

Strengthening Eye Care Providers and Patient Services

Building a Movement for Sustainability Programming Worldwide

International Eye Foundation and Global Team



Founded in 1961, IEF reoriented its programming in the mid-1990's to focus on sustainability, recognizing that 90% of the global pie chart for blinding diseases represents conditions that can only be treated by a qualified ophthalmologist in a highly functioning, efficient eye care unit. To date, IEF has assisted 36 eye hospitals and clinics in 19 countries to become sustainable serving both private and social patients within their practices and earning revenue to support core costs. The movement is building with buy-in from key stakeholders such as PAHO, Orbis International, CBM/LA, the Global Sight Initiative, and donors who recognize the importance of sustainability to expand quality eye care services.

Mobilizing Broad Sector Reform

Mobilizing broad sector reform through advocacy with governments, and the charity/NGO, and private sectors is leading to major stakeholders stepping up to institute sustainability programming in the eye units they support. They recognize that this model creates growth, sub-specialty services, staff retention, and increased care for the poor.

Process of transforming an eye hospital to a social enterprise

1. Assessment of capacity for growth
2. Commitment of leadership to the change process
3. Interviews with all staff to identify gaps and gain trust
4. Orientation workshop at IEF Regional Demonstration Center in the region
5. Development of sustainability plan
6. Investment in mentoring, training, capacity building, construction, HR, technology, outreach, etc.
7. Hospital may demonstrate leadership to become an IEF Mentor Team Member
8. Hospital becomes a mentor in the region.



Three types of hospitals determine technical assistance

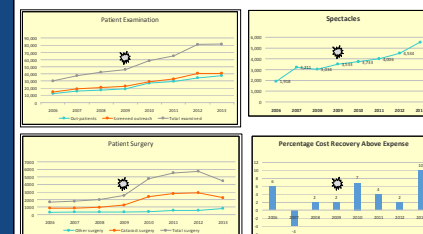
Capacity Type	Initial Capacity	Sustainability Intervention(s)
Type I	<ul style="list-style-type: none"> Well equipped Well staffed Questionable quality Underproductive Poor revenue generation 	<ul style="list-style-type: none"> Mentoring only Assessment Orientation workshop Sustainability plan Standards & Protocols Revenue generating services plan Monitoring benchmarks IEF investment \$20,000 over two years
Type II	<ul style="list-style-type: none"> Underequipped Understaffed Questionable quality Underproductive Poor revenue generation 	<ul style="list-style-type: none"> Mentoring & