



International Partnership *for* Innovative Healthcare Delivery

ANNUAL REPORT | *July 2011 – June 2012*

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International Partnership for Innovative Healthcare Delivery

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Durham, NC

WE STILL RECALL

the initial discussions between our organizations, Duke Medicine, McKinsey and Company, and the World Economic Forum: How can we improve global health through transformative partnerships with healthcare entrepreneurs, health systems, regulators, investors, and industry leaders?

Little over a year later, this initiative is the type of collaboration that those present at the January 2011 World Economic Forum Annual Meeting in Davos, Switzerland envisioned when the International Partnership for Innovative Healthcare Delivery (IPIHD) was announced. Hosted at Duke and supported by organizations around the world, IPIHD has already accomplished a tremendous amount.

In just a little over one year, IPIHD has secured support from 17 corporations and foundations, built a talented team, and positioned itself as a global source for knowledge and innovation.

However, this year, IPIHD has accomplished more than building an organization. We are most proud of how quickly we've begun working with health innovators around the world and created a unique offering that is making a difference for their organizations. We are also proud of how IPIHD has worked together with our supporters and collaborating organizations to identify and select a group of roughly 25 global health entrepreneurs, including emerging innovations set to expand into geographical areas where thousands stand to receive healthcare services where previously there were little to none.

As always, IPIHD is guided by the vision that global access to cost-effective and high-quality health care is a critical component to reducing health inequities around the world.

The opportunity for innovation in healthcare has never been so clear, with implications for both the developed and emerging world. We invite you not only to read the contents of this annual report, a must for anyone passionate about global health, but also to engage in the work of IPIHD: there are several ways to get involved.

Whether you are an innovator seeking to expand your model and share best practices, an industry leader wanting to get close to the entrepreneurial methodology and to help strategize innovation expansion, an investor interested in contributing to emerging global markets, a government body wanting to transform systems, or simply inspired by the opportunity of "doing good and doing well," we believe that you will find the work of IPIHD compelling. The unique value proposition for IPIHD is that it works, each and every day, to improve universal access to quality healthcare.

We encourage you to visit www.ipihd.org to learn about more ways to get involved with our action-oriented organization. Thank you to all of our supporters and global partners who have contributed to the success of launching IPIHD and transforming our discussions into action.

In shared health,
Victor, Nicolaus, Olivier



Victor J. Dzau, MD
Chair, IPIHD Board of Overseers
Chancellor for Health Affairs
at Duke University,
President and CEO of
Duke Medicine



Nicolaus Henke, PhD
Global Head of Healthcare
McKinsey & Company



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

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.

VISION

IPIHD proactively and tangibly supports innovators and entrepreneurs to scale up and replicate successful innovative healthcare delivery solutions around the world in order to improve access to affordable quality care.

Specifically, IPIHD strives to accomplish the following:

- *Place innovators and entrepreneurs at the center of the collaboration and allow them to define and articulate how IPIHD can support them*
- *Establish clear metrics for success in scaling healthcare delivery solutions so the impact on improving affordable access to quality care can be measured and quantified*
- *Focus on establishing scalable and replicable projects based on proven successful solutions*
- *Focus initial efforts on the geographies where a difference can be made by choosing countries where there is both a need and willingness to reform the current healthcare system*

"We are getting strategic minds to help us with the challenges greatest to scaling up."

IPIHD Innovator



Above: IPIHD team at the Innovator-Investor Conference. Left to right, Dr. Krishna Udayakumar, Kellie Auman, Mitch Dozier, Dr. Victor J. Dzau, Richard Bartlett, Natalie Grazin, and Eleni Vlachos

Top right inset photo: Newest team member, Andrea Taylor, Research Project Manager

Bottom right inset photo: Jeff Moe, Executive in Residence and Adjunct Associate Professor, Fuqua School of Business, Duke University

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.

Victor J. Dzau, MD, chairs the Board of Directors, and is the Chancellor for Health Affairs at Duke University, and President and CEO of Duke Medicine. He is also the James B. Duke Professor of Medicine and director of molecular and genomic vascular biology at Duke.

Board of Overseers

Duke Medicine: Victor Dzau, Chair

Aetna: Donna Otten, Head of Global Benefits

Astra Zeneca: Lynn Tetrault, Executive VP, HR and Corporate Affairs

Health Foundation: Stephen Thornton, Chief Executive Officer

McKinsey & Company: Nicolaus Henke, Global Head of Healthcare

Medtronic: Sundeep Lal, VP, Strategy & Business Development International

Municipal Secretary of Health for Rio de Janeiro: Hans Dohmann, Municipal Secretary of Health

Novartis: Farhad Riahi Head, Healthcare Systems

Robert Wood Johnson Foundation: Deborah Bae, Senior Program Officer

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

Zuellig Group: Rolf Steffen CEO, Healthcare Services and Investments

"We now have extensive insights into global healthcare innovations that would not have been on our company's radar otherwise."

IPIHD Supporter

IPIHD Advisors

Apax Partners: Khawar Mann, Partner and Head of Healthcare

Cisco: Laura Quintana, Senior Director, Corporate Affairs

IPIHD Team

Krishna Udayakumar, MD, MBA, 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 operational leadership for IPIHD, and coordinates activities across the team. He also drives the business collaboration projects and investment and funding activities.

Natalie Grazin, Director of Knowledge Development, leads the knowledge and research and regulatory and policy components of IPIHD. Ms. Grazin is on secondment from the Health Foundation, and also holds a part-time position at McKinsey.

Mitch Dozier, MBA, 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, oversees platforms and promotions for IPIHD and contributes to projects in other programmatic areas.

Andrea Taylor, MSW, Research Project Manager, manages the knowledge and research and regulatory and policy activities with the direction of the Director of Knowledge Development, and acts as the main liaison on Duke campus for IPIHD

Kellie Auman, Team Coordinator, provides office management and administrative support for the IPIHD team including travel commitments, and coordinates events and conferences.

Jeff Moe, PhD, 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.

For biographies and more information about the qualifications and experience of the IPIHD team, visit www.ipihd.org.

BACKGROUND AND PROGRAMS

How can we amplify the impact of successful innovations in healthcare delivery to increase worldwide access to quality healthcare while also making care more affordable?

IPIHD, founded by the World Economic Forum, Duke Medicine, and McKinsey & Company, and hosted at Duke University, was formed to answer this question.

The mission of IPIHD is achieved by addressing the key challenges preventing the effective scale and replication of innovative models of healthcare delivery:

1

Networking and Learning

Establish a network of healthcare innovators to share and spread expertise and best practices among 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 a select group of Network innovators through projects supported by business executives, managers, other IPIHD supporters, and the broader community and demonstrate the difference this support has made on healthcare innovators through 'impact stories.'

3

Investment and Funding

Create connections between innovators and potential funders/investors (through various channels and mechanisms) and prepare innovators to bring their growth plans to investors and funders for support.

4

Knowledge and Research

Generate and disseminate structured and relevant knowledge (including case studies, reports and manuscripts) on the topic of innovation in healthcare delivery, including policy and regulatory implications, and engage stakeholders who can actively support the spread of healthcare innovation.

Over the last year, IPIHD has built an effective organization from the ground up, planned and facilitated an initial innovator-investor conference, and selected a leading group of global innovators for the IPIHD Network. It has also established itself as a credible knowledge-generating organization while collaborating practically with innovators on the ground.

Joining the Network is free to healthcare innovators.

KEY ACCOMPLISHMENTS

Established and launched a network of top global innovators in healthcare and built programs for sharing expertise

Organized and hosted inaugural Innovator-Investor Conference, bringing together corporate and global health leaders, investors, and leading innovators to facilitate key connections

Provided business support and capacity building to healthcare innovators

Developed and disseminated knowledge, including human capital policy recommendations for government and regulatory leaders through the Global Health Policy Summit

Established and launched a network of top global innovators in healthcare and built programs for sharing expertise

In one year, IPIHD set up a pipeline process to discover, evaluate, and select top innovators from around the world for its Network, which is free to join for healthcare innovators. IPIHD developed and launched an application and screening process while forming collaborations with other organizations to attract innovators.

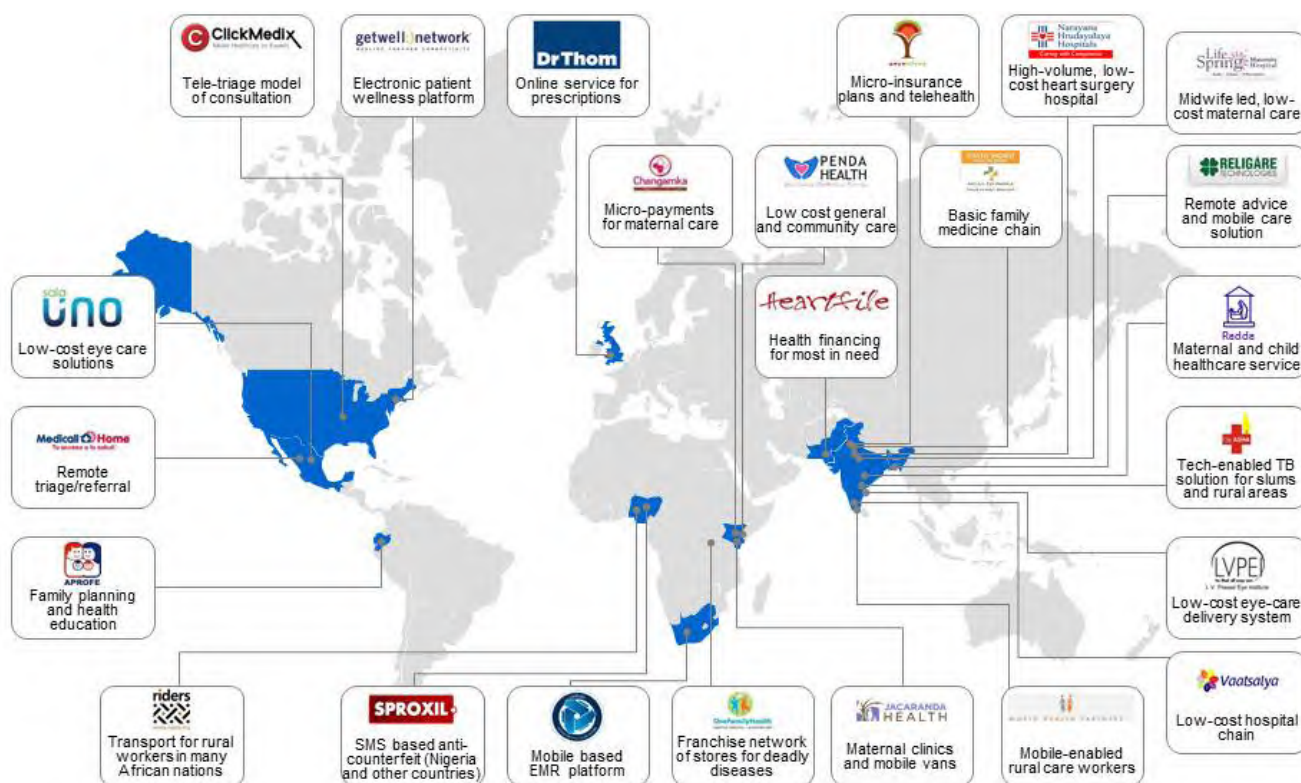
As a result, the IPIHD Network grew to 24 leading global innovators, affirming the original value proposition in establishing these collaborative and strategic relationships. From innovators harnessing the lessons of other sectors such as manufacturing in order to lower costs and increase quality, to inventive technology platforms facilitating reduced risk and cost-cutting, to strengthening local communities by increasing the buying power of underserved populations, the IPIHD Network has diverse yet interconnected platforms for increasing access to care.

There is one purpose Network innovators all share in common: the desire to collaborate with other innovators to reach more patients through expanded services.

The Network is comprised of both established innovators such as Narayana Hrudayalaya (India), led by Dr. Devi Shetty, where heart surgery is performed at less than 10% of the comparable cost in the US, and emerging innovators such as Penda Health (Kenya), where progress has been made toward expanding clinics which provide women's preventive healthcare at lower cost and higher quality.

"By engaging with IPIHD as a network innovator, we hope to raise awareness about our innovation and identify fellow innovators in the space with whom we can partner."

Ashifi Gogo, CEO of Sproxil



From Africa to India to Latin America, to the US and the UK, IPIHD is reaching out across the world to work with innovators, both virtually and in person through visits by IPIHD leadership and student interns.

Also this year, IPIHD scoped, built, and beta-tested "IPIHD Access," a collaborative portal to meet one of the most frequently cited needs of innovators: to easily connect with one another and share best practices. The portal also engages IPIHD supporters and global collaborators, allowing direct connection with Network innovators.

IPIHD held two interactive online Network sessions with innovators, gaining feedback to help drive engagement mechanisms for the forthcoming year. Further interactive sessions are planned.

As a result of IPIHD's global reach and participation, The Hindu Times wrote an article about IPIHD entitled "Delivering high quality, low cost healthcare" in their November 2011 edition.

In addition, members of IPIHD contributed to a high-profile article in The Economist, entitled "Squeezing Out the Doctor," appearing in the June 2012 edition.

Innovators from IPIHD also provided inspiration for an article, "The NHS Navel-Gazes, the World Moves On," published by The Times (UK) in June 2012. The article's author attended IPIHD's inaugural Innovator-Investor Conference in April.



- 1 L-R: IPIHD innovators Dr. Ashwin Naik (Vaatsalya), Pedro Yrigoyen (MedicallHome), Dr. Victor J. Dzau, and IPIHD supporter Dr. Farhad Riahi (Novartis)
- 2 L-R, IPIHD innovator Larissa Marangoni (Aprofe) and Alessio Ascari (McKinsey)
- 3 L-R, IPIHD innovators Alden Zecha (Sproxil) and Dr. Asher Hasan (Naya Jeevan)

Provided business support and capacity building to healthcare innovators

Business collaboration projects are tailored to innovator goals and challenges, and focus on helping facilitate the scale and replication of innovative models by tackling specific barriers to expansion. Initially called the "mentoring" program, the new moniker better reflects the two-way nature of knowledge flow.

Following an evaluation process examining innovator goals in depth, IPIHD matches IPIHD supporters to a select group of Network innovators based on innovator need and supporter expertise. Throughout the collaboration, IPIHD continues to evaluate project outcomes and provide additional resources within the supporter network when needed.

One Family Health

Even at this early stage of IPIHD's evolution, the business collaborations have already begun to make an impact.

Working closely with innovator One Family Health (also known as CFW Shops, a nurse-run clinic franchise in Rwanda) IPIHD has facilitated introductions to potential funders, provided technical assistance, and facilitated a summer student internship to improve the business processes and systems.

Through the project with One Family Health, IPIHD intern Liz Charles, a trained nurse and MBA student, worked directly with the chain in Rwanda to evaluate the operation, particularly the nursing component. The evaluation findings will help focus IPIHD's support and will result in a case study documenting the model for others to learn from.

"I would definitely recommend the mentoring program. Not only does it bring you in touch with top-notch institutions that could provide access to new opportunities, but it also forces you to clarify your business model and prompts focus on your growth plan."

IPIHD Supporter



L-R: Richard Bartlett and Dr. Krishna Udayakumar with a One Family Health nurse

IPIHD graduate student intern Liz Charles and community member from Rutango village after working on community service project together.

GlaxoSmithKline, a Silver supporter, collaborated with One Family Health to establish partnerships with the government in Rwanda

LifeSpring

IPIHD worked closely with LifeSpring Hospitals, a chain of maternal care hospitals in India, to prepare for investment, address talent management, and implement additional quality processes.

IPIHD intern Priya Krishnan, a Master of Science in Global Health student at the Duke Global Health Institute, is working with LifeSpring to identify and compare perception factors that influence health choices among women seeking prenatal and postnatal care at the outpatient and inpatient wards at LifeSpring Hospitals.

The results of this project will enable LifeSpring to learn from their current operations and identify ways to adapt and build on their current delivery model.

*LifeSpring patient
(photo provided by Anant Kumar, CEO)*

*L-R, Anant Kumar, CEO, and Tricia Morente,
Strategic Advisor, LifeSpring*



McKinsey, Apax Partners, and AstraZeneca worked with LifeSpring to understand how to scale processes and maintain quality among other projects

“LifeSpring and IPIHD’s work is entirely centered around helping our organization meet the challenges we face to scale. Specifically, the major challenges to scale facing LifeSpring center around talent, financing, and operations. In looking at each of these aspects separately, IPIHD has been able to connect LifeSpring with organizations who excel in each area: AstraZeneca around talent and change management; Apax Partners, a private equity firm with deep health care expertise; and McKinsey to help with making operations more efficient and increasing footfall (and therefore impact) at our hospitals. We look forward to growing LifeSpring through this tremendous support.”
Tricia Morente, Strategic Advisor, LifeSpring

Business Collaboration Projects - going forward

Most recently, IPIHD identified and scoped business collaboration projects with Aprofe, Jacaranda Health, Naya Jeevan and Vaatsalya Healthcare.

Aprofe

Aprofe provides family planning and general health-care services and runs community development programs in Ecuador. Like many innovators, Aprofe is focused on leveraging technology to streamline services. In support of Aprofe's goal to achieve a paper-free organization by 2015, particularly around patient records, IPIHD is connecting Aprofe with experienced business collaborators. Further, IPIHD is facilitating a proposal to assist Aprofe to develop a strategic plan to replicate their model in the United States.



Larissa Marangoni, Vice Director, Aprofe

Larissa Marangoni, whose father founded Aprofe decades ago, has lessons to share with other innovators about transitioning to a sustainable business model, and expressed her commitment to "innovative and creative healthcare programs."

Medicity, a division of IPIHD Gold Supporter Aetna, is helping Aprofe reach the goal of being paperless by 2015 by diagramming their current information systems and work flow. IPIHD co-founder McKinsey & Company is focusing on knowledge development, conducting a research project comparing Aprofe with other community development models within primary care.

Naya Jeevan

IPIHD is helping Naya Jeevan, which provides subsidized health insurance plans to low income workers in Pakistan, to expand its existing channels for accessing patients, as well as advice on expanding into specific geographies.

Business collaboration projects are important because innovation is a core enabler for expanding access, improving quality, and reducing costs. Furthering these models of care not only improves services in the original geographies, but also enables a greater understanding of lessons relevant to expansion of innovative models and improvement of existing health systems globally.



Naya Jeevan



Dr. Asher Hasan, Founder, Naya Jeevan

Gold supporters Aetna, Zuellig, and AstraZeneca are collaborating with Naya Jeevan to help expand its patient and geographical reach

Organized and hosted inaugural Innovator-Investor Conference, bringing together corporate and global health leaders, investors, and leading innovators to facilitate key connections



In 2012, IPIHD planned, organized, and held its inaugural Innovator-Investor Conference. Seventeen global entrepreneurs presented their innovative healthcare models to investors and strategic partners on April 15th in Washington, DC. Beyond strategic investment connections, innovators exchanged information with one another, resulting in new alliances and growing relationships.

The conference created value for attendees across a number of dimensions. The top reasons reported for wanting to attend were to:

- **Discover the “best of the best” health innovations**
- **Learn more about best practices in innovation**
- **Connect with entrepreneurs and investors**
- **Meet exciting innovators**

Overall, attendees found the conference to have useful content, the right participants, and be well-organized and “very useful,” with a “good mix of innovators, investors, and supporters.” In fact, one attendee reported that “...the presentations by innovators really helped us envision the opportunities.”

IPIHD will continue to adapt the investment program to meet the needs of existing Network innovators based on ongoing feedback.

“The initial research we conducted at McKinsey which formed IPIHD led us to believe that we should focus on supporting the growth of proven innovation in healthcare that improve access to affordable and quality healthcare around the world. In IPIHD’s first year, we are starting to see the results of this materialize. Supporting IPIHD has been a great way for us to engage with emerging global health leaders and learn from their entrepreneurial spirit.”

Nicolaus Henke, Global Head of Healthcare, McKinsey & Company; and Director, Board of IPIHD

“The Zuellig Group is working closely with IPIHD to facilitate the rapid advancement of innovative healthcare ideas that can improve the quality of life of people in these communities.”

Patrick Davies, CEO of Symbion, Zuellig Australia

“Through our support of IPIHD, we are able to collaborate with emerging healthcare innovators, expose our leaders to the entrepreneurial mindset, and explore the policy side of scaling innovation. As we move forward, we’re excited to begin business collaboration projects with IPIHD network innovators Vaatsalya and Naya Jeevan.”

Lynn Tetrault, Executive Vice-President, Human Resources and Corporate Affairs, and Caroline Hempstead, VP Global Corporate Affairs, AstraZeneca

Developed and disseminated knowledge, including human capital policy recommendations for government and regulatory leaders through the Global Health Policy Summit

The goal of IPIHD's knowledge work is to study healthcare innovations and the role of healthcare ecosystems and to disseminate this knowledge to diverse stakeholders in health care delivery and policy. With the support of the Knowledge Committee, IPIHD developed a knowledge agenda with three primary areas of focus:

1. **Healthcare innovations** – study innovative healthcare delivery models from around the world to better understand what makes these models successful
2. **Healthcare ecosystems** – study the ecosystems surrounding these models to better understand the impact of environments in enabling or restricting innovative models of care
3. **IPIHD impact** – analyze the impact that IPIHD is having as an organization

Through a student internship program with Duke's Fuqua School of Business, IPIHD worked closely with select Network innovators on themed projects to produce case studies and disseminate knowledge from successful innovations.

As part of one such project, IPIHD student intern Mukesh Singhal performed a comparative analysis of major disruptive eye-care providers globally to create an understanding of the principles that can be translated to other countries and the necessary enablers. He researched and then visited IPIHD Network innovators LV Prasad of India and SalaUno Salud of Mexico, as well as the famous Aravind Eyecare in India, as part of this project.

"We look forward to working with IPIHD to share our best practices and improve eye care services globally," said Dr. Gullapalli N. Rao, the executive chairman and founder of the LV Prasad Eye Institute. "In return, we hope to learn and benefit from IPIHD's research into global best practices in the healthcare domain."



Sashi Mohan (LV Prasad), center, and Javier Okhuysen Urrutia (SalaUno), right, both lead eye care innovations, in separate parts of the world. Pictured together here, at the IPIHD Innovator-Investor conference.



Sashi Mohan with IPIHD intern Mukesh Singhal, at LV Prasad, India



Young patient receiving care at LV Prasad

Report for the Inaugural Global Health Policy Summit

IPIHD launched a collaboration with Imperial College London's Institute for Global Health Innovation to lead research and analysis on the role of human capital in innovative healthcare delivery models. The resulting report identifies models that disrupt assumptions about who creates health and health care in order to improve cost, quality and access. Considering both system levers, such as regulation and financial incentives, and system players, including patients and providers, the report provides specific recommendations for fostering innovation in human capital to make systems more efficient and effective.

The report served as the lynchpin of the 'Innovative Delivery Models' panel at the inaugural Global Health Policy Summit, held on August 1, 2012. This panel included IPIHD Chair Dr. Victor J. Dzau, two IPIHD Network innovators, and senior policy makers, including the Minister of Health for Nigeria.

Find the full report here:

http://www.globalhealthpolicyforum.org/docs/GHPS_Innovative_Delivery_Models_Report.pdf

SUPPORT FOR IPIHD

IPIHD is supported by a range of organizations around the world. In FY 2011-12, IPIHD supporters contributed funding, time, and other in-kind support.

Founding Members



DukeMedicine



McKinsey&Company

Gold Supporters



Silver Supporters



In-kind Supporters



Supporter Contributions

IPIHD raised over \$750,000 in FY 2011-12 to fund the work of the organization.

Beyond funding, supporters contributed hundreds of hours of in-kind effort through direct collaborations with Network innovators and the IPIHD team.

LOOKING AHEAD TO THE NEXT YEAR AND BEYOND

Goals for IPIHD

Building upon early success, in the upcoming year IPIHD is gearing up for expanded impact. The following goals will continue to drive the work of IPIHD in the future.

- **Support innovator success in scale/replication:** IPIHD's goal is to ensure that its work enables healthcare innovations to grow through scale and replication.
- **Demonstrate impact of knowledge development:** The goal of IPIHD's work to study successful innovations and their ecosystems is to facilitate changes in healthcare on the ground.
- **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 make all innovators in the network feel that they benefit from participation.
- **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 that impact health and healthcare.
- **Establish thought leadership in global health:** IPIHD's goal is to develop itself into a global institution that is respected in innovation and global health, identifying ways to create a platform and become a known "name" in global health innovation.
- **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 process of scoping was well-done...[having IPIHD] match up each challenge with an organization is very helpful."

IPIHD Innovator

"Companies who have joined the Mentoring Program are [well-suited] and offer excellent opportunities."

IPIHD Innovator

"The diversity and number of innovators who have applied for this unique opportunity to collaborate with IPIHD has been impressive. It's clear that innovators can see much value in establishing a network like this. We at IPIHD are excited to begin working with them closely."

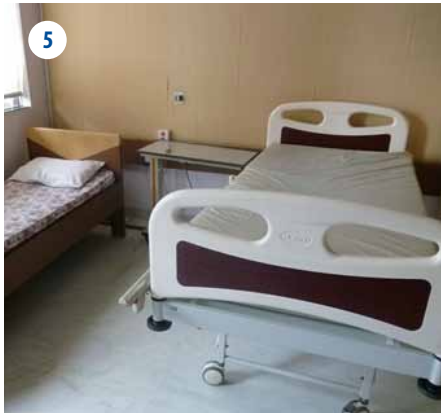
Krishna Udayakumar, MD, MBA, Executive Director of IPIHD.

