

# **Global Health Delivery Project**

## **Narrowing the Gap Between Aspiration and Action**

**Michael E. Porter, PhD**

Bishop Lawrence University Professor  
Harvard University

**Rebecca L. Weintraub, MD**

Executive Director, Global Health Delivery Project  
Harvard Medical School

***December 10, 2008***

Gaps in health financing, human resources, and access to care have fatal consequences for millions in developing countries

- Millions of deaths from preventable & treatable causes
  - 6.3 million preventable childhood deaths
  - ½ million maternal deaths
  - 3 million HIV deaths – less than 1-in-8 on treatment
  - 2 million tuberculosis deaths
  - 1 million malaria deaths - mostly children

**→ Over 10 million needless deaths each year**  
**...from conditions for which safe, effective, affordable prevention & treatment exist**

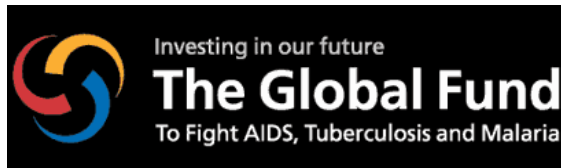
# the implementation bottleneck

- Vaccines
- Primary Health Care
- Drug Therapies
- Maternal and Child Health Care
- Basic Surgery



# UNPRECEDENTED OPPORTUNITY

---



- Key leaders and institutions have recognized the gravity of global health problems
  - Since 2001, over \$85B in new funding for development
  - 28x HIV/AIDS spending increase from \$300M in 1996 to \$8.5B
  - Dramatic decline in treatment costs
- **A golden era of funding for global health programs**

# investment

## GATES GRANTS

**\$448M** - new health technologies

**\$413M** - HIV/AIDS vaccine

**\$258M** - malaria vaccine

**\$165M** - new malaria drugs

**\$124M** - anti-HIV microbicides

**\$115M** - diarrhea/nutrition

**\$106M** - TB vaccines/diagnostics



# the implementation bottleneck

- Vaccines
- Primary Health Care
- Drug therapies
- Maternal Child Health Care
- Basic Surgery

## Gates Foundation develops:

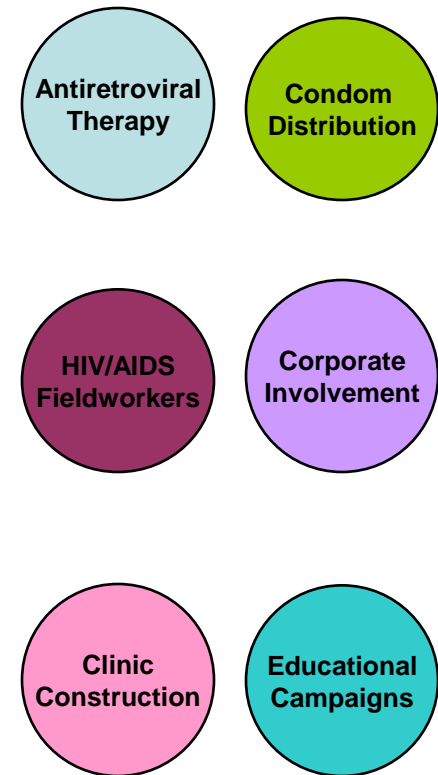
- Microbicides and other preventive tools
- New malaria and TB drugs, diagnostics
- New combination therapies
- Drugs for neglected diseases
- >10 new vaccines



# GLOBAL HEALTH “STRATEGY” TO DATE

---

- Countries and even districts working in isolation
- Project-based
  - Donor preference driven
  - Experimental pilots that never scale
- Competition among implementers
- Cottage industry approach
- Fragmentation of services
- Ineffective and not results oriented
- Absence of technology and measurement orientation
- Resources diverted for overhead and consultants



- **Clear need for a better approach**

# REDEFINING GLOBAL HEALTH CARE

---

- Access is essential, but **not enough**
- The core issue in health care is the **value of health care delivered**

