

Innovative Models in Healthcare Delivery

November 2010

The Issue:

Developed, emerging and developing countries face similar challenges in healthcare of improving access to quality care at affordable costs. Basic standards are a challenge in many emerging and developing countries, while in developed countries, higher cost is not leading to higher quality or universal access.

In developing countries, access to healthcare services is severely limited by inexistent or fragile infrastructures, insufficient workforce and lack of funding; as a result, many lack access to even basic services and weak health delivery systems.

In emerging countries, high quality services are accessible only to a fraction of the population in major cities, leaving considerable unmet needs in remote areas and for the middle class.

In developed countries, the cost of delivering healthcare is unsustainable. Growth in healthcare spending outstrips GDP growth.

The Opportunity:

Innovative delivery models have often been designed and developed in resource-constrained environments, and demonstrated that it is feasible to **improve access to quality healthcare at a fraction of the cost** seen in the conventional healthcare delivery systems. However, innovators and entrepreneurs have not always been able to:

- Assess them for sustainability systematically
- Evaluate potential for replication
- Identify mechanisms needed to scale them up



Approach and Findings:

Innovation in healthcare delivery has the potential to achieve step-change improvements in access, quality and cost. The project took a systematic approach to understand what is working in healthcare delivery, why it works and how it can be grown through:

- Identification of **case studies of innovations** that have a significant impact on access and productivity
- Understanding of the **key success factors** that innovative solutions possess and **business clusters** they belong to
- Uncovering of macro **enablers and barriers to the scale-up and replication** of solution
- Identification of a **range of activities that could support the scale-up** of delivery solutions (e.g., multi-stakeholder dialogues)

Who is Involved:

This project is primarily driven and supported by the healthcare sector, but benefits from strong cross-industry interest and input.

The Forum seeks to engage a broad spectrum of stakeholders within and beyond the healthcare sector. Steering committee members include representatives from:

Aetna Inc., APAX Partners, AstraZeneca Plc., Cisco, Duke University Medical Center and Health System, Fortis Hospital, Jubilant, McKinsey & Co., Merck & Co Inc. and Pfizer Inc.

An advisory board of experts and global institutions/project supporters provides additional input and guidance:

Results for Development Institute, The Rockefeller Foundation, Robert Wood Johnson Foundation, Population Services International (PSI), The Earth Institute at Columbia University, Program for Appropriate Technology in Health (PATH), Global Health Council, and the International Council of Nurses.

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Key Milestones

Milestone	Date	Key Objectives
Project Launch	June 2009	<ul style="list-style-type: none"> Presented research and proposed framework to the steering committee, selected advisers and supporting organizations
New York Industry Partners Strategy Meeting	September 2009	<ul style="list-style-type: none"> Presented early findings and a framework for these innovations, based on four clusters: franchising; production specialization; technology-enabled, network-based delivery; and integrated care The greatest innovations reinvent the logic of delivery and the underlying economics, from a platform of adherence to good management practices The potential to replicate these proven innovations is enhanced by two critical features: productizing and adapting to local conditions
Annual Meeting 2010	January 2010	<ul style="list-style-type: none"> Healthcare Governors Meeting; presentation of complete first-phase findings, based on 37 models Confirmed interest for second phase of the project (see details below)
New York Industry Partners Strategy Meeting	September 2010	<ul style="list-style-type: none"> Articulated need (through landscape analysis and innovator interviews) for launching new organization to support innovative delivery Proposed launch of a 'International Partnership for Innovation in Healthcare Delivery' with a clear set of functions, value proposition and sustainable revenue model

Core Activities in 2010

The Forum sought to accelerate the diffusion of innovative models by:

- Understanding what challenges innovators face in scaling and replicating successful solutions
- Learning about the activities and offerings of other organizations operating to aid scale-up and replication of innovative delivery solution
- Designing various new organizations that could support the project outside of the Forum
- Proposing the launch of an 'International Partnership for Innovation in Healthcare Delivery'
- Articulating the activities, value proposition, sustainable revenue model and launch plan for Partnership
- Designing a pilot for a multi-stakeholder dialogue (innovators, governments and regulatory bodies)

Plan until Davos 2011

- Sign-up businesses (i.e., industry), innovators and other supporting organizations (e.g., NGOs) to support the new organization following launch
- Detail fully the new organization and how it would operate outside of the Forum
- Hold a multi-stakeholder dialogue at the Global Symposium for Health Systems Research in Montreux and publish a short report for regulatory and policy-makers

Contact Details

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