Supporting Healthcare Social Entrepreneurs: The IPIHD Story

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IPIHD.org
Agenda

- Need for innovation in health and healthcare
- Lessons from studying leading innovators
- Growing a new organization to support health innovation
Global Life Expectancy at Birth

Source: CIA World Factbook
Health challenges…

- Non-communicable diseases
- Demographics
- Infrastructure
- Human capital

Provide opportunities…

- Innovative models of care
- Disruptive technologies
- Novel workforce development programs
The Centre of Excellence

The Centre of Excellence is at the apex of the pyramid, and functions as an advanced Tertiary Care Centre.

Tertiary Care Centres

Tertiary Care Centres offer a complete range of eye services, such as:
- Comprehensive eye check-ups
- Advanced care for many complex problems
- Rehabilitation for the blind and low vision care
- Fully-equipped support: pharmacy, opticals
- Training for all cadres of eye care professionals
- Clinical research

Service Centres

Service Centres are Secondary Care Centres, which offer comprehensive eye care services, including surgery:
- Comprehensive outpatient services
- World-class surgical services (Secondary)
- Community-based rehabilitation and low vision care
- Fully-equipped support: pharmacy, opticals

Vision Centres

Vision Centres are Primary Care Centres, managed by Vision Technicians. At a Vision Centre, you will find:
- Full eye screening
- Prescription and supply of low-cost spectacles
- Referral to the next level for cataract surgeries and other conditions
- Link to other community services

At this level, LVPEI works with volunteers to deliver Community Eye Care, the Vision Guardians, who:
- Keep an eye on the eye health of 5000 people
- Monitor children and the elderly
- Refer people who need an eye check-up to the appropriate centre
- Monitor those who have had surgery
- Provide ready-made near-vision glasses

The Structure

The Centre of Excellence is an advanced Tertiary Care Centre that engages in training of trainers and specialists, active research, and advocacy. 10 Tertiary Centres link to 1 Centre of Excellence.

In a year, an average Centre of Excellence:
- Provides outpatient services to 20,000 people
- Performs 25,000 surgeries
- Trains 250 professionals at all levels of eye care
- Publishes at least 50 research papers
- Provides eye banking services, collects close to 2,500 corneas
- Provides low vision services to 3,000 people
- Contributes to eye health policy

A Tertiary Eye Centre, serving 50,000 people, offers the complete gamut of eye services including sub-specialty care, low vision and rehabilitation, and conducts training and research. Within 5 years of establishment, every year, an average Tertiary Eye Centre:
- Provides 75,000 outpatient consultations
- Performs 10,000 surgeries
- Trains 100 professionals at all levels of eye care
- Publishes at least 10 research papers

The Service Centre serves a population of 50,000. 10 Vision Centres, within a radius of 50 km are linked to a service centre.

In a year, an average Service Centre:
- Provides outpatient services for 10-15,000 people
- Performs 1,500-2,000 surgeries and refers 5-10% of patients for tertiary care
- Performs 50 community-based screening activities within its target area
- Acts as a referral and administration source for the 10 Vision Centres linked to it

Each Vision Centre caters to around 50,000 people (20-25 villages). Vision Technicians are community members who are trained for 1 year, who screen the village population and connect with other community services.

In a year, an average Vision Centre:
- Screens 2,500 people (at the Centre) and 2,500 children (in schools)
- Dispenses 400 pairs of spectacles and educates 300 people on spectacle usage
- Identifies and refers 500 people to the next level

Vision Guardians serve 5,000 people (2-3 villages) and work closely with the nearest Vision Centre.
Four Clusters of Innovation

Categories of care

- Staying healthy
- Long-term conditions
- Mental health
- Maternity & newborn
- Care for children
- Acute care
- Planned care

Care delivery value chain

- Monitoring/preventing
- Diagnosing
- Preparing/intervening
- Recovering/rehab
- Monitoring/managing

Integrating Care

Franchising

Technology enabled networks

Production specialisation
Critical Success Factors: The “Secrets of Success”

- Get close to the patient and follow their established behaviour patterns
- Reinvent the delivery model by using proven technologies disruptively
- Confront professional assumptions and ‘right-skill’ the workforce
- Standardise operating procedures wherever possible
- Borrow someone else’s assets
Gaps That Inhibit Scale and Replication

- **Knowledge and Networking Gap**
  Innovators lack technical and/or medical expertise to design solution

- **Business Gap**
  Innovators lack business and organizational expertise and relationships required

- **Financing Gap**
  Innovators are challenged to find sufficient or appropriate financing

- **Regulatory Gap**
  Innovators struggle with regulatory and policy decisions both at home and overseas
Creating a New Organization: International Partnership for Innovative Healthcare Delivery (IPIHD)

- **Vision**
  - Improve global access to affordable, quality care by supporting scale and replication of transformative health and healthcare solutions

- **IPIHD established in 2011 (NC non-profit organization)**
  - Co-founded by Duke Medicine, World Economic Forum, McKinsey & Company
  - Hosted at Duke
  - Support (financial and in-kind) from 15+ corporate, foundation, government sponsors
IPIHD Areas of Focus