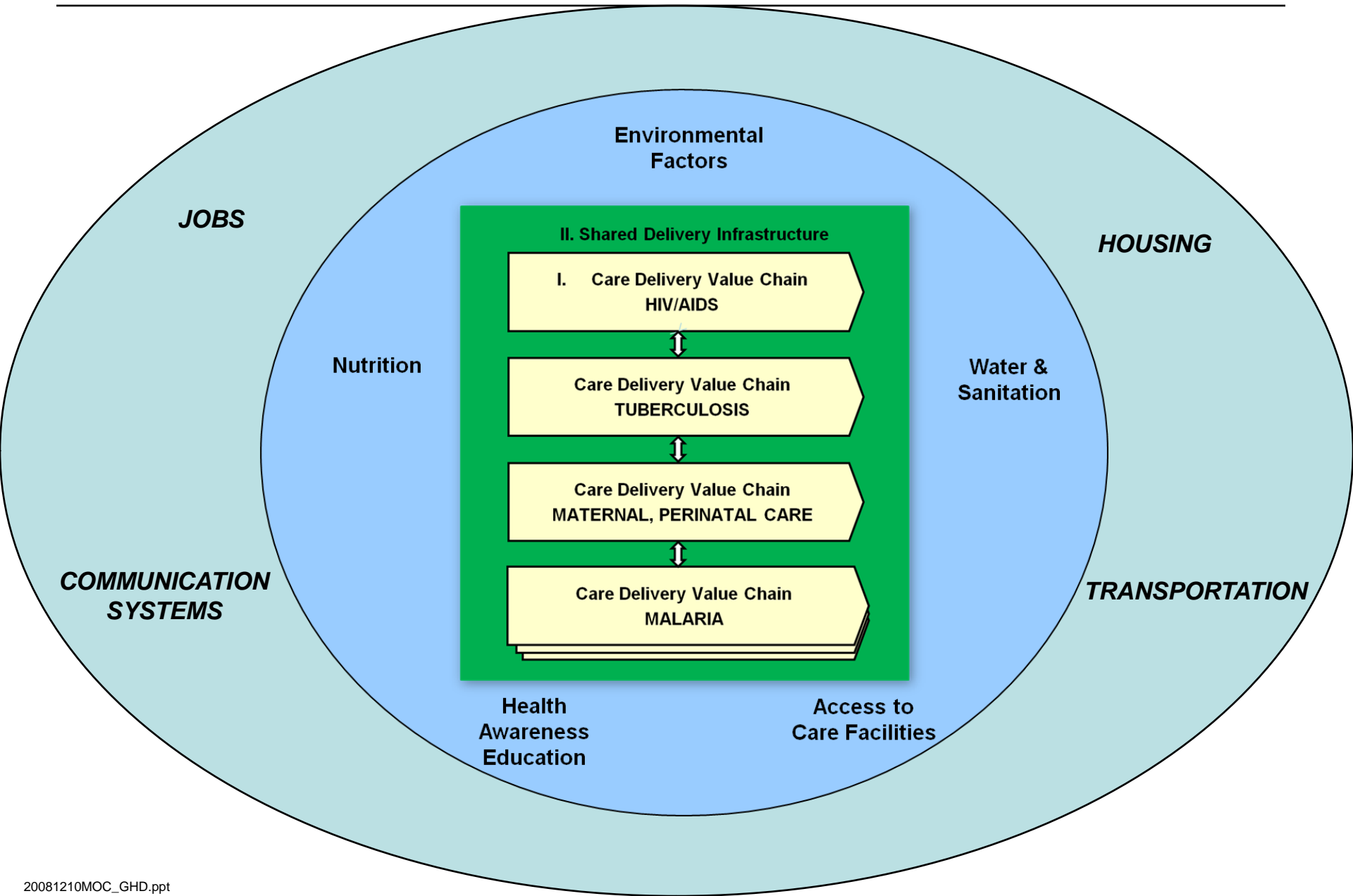
**Value: Patient outcomes per dollar spent**



- How to design health care systems that **dramatically improve value**
- Improving value is the means to achieving **social justice**



