



TRANSFORMING PRIMARY HEALTHCARE THROUGH INNOVATION

Wadhvani Initiative for Sustainable Healthcare (WISH) Foundation is a global organization working towards improving the quality of and access to primary healthcare for underserved communities. In India, WISH is implementing healthcare models through partnerships with state governments, international agencies and the private sector; and by appropriately introducing promising healthcare innovations in the public health system. WISH firmly believes that a fully operational and high quality-compliant primary healthcare delivery system significantly expands service-coverage, contributes to improved health outcomes, and reduces out-of-pocket expenditure for beneficiaries. WISH model's strategic pillars include:

- Public-Private Partnerships** - WISH is bringing together the infrastructure and reach of the government healthcare system and the implementation experience of WISH, the innovations developed by entrepreneurs, and the resources of international agencies and corporations.
- Identify and Scale Innovation** - WISH is continuously identifying and leveraging the most promising innovations in the primary healthcare field and demonstrating the impact of relevant innovations by utilizing the WISH-operated public health centers as 'test-beds' or 'social-labs'. We are scaling successful innovations within the public health system.
- Affordability** - WISH provides primary care to underserved communities with no-cost or low-cost to the patient, achieved through a combination of PPPs, cost-reducing technologies, increased efficiency and economies of scale, and better systems for accountability and governance.
- Sustainability and Scalability** - WISH has created processes that ensure long-term success through monitoring, evaluation and cost reductions. MOUs with State Governments ensure that their health priorities are maintained; and that successful models are embedded and implemented by the respective governments throughout the states.

"Team WISH is extremely energetic and are not afraid to shoot for lofty goals. Their vision on changing healthcare delivery in India is futuristic and their execution is pragmatic."

Nikhil Kariappa, CEO Medongo Health

"WISH was instrumental in giving us the connections, platform and technical support to pilot our newborn innovation in Rajasthan."

Ratul Narain, Founder BEMPU Health

"Accuster certainly values the partnership of WISH, because we share common vision of taking healthcare services to the people at the last mile, irrespective of the geographic or economic challenges."

Amit Bhatnagar, MD Accuster Technologies

WISH programs lay emphasis on Reproductive, Maternal, Child, Newborn and Adolescent Health (RMNCH+A), Nutrition, Water & Sanitation, Non-Communicable Diseases, Communicable Diseases (HIV/AIDS, TB) and other national and state-specific health priorities.



PEHAL CLINIC'S OUTREACH ACTIVITIES



4. Focus on Cost Recovery for Sustainability: The user-paid model envisions cost recovery measures, to increase sustainability and for a long-term benefit to the underserved in the urban areas. The clinic offers a mixture of basic and value-added services. The value-added packages available at the clinic are tailor-made to improve RMNCH+A outcomes and cover Ante-Care. Family planning and services for U-5 children are offered to the community at a discounted rate. The aim is to increase footfall and generate revenue which can be plowed back into the clinic for self-sustenance thereby reducing dependence on external funding.

From June 2016 till end of September 2017 the clinic has provided 13,113 beneficiaries with quality health services through OPD at the clinic and community outreach activities. Over 50% of the beneficiaries availing services at the Clinic are women; 343 expectant mothers have availed ante-natal care, 191 institutional deliveries have been facilitated, and 31 beneficiaries have availed family planning services. The point-of-care devices have facilitated the screening of 4,457 beneficiaries for anemia, diabetes and urinary tract infections. Based on the experiences from the Pehal clinic in Chakkarpur, WISH will replicate the model at additional sites.

OUR PARTNERS



4 Upper Assam – Strengthening Primary Healthcare Delivery in the Tea Estates

WISH partners with the Amalgamated Plantations Pvt Ltd. (APPL) to improve maternal and child health outcomes in the PHCs of the tea garden estates in upper Assam for 1.5 Lakh population in the 25 tea estates. This is a network of 25 PHCs and a 75 bedded Referral Hospital at Chubwa. WISH has deployed point-of-care devices, including - TouchB, SüChek, and uChek to be used for early identification and management of diseases. WISH is in discussions with the state Government and private organizations to increase its services to serve the large rural and remote communities across that State.

WISH Goals for India @ 80

- 100 Million Families receive Quality Primary Healthcare
 - 2 Million Families stay above the Poverty Line
 - 1 Million Pregnant Women's Lives Saved
 - 50,000 Infant Deaths Averted
 - 50 Healthcare Innovations Piloted
- Aligned with Sustainable Development Goals

An Initiative of LEHS

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Building a Healthcare Innovations Ecosystem

WISH facilitates the introduction of healthcare innovations in the public health system:

- Identifying and assessing promising innovations via active mapping, HTA assessments and listing to accelerate scale-up.
- Providing field test-beds for demonstration of innovations (akin to social labs) to demonstrate, evaluate and document the impact of potential innovations. These test-beds social labs integrate a wide variety of diseases, including general day to day ailments, RMNCH+A, NCDs, and CDs.
- Building effective partnerships to identify and nurture innovations - collaborating with several like-minded organizations to facilitate the expansion of innovations in the public health system. Through its partnerships with USAID, BIRAC and FICCI-Millennium Alliance, WISH has jointly supported incubation of ideas and concepts for scale-up of promising healthcare innovations in the primary health care.
- Facilitating introduction and connect with public procurement initiatives, e.g. State Program Implementation Plan (PIP).