"We are delighted by the range and focus of innovators in our Network as well as the opportunity to explore shared themes including maternal health, tele-triage, and rural health services."

*Richard Bartlett,
Associate Director of IPIHD*

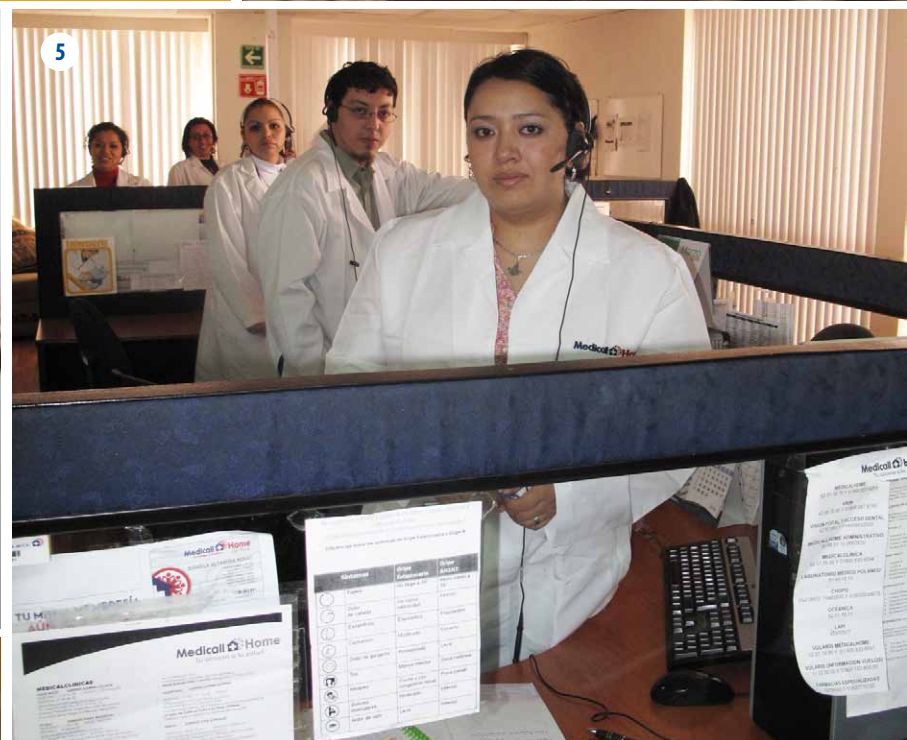
- 1 Radda-Health (Bangladesh)
Maternal and child health service delivery
- 2 Riders for Health (Africa, multiple countries)
Mobilize health workers to deliver care
- 3 Penda Health (Kenya)
Treating the whole family
- 4 Operation ASHA (Cambodia, India)
TB treatment + technology
- 5 Narayana Hrudayalaya Hospitals (India)
Multispecialty healthcare facilities
- 6 LV Prasad (India)
Comprehensive eye care, research, and training

“Riders for Health can deliver affordable and sustainable health access to millions around the world, but we can’t do it alone,” says Lakshmi Karan, Director of Global Strategy. Riders was founded by Andrea and Barry Coleman following a motorcycle trek through Africa after seeing inoperable vehicles littering the road, preventing access to critically needed health services. “We need a network of partners who believe in the power of collaboration and strive to leverage their individual competence to benefit the collective goal. IPIHD embodies this vision.”





- 1 Heartfile (Pakistan), Healthcare financing + technology
- 2 Aprofé (Ecuador), Family planning and community development
- 3 Changamka (Kenya), Savings/subsidy e-voucher



- 4 Dr. Thom (UK)
Online prescription service + technology platform
- 5 MedcallHome (Mexico)
24x7 access to medical advice
- 6 Sproxil (Africa, multiple countries)
Mobile verification of drug authenticity
- 7 L-R, Dr. Victor J. Dzau, Dr. Ashwin Naik (Founder, Vaatsalya) at World Health Care Congress Panel following Innovator-Investor Conference
- 8 Jacaranda (Kenya)
Maternity hospital and mobile clinic