# INTEGRATING DELIVERY SYSTEM AND CONTEXT: EXTERNAL INFLUENCES ON CARE DELIVERY



# GHD Case Studies In Global Health

---

**Haiti:** HIV

**USA:** HIV

**Kenya:** HIV & Malaria

**Zambia:** HIV & Malaria

**Uganda:** HIV

**Rwanda:** HIV

**Botswana:** HIV & Maternal and Child Health

**Thailand:** HIV & Quality Improvement

**Iran:** HIV

**Bangladesh:** TB & Polio

**Peru:** TB & MDR-TB

## **Value Chain Analysis**

HIV Care Delivery Value Chain

MDR-TB Care Delivery Value Chain

Malaria Value Chain

PMTCT Value Chain

# GHD Curriculum Modules

---

1. Value based Care Delivery
2. Shared Delivery Infrastructure:  
Integrating Vertical & Horizontal Programs
3. Context Constraints
4. Scale vs. Quality
5. Investment in Health Care Infrastructure as a  
Driver of Economic Development

# Value

---

- Health Outcomes per Dollar Spent
- Property of entire care cycle NOT individual interventions
- Patient centric- value for patients

E.g. *HIV Care in Rwanda*

# Shared Delivery Infrastructure: Integrating Vertical & Horizontal Programs

---

Vertical: focused disease specific interventions

Horizontal: integrated resource sharing health services

E.g. *HIV Voluntary Counseling & Testing in Hinche, Haiti*

# Context Constraints

---

- GDP per capita
- Government expenditure on health care as % of total spending
- Disease prevalence
- Political instability
- Infrastructure

E.g. *The AIDS Support Organization (TASO) in Uganda*

# Scale vs. Quality

---

- Is there always a trade off?
- How are these concepts factored into program design?
- Role of vision and leadership?

E.g. *The Academic Model for the Prevention and Treatment of HIV/AIDS (AMPATH)*

# Investment in Health Care Infrastructure as a Driver of Economic Development

---

- Building professional & managerial capacity
- Job creation
- Infusion of capital into markets

E.g. *Building Local Capacity for Health Commodity  
Manufacturing: A to Z Textile Mills Ltd.*



# Educating Global Health Implementers and Leaders

---

GHD Seminar at HMS (Fall 2007, Spring 2008, Fall 2008)

Introduction to GHD at HSPH (Jan and Summer 2008, Jan 2009)

*HIV Care in Rwanda* taught during Value-Based Health Care Immersion Course at HBS (Jan 2008)

Global Health Delivery at MIT Sloan (Jan 2008)

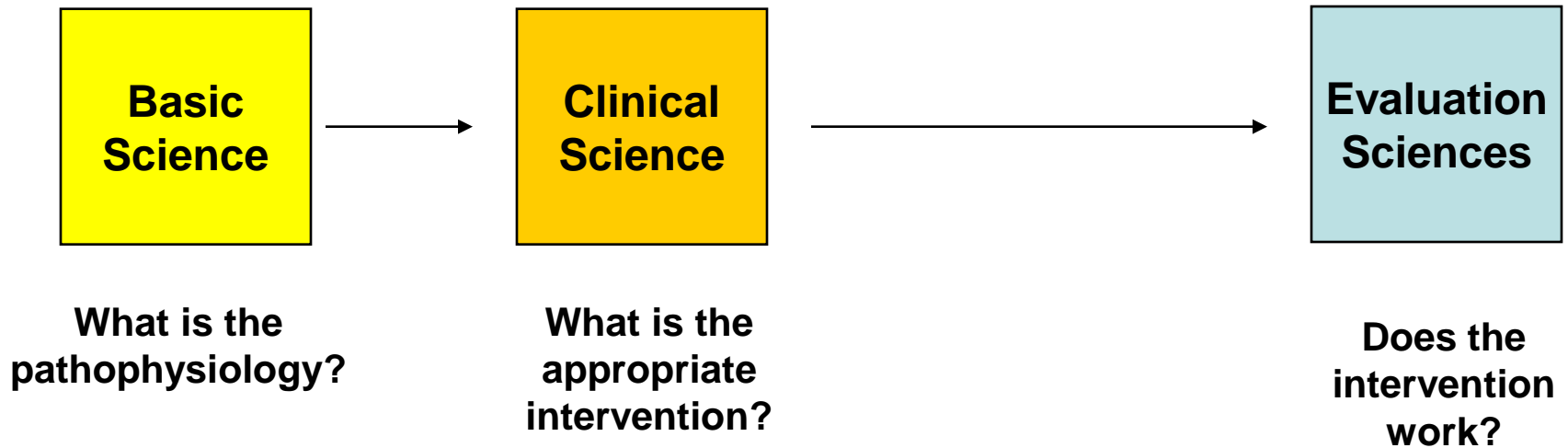
X-Prize and Global Health Course at MIT (Spring 2008)