- Convene stakeholders (innovators, investors, industry, NGOs, governments, academics, etc.) to:
  - Network and share knowledge and best practices
  - Provide hands-on business-building advice and mentoring
  - Establish innovator-investor interactions to increase access to capital funding
  - Develop and disseminate knowledge, including insights into policy and regulatory factors
IPIHD is supported by a range of different organizations

**Founding Members**

- Duke Medicine
- World Economic Forum
- McKinsey & Company

**Gold Supporters**

- Medtronic
- Novartis
- AstraZeneca
- Robert Wood Johnson Foundation
- Baxter
- Aetna
- Zuellig Pharma
- The Health Foundation

**Silver Supporters**

- Sanofi Aventis
- BD
- GE Healthcare
- GlaxoSmithKline

**Bronze Supporters**

- Humana
- Cardinal Health

**In-kind Supporters**

- Apax Partners
- Cisco
IPIHD has built a network of leading healthcare entrepreneurs
Success stories for IPIHD (1/2)

- **Inspired and Supported salaUno**
  Lessons generated from IPIHD helped spark and support the continued growth of salaUno – a replication of the Aravind model to Mexico. IPIHD has facilitated expertise-sharing, student projects and expert coaching as salaUno refines its model in Mexico. Within the first 20 months, salaUno screened 50,000 patients and performed over 4,300 cataract surgeries.

- **Catalyzed $300,000 of direct funding**
  IPIHD has used its network of investors, funders and partners to directly catalyze the growth of innovators. Jacaranda and One Family Health received $150,000 each to expand their operations. Jacaranda is now able to add further infrastructure to grow their organization; and OFH begin establishing the blueprint for replication to Zambia.

- **Created space to forge partnership**
  Innovators and industry have been able to come together in strategic partnership through IPIHD. GSK is working with OFH – providing multi-year funding for expansion in Rwanda; and Medtronic has partnered with ClickMedix and is on the brink of forming other partnerships in India to pilot new approaches for getting products to market.
Success stories for IPIHD (2/2)

- IPIHD has been an integral part of the success of Penda Health and their founding team of serial entrepreneurs who have referred to IPIHD as the “best accelerator ever”:
  - Senior leaders from Minute Clinic, Kaiser Permanente and the Cleveland Clinic provide regular mentoring to the founders
  - Penda Health is in the final stages of various funding and investment opportunities due to IPIHD
  - Penda has just launched their own HMO-style membership plan based on research and expertise from the IPIHD network

- IPIHD has brought together senior leaders from Aetna and Sanofi as well as an MBA student intern to move Aprofe’s community programs towards financial sustainability:
  - Helped articulate the “Aprofe story” to describe to potential funders
  - Catalyzed early fundraising activities
  - Started development of long-term sustainability plan
IPIHD has authored a paper for Imperial College London’s **Global Health Policy Summit** as part of IPIHD’s thought leadership and knowledge work.

We identify models that disrupt assumptions about **who** creates health & health care in order to improve cost, quality and access.

**How can a disruptive approach to deploying human capital help innovative health care delivery models succeed?**

**What policies enable the scale and replication of these models?**

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**System levers**

- Reform the regulatory & legislative environment
- Align financial rules and incentives with human capital goals
- Equip patients and communities for co-production
- Modernize professional education and training

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**Players in the system**

The knowledge generated by IPIHD has begun to be disseminated in various high-profile events.
What can the UK learn from healthcare innovation in India?

Reflections from an International Partnership for Innovative Healthcare Delivery (IPIHD) study tour to India
SEAD Supports the Scaling of Global Health Innovations

- **Build Global Health Innovation Pipeline**
  - Select Cohorts & Comparisons
- **Develop Resources & Capabilities**
  - Support Business Model Innovation
  - Provide Corporate Mentors & Peer Network
- **Leverage Impact Investing**
  - Mobilize Private Capital & Connect Innovators

- Engage Faculty and Students
- Develop and Disseminate Knowledge, Insights
- Assess Social Impact
DIHI
Duke Institute for Health Innovation

Implementation and Health Delivery Science
- Catalyze multidisciplinary teamwork; Duke Medicine & University; National & Int’l leaders
- Structured interface to Duke Health System
- A living laboratory to incubate, refine, validate and scale new ideas

Health Technology Innovation
- Leverage a growing health data infrastructure
- Connect to the digital health ecosystem
  - Establish an incubator at Duke
  - Collaboration and co-development

Health Leadership & Workforce Development
Goal to train current and future leaders across health care in
- Leadership
- Management
- Innovation
- Quantitative health sciences
Contribute to developing the workforce of the future

Applied Health Policy
- Analyze effects of policies and health innovations
- An outlet to support the other DIHI innovation domains
- Develop innovation-focused health care reforms and programs

International Partnership for Innovative Healthcare Delivery
Summary

- Transformative innovations are necessary to address enduring, urgent challenges in health and healthcare globally

- Sharing lessons and insights across boundaries is necessary to scale and replicate solutions for maximum impact

- Organizations dedicated to systematically supporting innovation will be best positioned to define and shape future of health and healthcare
Thank You!

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