need them most.

Healthcare Delivery: Clínicas del Azúcar

The global disease burden of diabetes is growing and there is an increasing need for comprehensive diabetes care models that can effectively change the course of the disease for those with diabetes.

Clínicas del Azúcar provides easy access to an array of health services for individuals diagnosed with diabetes. Patients receive care at successive diabetes “stations,” where each provider uses evidence-based care algorithms that assess the patient’s readiness to change and disease experience, modifying the message at subsequent stations based on the patient’s response. Fixed-cost membership fees make care more affordable and facilitated diabetes support groups help patients manage their care.

Social Franchise: BasicNeeds

Globally, an estimated 13% of all disease is attributable to mental health and 75% of those suffering from mental illness live in low-or middle-income countries where a dearth of resources and proven solutions to address mental illness and a lack of understanding about mental health make high-quality effective care out of reach for many.

BasicNeeds partners with organizations ranging from farmers’ cooperatives to ministries of health to implement a proven and scalable community-based model for mental health. The BasicNeeds model works with existing resources in each community to decrease stigma, mobilize providers to coordinate and deliver mental health services, and facilitate opportunities for affected people to work and earn a living. By nurturing local leadership and capacity, BasicNeeds ensures long-term sustainability of the model in each location.

Technology Solutions: Forus Health

India has 12 million blind people and over 80% of these cases are due to treatable conditions. However, a critical shortage of providers means that millions are unable to access treatment and go blind, unnecessarily.

Forus Health, an ophthalmic technology company, that designs affordable technology solutions that can be used by minimally trained technicians or existing providers, making healthcare more accessible. Forus Health’s flagship product, 3nethra, is an intelligent, affordable, and portable eye-screening device that allows any health worker to screen a patient in less than five minutes for five major eye conditions.

2014 IPIHD Innovator Network

ClickMedix, LLC (13)*
Customizable tele-triage platform for medical consultation

Grand-Aides (3)*
Primary and chronic care by experienced lay-people

Pro Mujer (6)*
One stop shop for loans, financial education, and healthcare for women

Sproxil, Inc. (5)*
Mobile counterfeit protection for consumers and brand owners

VisionSpring (3)*
Affordable access to eye exams and reading glasses

We Care Solar (2)*
Solar suitcases aiding maternal care

World Health Partners (2)*
Mobile-enabled rural care through telemedicine

Headquarters: United States

BasicNeeds (13)*
Mental health care through community partners

MicroEnsure (16)*
Health financing through an array of bundled products

Riders for Health (8)*
Transport management enabling health workers to deliver vital health care to rural communities

Headquarters: United Kingdom

North Star Alliance (10)*
Health services through converted clinics for mobile populations along transport corridors

Headquarters: Netherlands

Arogya Finance (1)*
24-hour health loans to individuals outside formal sector

Forus Health (1)*
Democratized eye screening via accessible technology

LV Prasad Eye Institute (1)*
Comprehensive eye care, rehabilitation, education, and research

LifeSpring Hospitals (1)*
Chain of hospitals providing low-cost maternity care

Headquarters: India

Narayana Health (2)*
High-volume low-cost cardiac and tertiary care through multi-specialty hospitals

NephroPlus Kidney Care Centers (1)*
Specialty kidney disease/dialysis treatment

Operation ASHA (2)*
TB health services with emphasis on last mile delivery

SughaVazhvu Healthcare (1)*
Low-cost primary health services through blueprint clinic system

Swasth India (1)*
Low-cost patient-centered primary care franchise

Vaatsalya Healthcare (1)*
Primary and secondary care hospitals serving semi-urban and rural populations

Ziqitza Health Care Ltd (ZHL) (1)*
Transport services for victims of road accidents and mass casualty incidents

Headquarters: China

Le Nest (1)*
NCD management and preventative care to elderly community

Headquarters: Mexico

Biodent (1)*
Affordable dental care and prevention education

Clinicas del Azucar (1)*
Specialized diabetes care via one-stop clinic

Medica Santa Carmen (1)*
Prevention and treatment of kidney disease through accessible care

Medicall (1)*
24/7 access to medical advice by mobile phone

salaUno Salud (1)*
Low-cost high-volume eye care focused on cataract surgery

Headquarters: Ecuador

APROFE (1)*
Family planning, primary care, and community healthcare

Headquarters: Africa

LifeNet International (1)*
Partner with community health centers to build medical and administrative capacity