Undergraduate Global Health Course at Harvard College (Fall 2008)

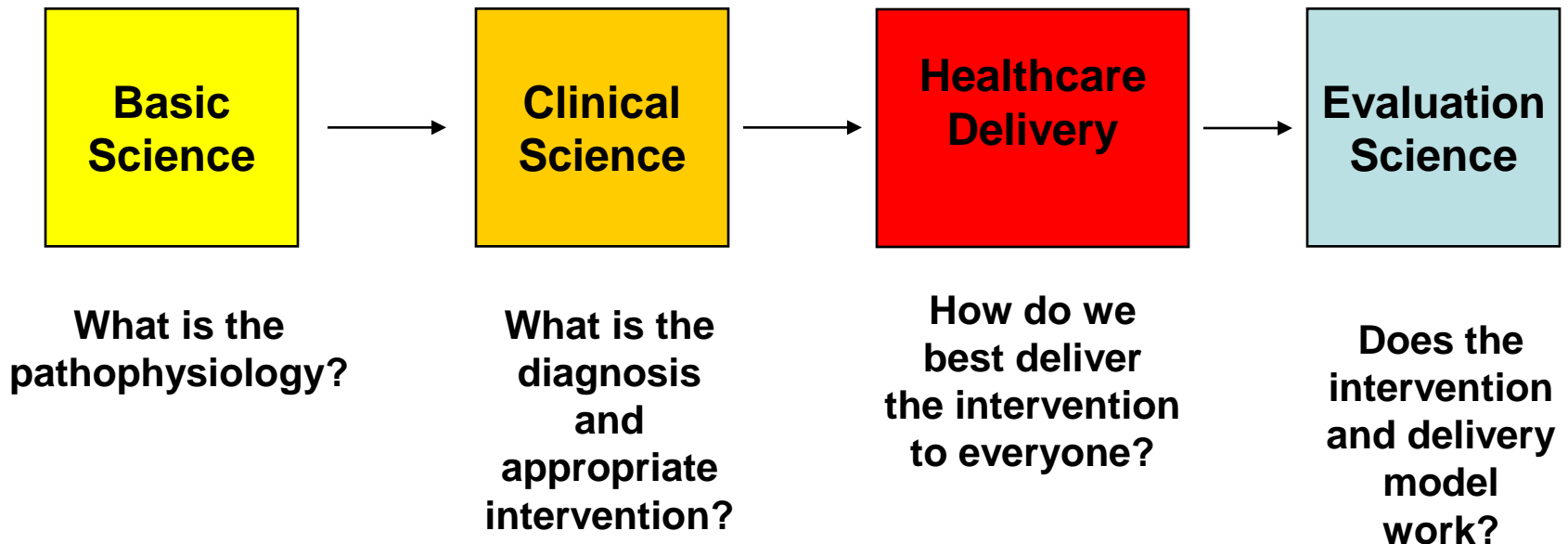
G-Lab GHD at MIT Sloan (Fall 2008)

Faculty Workshop for Global Health Delivery Educators (Sept 2009)

