

## How to get involved: Why and how?

### Innovators

- **Get:** Opportunity to join 'hands-on' network to learn from peers, share knowledge, engage with regulators and work together towards a common shared goal of scaling individual solutions. Innovators can apply to receive regular exposure to investors and corporates specifically interested in innovators.
- **Give:** Small financial contribution (~\$150) to join the Partnership; expectation to commit time, effort and energy in engaging with Partnership (as it is innovators who will be in the driving seat) and proposals for support from MPSI and AIIC.

### Industry

- **Get:** Access to new business channels for products and services and opportunities in developing and emerging markets. In addition it provides access to new businesses, customers and investable opportunities whilst ensuring rapid access to the most exciting opportunities. There is a strong social element allowing companies to 'do well and do good'.
- **Give:** The commitment from industry is both executive's time and financial support for a three year period. For MSPI to be successful, executives must commit time and energy. The Partnership will be financially supported by industry with various packages ranging from \$20,000 to \$100,000 per annum.

### Investors

- **Get:** Access to a pool of successful healthcare innovators and entrepreneurs that have shown themselves to have had impact and are now looking for capital to scale and replicate; ability to understand more about this new market and select those innovators to invest in with the most potential.
- **Give:** Two opportunities for investors; firstly to invest in the same way as an industry supporter would (which includes access to the AIIC) or secondly pay a fee to attend the AIIC.

### Global institutions

- **Get:** Chance to establish various relationships (or even partnerships) with a new and exciting Partnership which industry, investors and innovators (as well as other global institutions) feel is extremely compelling and clearly an 'un-met need'.
- **Give:** The new Secretariat would be keen to discuss types of relationship or partnership with global institutions to create something that is mutually beneficial.

## International Partnership for Innovative Healthcare Delivery

Hosted by Duke Medicine; catalysed by a project at the World Economic Forum and supported by founding partners including APAX Partners, AstraZeneca, Cisco Systems, Duke Medicine, Johnson & Johnson, McKinsey & Company, Medtronic, Merck, Novartis, Sanofi-Aventis and Zuellig Group.

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## Our research on unlocking productivity in healthcare delivery

How can access to care be improved, costs contained, and quality maintained or improved? Patients receive modern care in antiquated delivery models: the mid-20th century paradigm of local physician offices combined with general hospitals persists in most developed countries. Meanwhile, too many people in middle and low income countries continue to lack good access to affordable, appropriate services. The world needs new answers to well-established problems.

Innovation in healthcare delivery provides many of the answers. McKinsey research on delivery innovations has identified more than 30 successful private sector examples of step change improvements in productivity. In Mexico, Medical Home provides telephone based advice and triage to more than 5 million people. For a fixed fee of \$5 a month, billed through their phone bill, two-thirds of callers have their healthcare issue resolved over the phone. In India, Life Spring maternity hospitals offer high quality, no-frills, maternity care at one-fifth of the cost of comparable private-sector competitors (an accessibly priced \$40 rather than the typical \$200).

Emerging economies dominate delivery innovation. This is little surprise: after all, necessity breeds innovation. These disruptive models fundamentally change and challenge existing healthcare delivery models – their approaches today may herald what becomes mainstream healthcare delivery tomorrow.

Successful innovators focus on three private sector business models. Franchising standardises flows of information, products or services to lower distribution costs and improve adherence to protocols. Production specialisation introduces ‘lean principles’ standardizing processes and eliminating waste. Technology-enabled networks use proven technology to exploit infrastructure that exists, centralise talent and follow patient behaviour patterns.

Each model reinvents the logic of delivery and changes the underlying economics. We identified six success factors of these with each doing some or all of these:

- Get close to the patient and follow 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
- Open new revenue streams across sectors

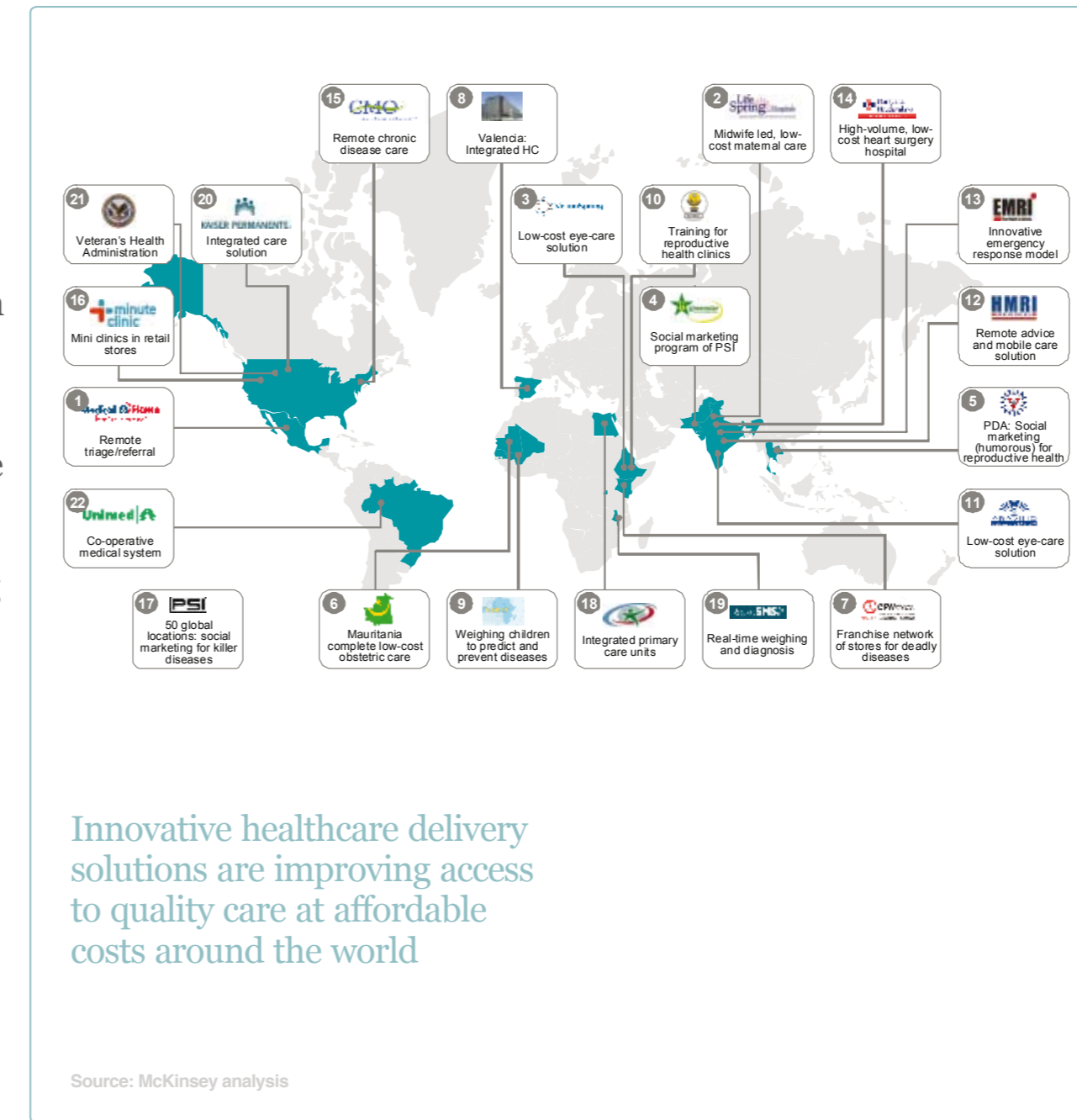
Successful innovators pull many of these levers. The awareness of these factors can enhance existing delivery models, inspire new innovations and test early ideas.

The ‘International Partnership for Innovative Healthcare Delivery’ (IPIHD), catalysed by a project at the World Economic Forum, will address specific challenges that innovators face.

These challenges came to light from speaking to innovators themselves. The challenges include know-how, business skills and expertise, access to capital investment and restrictive regulations.

The new Partnership will be pulling on strengths and creativity of innovators and industry.

It requires establishment of a lean coordinating function and will support innovators through four methods:



- 1 Knowledge and networking.** A strong web presence would allow the sharing of knowledge and best practice, and the collective solving of challenges via an Innovators Blog and private forums. A private area with profiles (innovators, industry and investors) will facilitate networking.
- 2 Mentoring and Support Programme for Innovators (MSPI).** Innovators would be paired with industry executives as mentors giving advice, helping make useful connections and providing challenge to business plans – similar to a non-executive director but no formal accountability.
- 3 Annual Innovator-Investor Conference (AIIC).** This conference would convene innovators and investors, by business model or geography, and attract both social and commercial investors and enable new investment capital.
- 4 Innovators Regulatory Committee (IRC).** Committees of innovators will be established by clusters (e.g., technology-enabled network solutions) to set standards and create supportive regulatory environments working with public sector bodies.