Changamka Microhealth LTD (1)*
Pre-paid smart card and insurance for maternal care

Jacaranda Health (1)*
Maternal health care for low-income women

Penda Health (1)*
Primary health care serving low and middle income communities

One Family Health (1)*
Nurse-run business franchise chain of primary care clinics

Headquarters: Pakistan

Heartfile (1)*
Health financing for those most in need

Naya Jeevan (2)*
Micro insurance for the working poor

* Number of operating countries

Find more IPIHD innovators and details about their operations at www.ipihd.org

Operating Countries	Bangladesh	Ghana	Laos	South Africa	Trinidad
	Botswana	Guatemala	Mexico	South Sudan	Uganda
	Burundi	India	Nepal	Sri Lanka	United Kingdom
	China	Indonesia	Pakistan	Taiwan	United States
	Ecuador	Ireland	Peru	Tanzania	Vietnam
	Egypt	Kenya	Philippines	Tobago	

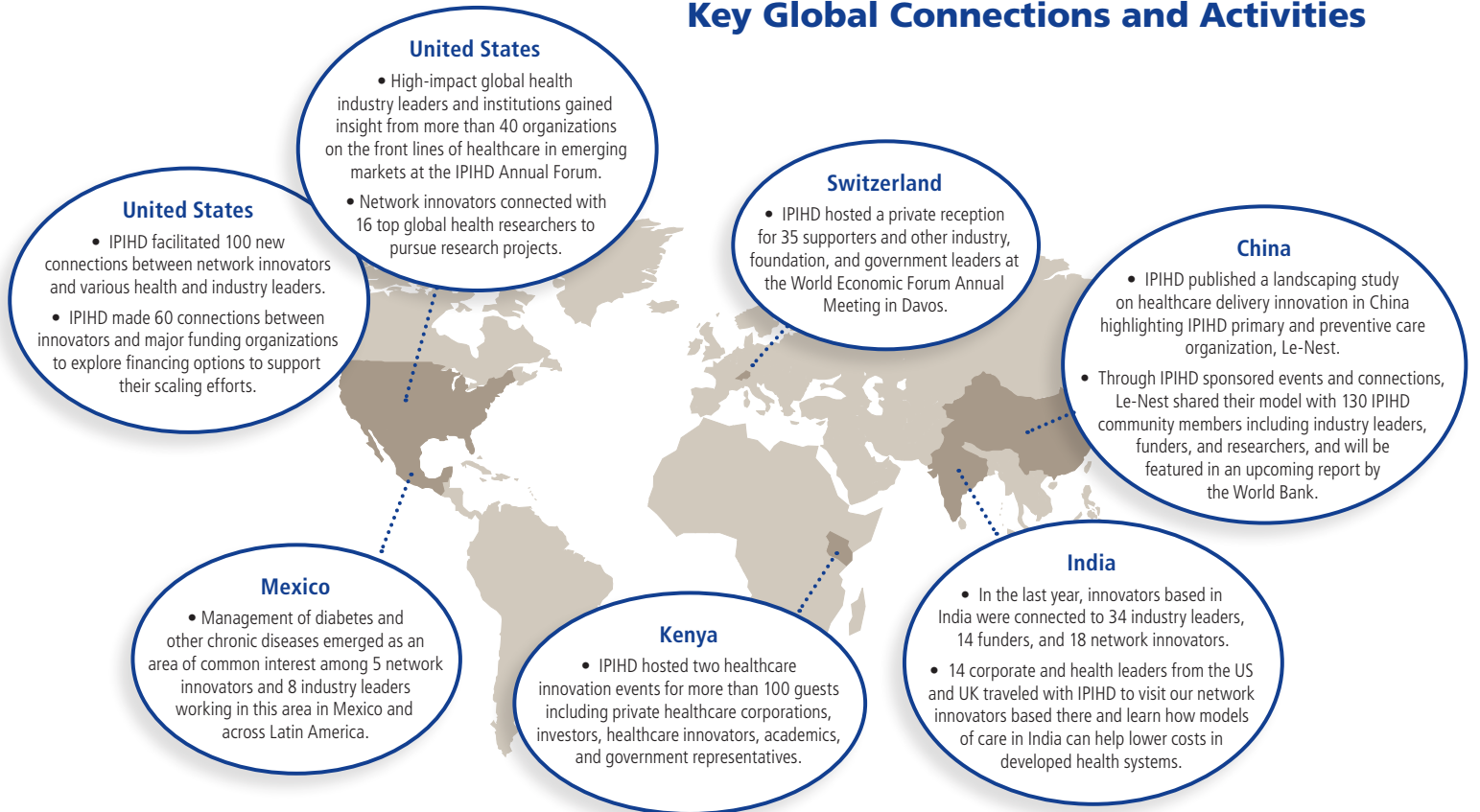


SughaVazhu health workers.
Photo taken by MBA student Cristina Arellano

Strengthening the IPIHD Network

IPIHD provides targeted resources, connections, direct capacity building, and learning forums to support the growth of the innovators in the network and to bolster the efforts of our broader community.

Key Global Connections and Activities



IPIHD innovators are part of a growing community of healthcare organizations leading in their field, gaining access to expertise and forging strategic collaborations with other IPIHD community members.



43
innovators
operating across
48 countries



180
contacts from
21 supporter
organizations



90
major **funding**
organizations, a
60% increase
in the last year



56
media connections



54%
increase in IPIHD
community
members
in the last year



Annual Forum and Events

IPIHD's flagship Annual Forum is an intensive two-day event, where innovators present their models to a curated community of leaders in healthcare innovation and where IPIHD innovators and supporters share knowledge and best practices through a series of collaborative sessions. The 3rd Annual Forum took place in April 2014 in Washington, D.C. and over 130 members of the IPIHD community came together to learn more about the IPIHD innovators and contribute to discussions such as "Smart Failure – Learning from Missteps" and "Enhancing Your Storytelling." IPIHD also facilitated the first IPIHD investor pitch session.

This past year, IPIHD hosted 5 events in India, Kenya, and Switzerland to bring together its network and others active in health innovation and facilitate a dialogue among peers and spur connections among attendees. IPIHD staff attended 21 events, gave presentations at 12 events to promote the work of its Network, and facilitated many speaking engagements for IPIHD innovators. IPIHD also wrote 28 articles about the work of network members and posted 42 blog posts about IPIHD innovators and topics of interest to the global health community.