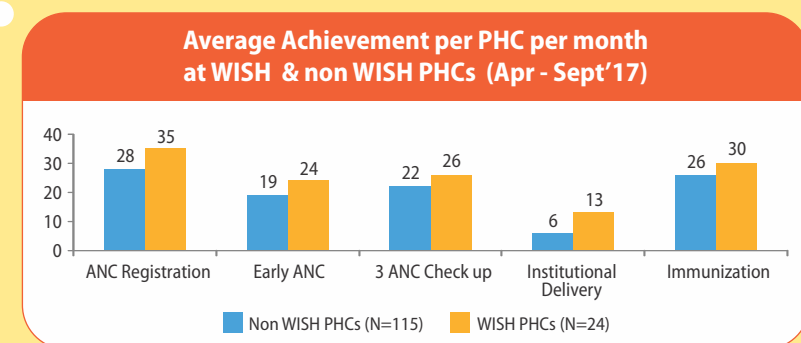
WISH MODELS TRANSFORMING PRIMARY HEALTHCARE

1 Rajasthan: Rural Model

WISH program is operating on a 5-year MoU entered in 2015 with the Govt. of Rajasthan to transform under-performing health centers and establish a high-quality primary healthcare delivery system. WISH has managed 32 under-performing Primary Healthcare Centers (PHCs) and corresponding 162 Sub Centers (SCs) across 16 blocks in 12 districts of Rajasthan, catering to a total population of 0.63 million. These districts are in remote areas with difficult terrain, limited accessibility, high poverty levels and poor health indicators.

WISH immediately introduced a variety of technology, system and process innovations, increasing efficiency, cost-effectiveness and health impact. In just six months, all 194 centers were made fully functional – cleaned and painted, fully staffed with doctors and other personnel, functioning medical equipment, essential pharmaceutical drugs in stock, and assured availability of services. These centers treat all conditions that patients come in with, but they focus on family wellness, maternal and childcare, and promotive healthcare. The demand for services at the facilities increased many-fold. The Out-Patient volume surged from under 29,000 beneficiaries per month in June 2015 to over 66,000 beneficiaries in 2016-17. Institutional deliveries have increased by 43.4%. During July 2015 to March 2017, the WISH-managed PHCs/SCs have provided OPD services to 12,14,404 patients and conducted 8,617 institutional deliveries.

The segregated data analysis in the graph here shows that monthly average performance of WISH managed PHCs is better than other non-WISH PHCs in the 16 intervention blocks. **The successful demonstration of management of primary healthcare by WISH has earned the organization in 2016, the Rajasthan Government's Leadership Award for quality healthcare services in Rajasthan.**



Since April 2017, WISH program is managing 24 PHCs in 11 districts and 15 blocks of the state, catering to approx. 0.4 million population. The average Out-Patient volume of these PHCs has surged from 924 beneficiaries per PHC per month in 2014-15 to over 1,957 beneficiaries in 2016-17. Average institutional deliveries have increased from 3 per PHC to 13 per PHC. Child immunization indicators are improving, as are ante-natal and post-natal visits. This surge in demand is attributable to 24x7 services at the PHCs, the deployment of qualified staff, improved client experience at the facilities, use of innovations for increased quality diagnosis and regular community mobilization activities. Over 380 medical and paramedical staff are deployed in the field with majority of them being retained with only 3% absenteeism.

2 Delhi/NCR: Urban Model

WISH is the Knowledge Management and Technology partner of the Government of Delhi (GNTCD) for the Government's Aam Aadmi Mohalla Clinics Program (AAMC) launched in March 2016. WISH provides technical assistance for efficient management of the Clinics and facilitates partnerships with a variety of private partners and innovators jointly identified with the GNTCD. This network of 101

clinics provide OPD services with 212 diagnostic tests and 110 pharmaceutical drugs during shifts of 4 hours i.e. 9 am - 1 pm, free of cost.

