



WORLD HEALTH PARTNERS

Managing scale – WHP's experience

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Background

- Broad lessons from experience of large-scale programming
- Applying lessons to develop a project--the WHP experience

My background: associated with Janani program in Bihar, arguably the largest program in the world using private resources to target the rural poor. Founder member of WHP.

WHP is an international NGO, with HQ in US and first project in India. Builds on lessons from Janani.



A Focus on RURAL & SCALE

- Program in **Uttar Pradesh, India**
 - 1,120 Rural Centres
 - 16 Franchisee Clinics
 - 9 Labs
 - 3,000 Shops
- Program in **Bihar, India**
 - 16,000 Rural Centers
 - 60 Franchisee Clinics
 - 120 Labs
 - 12,000 Shops



WHPs operational strategy

- **Minimize variables-large programs cannot manage too many variables**
- **Use technology to bridge deficient medical skills**
- **Improve rural supplies by combining modern logistics management with traditional practices**
- **Adequate financial incentives**
- **Stringent monitoring & supervision**

Program plan needs to be dynamic & flexible



Key management decisions

- Small team – less bureaucracy
- Outsourced implementation- core team oversees implementation
- Best efficiencies achieved by relating earnings to performance
- Weekly data review for quick course correction
- Violation of norms leads to elimination



Use of technology

- Low end, cost effective ICT solutions to bridge urban & rural divide
 - PC based tele consultations to provide credible medical advice
 - Use of cell phones for generating alerts, reminders to clients, mass media & IPC, financial transactions & mobile banking
 - Handheld device for monitoring



Rural logistics & supply chain

- **Bottleneck of rural service delivery**
- Two parts of supply chain:
 - Existing distribution system
 - Combining traditional practice of RHPs travelling short distances to procure products with WHP dropping off supplies close to providers
- All transactions by field officer through web-based mobile application; provision of real time data



Lessons learnt in the WHP project- community perspective

- Immense need for the entire range of health services
- Rural clients look for one single contact point where all their health needs, preventive and curative, can be addressed
- Rural clients not intimidated by the use of technology



Lessons learnt in the WHP project- providers perspective

- Providers with entrepreneurial sense are real asset to the project
- Providers willing to invest 100%, if they see value in the network
- Eagerness to learn medical as well as technical skills
- Women especially eager to learn and subsequently use technology
- Enthusiasm for working with various Govt. schemes



What still remains a challenge

- Inordinate delays & bureaucracy in dealing with public sector
- Persistent community demand for quick therapies
- Franchisee value addition



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Thank you