- 1 Arogya Finance co-Founder and Vice President of Business Development Dheerah Batra delivers his 3-minute presentation
- 2 Audience breakout session
- 3 Swasth India co-Founder Sundeep Kapila speaking with MicroEnsure Vice President of Health Will deKlerk
- 4 One Family Health Founder Gunther Faber discussing franchise models
- 5 BasicNeeds Development Officer Kit Lawry speaking with IPIHD Chair Victor Dzau

Investor pitch session

Following the innovator presentations at the IPIHD Annual Forum, an audience of peers and senior health leaders voted on their top three choices to pitch in front of a panel of investors. This year's top three were North Star Alliance, Arogya Finance, and Sproxil. IPIHD hand-selected six elite investors from the Sorenson Impact Foundation, Imprint Capital, Serious Change Investments, Deutsche Bank, Khosla Ventures, and the International Finance Corporation (IFC) to judge the pitches.



Business Support for Innovators

87% of the organizations in the IPIHD innovator network report that they have scaled their impact since joining IPIHD. Innovators report that IPIHD has supported this growth through:

- Connections to corporate partners, funders, innovators, and other partners
- Mentoring and guidance on scaling strategy
- Strategic support provided by IPIHD interns
- Increased visibility and credibility, including invitations to participate in high-impact meetings and conferences
- Advancing research as well as sharing and implementation of best practices

“Not only does IPIHD provide a network to learn about interesting new healthcare models from around the world, but it convenes a community of peers facing similar hurdles and challenges to solve them together. The IPIHD network is a great reminder that for intrapreneurs in big companies, we have a support system to learn from and with!”

Daniel Grossman,
Senior Director of Global Health Innovation, Medtronic



The Social Entrepreneurship Accelerator at Duke (SEAD)

IPIHD is a key partner in the Social Entrepreneurship Accelerator at Duke (SEAD), a USAID-funded program that was launched in 2011 in collaboration with the Center for the Advancement of Social Entrepreneurship (CASE) at Duke University's Fuqua School of Business, the Duke Institute for Health Innovation, the Duke Global Health Institute, and Investors' Circle (an angel investing network). SEAD leverages a broad range of disciplines to strengthen the business capabilities and scaling strategies of entrepreneurs. Seventeen IPIHD innovators are currently taking part in the SEAD program, which offers access to an extensive community of academics, investors, and, corporate partners. Over the course of the past year, the SEAD

program has provided innovators with key connections to healthcare experts, researchers, and investors.

SEAD Summit

A key benefit of the SEAD program is an intensive 3-day training event, which included expert-led discussions on topics ranging from behavior change to performance management, with ample time for peer learning. Summit participants included the 17 innovators in the program, as well as academics, investors, and other health experts. The summit, held on the campus of Duke University, was followed by a public symposium with more than 140 attendees from across the global health community.

"Partnerships and collaboration are imperative for an organization growing like ours. As we all work towards improving the lives of the disadvantaged, it is essential that like-minded organizations pool their strengths and resources."

Colin Delmore

Deputy Director of Development,
Operation ASHA



- 1 2014 SEAD Summit audience members
- 2 SughaVazvhu health worker and patient
- 3 IPIHD Intern John Emami with Jacaranda Health staff
- 4 IPIHD Executive Director Krishna Udayakumar speaking at the 2014 SEAD Summit



In addition to the collaborative SEAD program, IPIHD also held several virtual learning sessions available to all network innovators and aimed at providing information related to key innovator challenges. The webinars were open to IPIHD network members only, providing an opportunity for innovators to ask specific questions about their organization’s unique challenges around a given topic and share lessons with a select group of their peers. Learning sessions held this past year included:

- 1 Marketing to a Global Audience:** During this session led by experts from McKinsey & Company, participants learned how to effectively market their healthcare innovation to their specific audience.
- 2 Building Technical Capacity Through Collaboration and Technology Innovation:** Led by experts from Cisco, participants learned how to benefit from innovations in technology in areas such as improving clinic efficiency, helping providers better understand their patients’ needs, improving care delivery, and identifying emerging trends in healthcare.
- 3 Converting Need into Demand:** Led by experts from Abt Associates, participants learned more about strategies for social marketing to help change patient and community behavior.



Achieving Impact

Facilitated connections and business support have resulted in ongoing business collaborations between innovators, industry leaders, and others in the IPIHD community, innovator-to-innovator partnerships, and the replication of healthcare models across geographies.

IPIHD has used its network of investors, funders and partners to help channel more than \$1.5 million in funding to innovators.

Connecting Innovators and Industry

Changamka & Novartis

The Novartis Familia Nawiri program is focused on providing affordable essential medicines to low-income communities in rural Kenya. The Familia Nawiri team observed that low-income individuals only seek a formal doctor when money is readily available, or else they self-medicate. The Familia Nawiri team imagined a way to help people save for their health and use that savings towards purchasing a health insurance policy. IPIHD connected Novartis with Changamaka, an IPIHD innovator that developed an affordable “save-as-you-go” insurance offering that leverages a convenient mobile money platform and makes insurance coverage available as the client continues to save. Novartis and Changamka decided to partner, using Novartis’ outreach platform and supply chain and Changamka’s insurance product to help rural Kenyans save for their health.

ClickMedix & Medtronic

After meeting at the IPIHD Annual Forum, Medtronic and ClickMedix launched a partnership to perform ear health screenings in low-income communities across India. The ear health screening program, called Shruti, trained community health workers to use a specially designed mobile phone-based otoscope that leverages ClickMedix’s telemedicine technology to screen for chronic ear infections in low-income communities. Patients diagnosed with severe disease and hearing loss are referred to partner ear, nose, and throat (ENT) physicians for further treatment. What started as a pilot with 5 health workers screening, 1,000 patients per month in New Delhi, has now screened more than 40,000 patients in the past 12 months with 9 health workers. Medtronic and ClickMedix are now planning for country-wide scale up by replicating the model with other community health organizations and ENT physicians.

- 1 ClickMedix ear health screening program, Shruti
- 2 salaUno LabUno technician with patient
- 3 Naya Jeevan health worker with patient



Connecting Innovators to Each Other

MicroEnsure & Penda Health

Through research supported by IPIHD and the IPIHD innovator network, Penda Health designed a healthcare membership plan providing high-value healthcare services to families in Nairobi. This membership plan includes health scratch cards that offer prepaid vouchers for vital prevention and wellness services. In late 2013, Penda and MicroEnsure received a \$200,000 grant from the Health Enterprise Fund to pilot this healthcare membership model, which currently covers 3,000 lives.

salaUno & Forus Health

salaUno and Forus Health are partnering to explore how Forus Health's eye screening device, 3Nethra, could be used as a technique for right-skilling eye care in Mexico, or allowing lower-skilled health care workers to provide eye screenings in place of more expensive higher-skilled workers. LabUno, an offshoot of salaUno, is also exploring the possibility of becoming a formal distributor of this technology across Mexico.



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Connecting Innovators to the IPIHD Community

salaUno & the Duke Eye Center

Over the last year, salaUno and the Duke Eye Center, one of the top eye care institutions in the US, have continued to develop their learning partnership. Ophthalmologists from the Duke Eye Center visited salaUno in Fall 2013 and created an exchange program for Duke Eye Center doctors and salaUno doctors. salaUno and the Duke Eye Center are also developing and co-hosting an education conference for eye care providers in Mexico.

Naya Jeevan & Replication into Mexico

With support from IPIHD over the past year, Pakistan-based innovator Naya Jeevan has prepared for the launch of its health insurance product in Mexico. IPIHD helped Naya Jeevan identify a core implementation partner in Mexico, research the market opportunity for this replication, and connect Naya Jeevan with corporate partners to launch a pilot. Naya Jeevan will continue to work closely with IPIHD to monitor the success of the pilot and identify key differences between operating in Pakistan and Mexico.

Learning from the Network

Since its inception, IPIHD has been focused on developing generalizable insights through its work and sharing these learnings with broader audiences. As part of this work, IPIHD has published nearly 20 case studies and white papers profiling the work of individual organizations as well as themes across clusters of organizations.

These pieces have helped raise awareness and increase understanding of innovative models of care. Further, they have helped shape a range of additional research and policy efforts.

Innovator Profiles

This year, IPIHD continued to develop in-depth profiles of IPIHD innovators. These profiles have been used to guide research projects conducted by IPIHD partners including the World Economic Forum, the International Centre for Social

Franchising, the Toronto Health Organization Performance Evaluation (T-HOPE) group, the Health Foundation, and the UK All Party Parliamentary Group on Global Health. IPIHD profiles have also been used to connect innovators to Duke University faculty members with applicable research interests and expertise, resulting in several

research projects and proposals. Finally, McKinsey & Company cited IPIHD innovator profiles in a paper that was presented to the President of India and the India Healthcare Alliance.

Reports

IPIHD was proud to publish several white papers and case studies this year, translating the knowledge and lessons learned from across the network into insights that can inform better care delivery models in health systems around the world.

- **Replicating Eye Care Innovations in Mexico: The Founding and Expansion of salaUno.** This descriptive case study examines the replication of a low-cost, high-quality, high-volume eye care model from India to Mexico. Launched in 2011, salaUno's model draws heavily from the decades of experience of the Aravind Eye Care System (AECS) and LV Prasad Eye Institute (LVPEI) in India. The founding and subsequent expansion of salaUno in Mexico creates an observation point of the challenges of replicating a successful health innovation from one culture and contextualizing it to another.
- **Fundraising for Global Health Social Enterprises: Lessons from the Field.** This report, co-published with the Center for the Advancement of Social Entrepreneurship (CASE) at Duke University's Fuqua School of Business, is written for global health social enterprises seeking growth funding, including for-profit, nonprofit, and legal hybrid organizations. The report identifies common challenges and emerging best practices for fundraising in the global health field and endeavors to help social enterprises avoid common mistakes and be more strategic in fundraising efforts.
- **Initial Findings in a Landscaping Study of Healthcare Delivery Innovation in China.** This study examines trends in healthcare innovation in China, providing insight into why existing innovations are relatively hard to find and the structural barriers that discourage innovation. The report identifies current models of healthcare innovation in China and emerging opportunities.



IPIHD Students

Throughout the academic year, IPIHD in conjunction with our partners in the SEAD program hosts research assistants and interns who contribute to supporting the innovators and developing IPIHD's knowledge work. This year, four master's students in global health joined the IPIHD team as research assistants, conducting literature reviews, drafting innovator profiles and research papers, and designing an evaluation program to measure a network innovator's impact. Undergraduate interns provided event summaries, media reports, and background research, and created several new films featuring network innovators and supporters.