Referral support is provided to a wide network of government polyclinics and hospitals. While operated by the government empaneled private MBBS doctors, the infrastructure/rentals, electricity, water, pharmaceutical drugs and point-of-care diagnostics are provided by the government. The doctor ensures quality of services and care, facility upkeep and maintenance and customer satisfaction, with the help of 1 Clinic Manager-cum-Phlebotomist and 1 ASHA/ANM for community mobilization. WISH's Delhi model is based on the following strategic pillars:

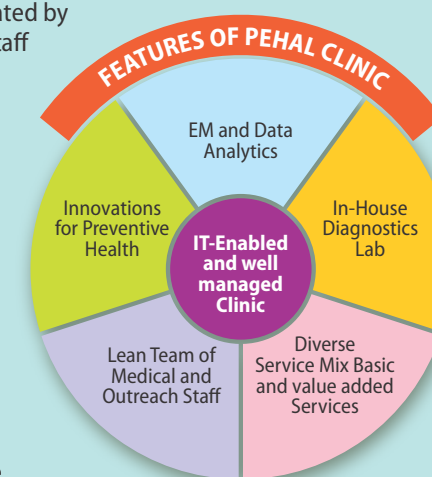
- 1. Monitoring and Efficient Management:** WISH spearheaded the development of an android-based application to record the functionality of the clinics, client satisfaction and better problem resolution. A team of monitors provide support to the clinics, and ensure effective monitoring.
- 2. Establishing an IT-Enabled OPD Facility:** An Android-based Clinic Application software is provided to the doctors to register patients, maintain patient profiles, medical records, diagnostic and treatment history, prescriptions, and details of referrals to specialist facilities. It maintains an inventory of pharmaceutical drugs and consumables and is integrated to other IT-enabled innovations. It accounts for the doctors' services through the electronic medical records. From May 2016 to October 2017, the application successfully captured over 4.5 million consults.
- 3. Introducing Technology-led Health Innovations:** WISH introduced various point-of-care devices and technologies as demonstrated in the Rajasthan model to improve efficiencies and to ensure early identification of select communicable and non-communicable diseases. An automated Medicine Vending Machine (MVM) has been installed as well.

Since the launch of the program in April 2016 until October 2017, nearly 5.1 million community residents have availed quality healthcare services. WISH is currently in discussion with the GNTCD for scale-up of innovations along with the expansion of the AAMC program to 900 more clinics to reach a total of 1,000 AAMC.

3 Gurugram, Haryana: User-Paid Urban Model

WISH curated an NGO-led model of SMART Clinics called 'Pehal Clinics' in partnership with United Way of Delhi. The model brings together innovations, management efficiencies, and CSR resources to develop a network of clinics that enhance client satisfaction and ensure sustainability through improved cost recovery measures. The first Pehal Clinic was established in June 2016 at Chakkarpur village in Gurgaon and caters to 15,000 strong slum population comprising migrants and local residents of the area. This model has the following strategic elements:

- 1. Smart Health Facility in the Heart of the Community:** The Pehal clinic is operated by qualified and trained medical and paramedical staff that includes 2 doctors, 1 staff nurse, 3 ANMs, 1 Lab Technician and 3 community mobilizers. The clinic strictly adheres to the hospital cleanliness protocol and follows SoPs for drug dispensing, diagnostics, housekeeping services, treatment, medical records and medico-Legal Issues. 50 essential generic pharmaceutical drugs are housed at the clinic and a Mobile Pathological Lab (MPL) is stationed at the clinic offering quality diagnostic services. The clinic conducts one OPD per day 6 days a week and offers a mix of basic and value-added services to the community.
- 2. IT-enabled Management Processes for Greater Accountability:** The clinic is managed by a customized android based mobile application that enables patient registration, diagnosis, consultation and diagnostics recording, e-prescription generation, e-inventory management, HR management as well as clinic financials. The clinic management application generates electronic medical records (EMR) for data analytics to ascertain the disease burden and monitor operations in the clinic.
- 3. Innovative Point-of-Care Devices to Promote Preventive Health:** The clinic actively engages in community awareness activities on non-communicable diseases, ante-natal care, adolescent health and family planning. To ensure early detection of diseases and promote preventive health practices in the community, WISH has deployed point-of-care devices - SüChek, uChek and TouchHb- used at the clinic and during community mobilization visits and health camps organized as a part of the program. A Mobile Pathological Laboratory that can conduct up to 37 diagnostic tests has been stationed at the clinic. 16 basic tests are provided as part of the fees while advanced tests are provided at low rates, all under two hundred rupees.



Innovations deployed in the WISH program



TouchHb
Non invasive, IT enabled Anaemia Screener by Biosense Technologies



uChek
Portable, IT enabled Urine Analyzer by Biosense Technologies



SüChek
Low cost blood glucometer by Biosense Technologies



iBreastExam
No-touch preliminary breast scanner by UE LifeSciences



Mobile Pathological Lab
Portable testing platform conducting over 37 tests by Accuster Technologies



BEMPU Bracelet
Hypothermia alert device for low birth weight infants by BEMPU Health



SwasthyaATM
Health kiosk by WISH and Telechikitsa Ventures



E-Janswasthya
mHealth application to empower field functionaries in data capturing by UNICEF



Janma Birth Kits
Birth kit to prevent infection during child birth by Aayzh Health & Livelihood