# Is there a place for a new field in health research and education?



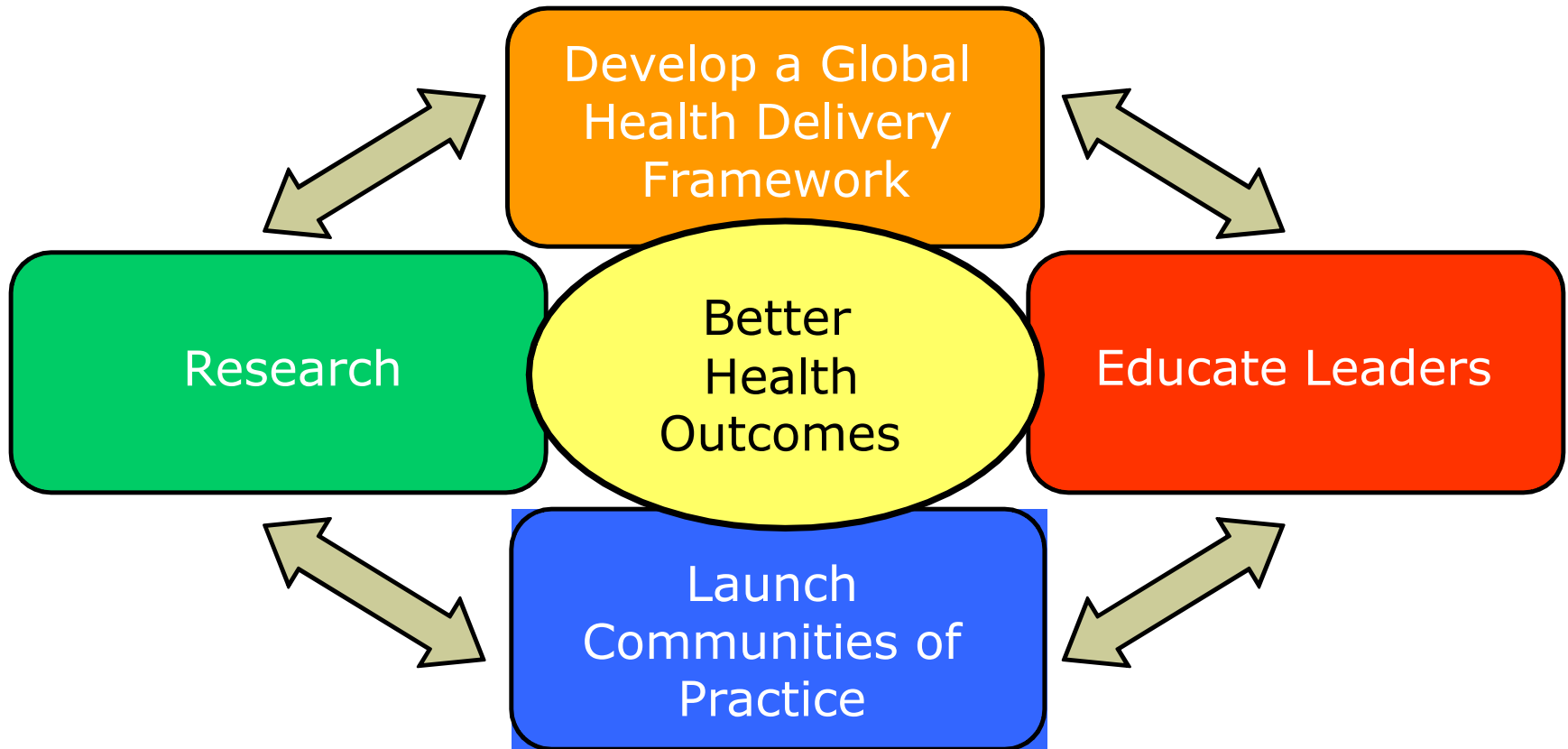
# Is there a place for a new field in health research and education?





# Global Health Delivery Project

---



# What is GHDonline? [www.ghdonline.org](http://www.ghdonline.org)

Launched in June 2008, GHDonline is community-based website where healthcare implementers share proven practices, connect with colleagues, and find resources they need to improve health outcomes in resource-limited settings.

## The Need for GHDonline

- Global health providers often lack access to current practical, lifesaving information, and work in isolation
- Health care scale-up faces a desperate shortage of trained professionals and new approaches
- Good information is hard to find



# GHDonline allows you to...

<b>Add resource</b>	Rapidly add & share documents and links with members: no storage capacity limit
<b>Start discussion</b>	Connect with a network of peers at local and international levels for practical responses and support
<b>Search</b>	Find the information you need as recommended by members and on our selection of websites with a powerful search engine
<b>Email Participation</b>	Participate completely <i>via</i> email by emailing your community or replying to “Instant” notifications. Great functionality for hand-held and cell phone users.