IPIHD also places top MBA students and graduates in impactful internships with IPIHD innovators, where they apply their specific skills and expertise through a 10-week consulting project. These highly competitive internships lead to impressive results for the hosting organizations and hands-on exposure to healthcare innovation for the interns.



Shu Chen, a masters' student at Duke's Global Health Institute provided research support to IPIHD innovator Le Nest developing summaries of the most recent research on the clinical efficacy of certain approaches to chronic disease management. IPIHD and Shu collaborated with faculty at DGHI and Duke Medicine to design a program evaluation strategy to measure the efficacy of Le Nest's community-based diabetes management intervention in Shanghai.



Wonjae Lee, an MBA student worked with North Star Alliance to improve the inventory management process used by their network of clinics serving truck drivers and other vulnerable populations in sub-Saharan Africa. Based at their East Africa regional office in Nairobi, Wonjae leveraged his experience and training as a physician and MBA student to quickly assess the needs and resources of the clinicians,

administrators, and suppliers, and make recommendations to streamline medication ordering and inventory management across the chain of clinics.

"The most valuable lesson I learned this summer working at IPIHD and salaUno was the importance of sustainability when starting or scaling a social enterprise. Identifying and implementing methods that improve efficiencies and save costs can have a huge impact on an organization's ability to provide lasting social benefits. Working at salaUno, I saw that they were continually trying to find new ways to make their services more cost-effective. In their minds, becoming financially stable had a direct impact on their ability to provide their services to future patients."

Tim Morilla, IPIHD Intern

- 1 IPIHD Intern Wonjae Lee with North Star Alliance staff member
- 2 Le-Nest peer education activity



1

IPIHD India Study Tour

To bring leaders of health systems, foundations, and industry closer to the cutting edge of health innovation, IPIHD facilitated a study tour in India in October 2013. With in-depth site visits and discussions with innovators, participants learned more about what is working in healthcare delivery in India, a country where only a small minority of the population is covered by any health insurance and two-thirds of all healthcare spending comes directly from patients. India also faces significant shortages of healthcare workers and infrastructure, resulting in a lack of treatment options.

Perhaps because of this context, India is ripe with examples of innovations in healthcare — innovations that leverage all existing resources to connect patients with low-cost, high-quality services.

IPIHD’s week-long study tour provided an inside view of four innovative healthcare delivery models: LifeSpring Hospitals, LV Prasad Eye Institute, Narayana Health, and Vaatsalya Health.

Study tour participants, 14 senior leaders from health systems, foundations, and industry, were impressed by the drive to meet urgent needs and the focus that underpinned the work of

everyone they met. While each of the hosting organizations serve different target populations with varied revenue models, staffing models, and types of care, the group observed common elements across the innovations, including: 1) a consistent and uplifting organizational vision, 2) empowered staff at all levels, 3) an unrelenting focus on the needs and preferences of patients, and 4) a commitment to continuous improvement across all aspects of the organizations’ work.

These elements are broad enough to apply to health systems all over the world. And yet they are powerful enough to challenge the ways we currently think – to challenge our models of training, financing, managing patient-provider relations, and measuring quality. The models explored on the IPIHD Study Tour may look quite



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“The IPIHD study tour to India was invaluable in allowing me to reframe the challenges we are facing in our own healthcare system; see ground breaking innovation at first hand; and learn from some of the best international colleagues in the group. It has directly benefited our work in the UK.”

Jim Easton, Managing Director, Healthcare, Care UK

- 1 Vaatsalya Health staff members
- 2 Eye exams at LV Prasad Eye Institute
- 3 Participant discussion at Narayana Health

- 4 IPIHD Research Manager Andrea Taylor visiting the LifeSpring Hospitals community



different if implemented in the US or UK as compared with Hyderabad, but their common strengths can help any health system better address the critical challenges of access, affordability, and quality.

Learn more about our insights from the 2013 IPIHD India Study Tour on our website.

