Supporting Scaling of Impact of Global Health Enterprises: IOM Workshop

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SEAD is a global health enterprise accelerator executed by partners within and outside Duke

- Founded in November 2012 via five-year award from USAID’s Higher Education Solutions Network
- Mobilizes a community of practitioners, investors, policymakers, faculty, staff, and students to identify, assess, build capacity of, and scale solutions, technologies, and business models for health and healthcare in developing countries around the world (focused now on India and East Africa)
SEAD Supports the Scaling of Global Health Innovations

Build Global Health Innovation Pipeline → Develop Resources and Capabilities → Leverage Impact Investing

Engage Faculty and Students
Develop and Disseminate Knowledge, Insights
Assess Social Impact
SEAD Innovators, Cohorts 1 & 2

- Low-cost eye care solutions
- Micro-payments for maternal care
- Low cost general and community care
- Health Loans for the Traditionally Unbankable
- Tech-enabled TB solution for slums and rural areas
- Intelligent Medical Technology
- Micro-insurance plans and telehealth
- Evidence Based Blue Print for Primary Care
- Low-cost hospital chain
- Transport for rural workers in many African nations
- SMS based anti-counterfeit for drugs
- Solar Suitcase for enabling clinics
- Maternal clinics and mobile vans

1 Headquarters in the UK (London) and US (San Francisco)
2 Headquarters in the US (Boston)
The Process: SEAD offers innovators a 3 year program

Participation in:

- Regular check-ins with the SEAD team
- Annual SEAD summit
- Site visits with the SEAD team
- SEAD program evaluation surveys
- Regional events/conferences

Access to:

- Expert webinars
- Online tools and resources
- Facilitated connections to partners and funders
- Collaboration projects with students, faculty, and SEAD partners
Need to refine their efforts to scale impact and support their strategic planning

Need to prepare for and secure funding and investment that fits with their strategy and plans

Need stronger data, systems, and processes to evaluate their performance and to manage and communicate their results

Need a deeper understanding of customer needs and behaviors and the unit economics of their business model

Need to strengthen senior management leadership skills, cultivate and retain internal talent, and improve communication skills

Need a better understanding of the broader ecosystem in which they operate and connections with potential strategic partners
# Challenges and Lessons Learned from Years 1 and 2

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<th>KEY LESSON</th>
<th>WHAT WE DID</th>
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| • Innovators have a diverse range of challenges that change significantly depending on stage | • Created **Stage of Development Framework**, with input from innovators and investors  
• Used framework to inform selection criteria for 2014 Cohort | • Concentrate support on most common cross-cutting challenges for which SEAD has unique assets; develop toolkits  
• Develop ways to efficiently connect to help with other issues |
| • Developing networks to understand local ecosystems in many places around the globe is challenging and expensive | • Committed to **concentrating on East Africa and India going forward**  
• Developed grant proposal for USAID East Africa to deepen presence there | • Making connections with local investors, intermediaries, universities and consultants in our 2 regions  
• Will hire local staff in EA. |
| • Market for global health enterprise investing is largely driven by DFIs and governments but many private sector players interested | • Created a **Global Health Investing Advisory Board** to connect global investors to SEAD and other health entrs. | • New Investment focus on global health through Investors’ Circle  
• Initiated research on debt funding vehicles that can be significantly scaled |
Significant Program Expansion in East Africa

OBJECTIVES:

- Development of deeper support for health innovators in EA
- Engagement of stakeholders in the region, especially policy-makers, to educate and help develop a more cohesive and supportive ecosystem to support innovation
- Prioritization of women and girls, both through support of women entrepreneurs and also through support of innovations that improve the lives and health of girls and women
- Enhanced collaboration in EA among other HESN development labs
SEAD Program Evaluation

- We integrate program effectiveness evaluation tightly into our programming, with faculty oversight

- Led by Joe Egger (DGHI) and David Robinson (Fuqua), on an annual cycle
  - Application form includes baseline data for new innovators (Fall)
  - Administer initial output survey to existing SEAD innovators (Fall)
  - Analyze outcome survey data - report results (Winter)
  - Feedback of results into improving SEAD (early Spring)
  - Facilitate focus groups on SEAD program experience with innovators during SEAD summit. (Spring)
  - Administer outcomes survey to all existing innovators (end of each Spring term)
Students Engagement: SEAD student interns provide immense value to innovators; examples from Summer 2014:

- **SughaVazhvu**
  - Rural primary care
  - India
  - Developed an operational plan for launch of training program for traditional healers

- **salaUno**
  - Eye care clinics
  - Mexico
  - Developed financial and marketing model for salaUno to sell Forus’ 3Nethra in Mexico

- **Jacaranda**
  - Maternity clinic
  - Kenya
  - Conducted pricing and cost analysis for new C-section service offering

- **North Star Alliance**
  - Primary care clinics
  - Kenya
  - Developed inventory management systems for chain of clinics across 12 countries

- **Medica Santa Carmen**
  - Dialysis clinics
  - Mexico
  - Developed financial dashboards & reporting processes to support strategic decision making

- **Operation ASHA**
  - TB treatment
  - India
  - Created short documentary film on TB care in rural tribal region
Duke Institute for Health Innovation

DIHI

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
Amsterdam Health and Technology Institute

**Talent** - attract health and technology talent to Amsterdam
- Facilitate New & Existing Master Programs
- Setup blended learning environments
- Setup executive training programs
- Setup community education programs

**Research & Innovation** – build a research portfolio
- Attract research funding
- Test new technologies and services
- Learn from a real world environment
- Focus on urban populations
- Approach projects from multiple disciplines

**Entrepreneurship** – transfer innovation into economic value
- Setup of a venture mentoring program
- Establish an incubator
- Recruit international companies to Amsterdam

**Living lab** – test innovations in actual living environments
- Setup of a City “health” dashboard
- Setup a ‘living lab’ in Amsterdam
- Develop a global network of interconnected living labs
A living lab is an ecosystem that “brings together interdisciplinary experts to develop, deploy, and test – in actual living environments – new technological and other innovations that respond to this changing world.”

The living lab approach has multiple benefits:

- End user centric
- Faster testing
- Focus on testing and learning in real world environment
- Link multiple disciplines to solve problems together
- PPP partnership
- Global learning

1. Source: MIT Living lab
AHTI global vision: a growing network of living labs that serves as a catalyst for realizing our goals
Summary

- Universities/academic health systems have faculty, staff, and students with broad expertise and passion to support global health and social entrepreneurship.

- Focused capacity building coupled with program evaluation can support scaling of impact and also build stronger evidence of what works over time.

- Global collaborations and sharing of lessons learned can advance the field and strengthen complementary programs.