“Thank you very much for an extraordinary study tour! The opportunity to become acquainted with each of you, to spend time with the other participants, and to learn from each of the sites as well as from our exchanges was unparalleled. You are doing extremely valuable work and I look forward to extending your reach, particularly within US delivery systems, plans and policymakers. As a result of this last week, I’ve done a quick re-cast of the summary and criteria for the scan of innovations that we’re undertaking now... Thank you again, more than I can say.”

Molly Joel Coye, MD, MPH,
Chief Innovation Officer, UCLA Health

Translating Innovation Across Continents

Over the past few years, IPIHD has seen an increase in activity around the adaptation of innovations from low- and middle-income countries to high-income countries, often termed “reverse innovation.” IPIHD hosted a roundtable discussion on this topic in April 2014, resulting in a lively and informative conversation among participants from the US, Canada, and the UK, representing all aspects of the health care value chain.

To continue the valuable discussion and collaborations forged at the roundtable, IPIHD launched a Reverse Innovation Learning Group, comprised of a core group of people actively engaged in reverse innovation research, funding, and/or implementation in the US, Canada, and the UK. This group meets regularly to share updates on their projects, discuss common challenges, and facilitate coordination. Look for an IPIHD publication in 2015, sharing insights from this dynamic multi-national group of healthcare organizations.

IPIHD Organization and Supporters

The IPIHD Board of Directors includes representatives of the three co-founding organizations – Duke Medicine, the World Economic Forum, and McKinsey & Company.

The IPIHD Board of Overseers, an advisory body comprised of founding and gold-level supporters, provides strategic guidance and input into IPIHD's core activities.

The IPIHD Board of Overseers

Aetna:

Karen Weinseiss, Senior Vice President of International Healthcare Management

AstraZeneca:

Lynn Tetrault, Executive VP,
Human Resources and Corporate Affairs

Baxter:

Jean Luc Butel, President, Baxter International

Duke:

Michael Merson, Director,
Duke Global Health Institute

Health Foundation:

Jo Bibby, Director of Strategy

McKinsey & Company:

Nicolaus Henke, Global Head of Healthcare

Medtronic:

Sundeep Lal, VP, Strategy & Business
Development International

Novartis:

Farhad Riahi, Head, Healthcare Systems

Robert Wood Johnson Foundation:

Deborah Bae, Senior Program Officer

World Economic Forum:

Dessislava Dimitrova, Associate Director,
Health Systems Transformation,
Global Health and Healthcare

Zuellig Group:

Bonnie Cheung, Group General Manager,
Strategic Planning – Healthcare

Founding Members



Gold Supporters



Silver Supporters



Bronze Supporters



In-kind Supporters

During our most recent fiscal year (July 2013 to June 2014), IPIHD raised over \$900,000 in contributions, grants, and other sources to support the work of the organization.

IPIHD Team

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

Sarah Gelfand, Deputy Director of IPIHD, provides day-to-day leadership for IPIHD, and coordinates activities across the team. Sarah replaced Richard Bartlett who returned to McKinsey & Company in January 2014.

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, managed the outreach, selection, and engagement of global innovators and organizations within IPIHD, and co-organized the IPIHD Annual Forum. Eleni left the IPIHD team in July 2014 to move on to self-employment and managing community projects.

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 network engagement projects for IPIHD and SEAD, in addition to developing the SEAD program curriculum and business development with various funders.

Kellie Auman, Project Associate, provides communications and outreach support for IPIHD and SEAD, as well as event coordination and network engagement projects.

Logan Couce, Project Associate, provides network engagement, program curriculum, and business development support for IPIHD and SEAD.

Sylvia Sable, Research Associate, provides research and knowledge development support and oversees student projects.

Cindy Canty-Dumas, Team Coordinator, provides office management and administrative support for the IPIHD team including travel commitments and day-to-day financial support.

Ann Lore, Executive in Residence, offers expert guidance and support to inform the innovator resources and business support provided by the team.

IPIHD is pleased to introduce new team member **Jennifer Cook**, who joined IPIHD as Communications Manager in August 2014.

For biographies and more information about the qualifications and experience of the IPIHD team please visit our website.

For IPIHD media coverage, please visit our website.



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- 1 Pro Mujer staff training
- 2 Javier Lozano, Founder Clínicas del Azúcar
- 3 MicroEnsure mobile micro insurance user
- 4 2014 IPIHD Annual Forum audience discussion
- 5 BasicNeeds wellness group



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International Partnership *for* Innovative Healthcare Delivery

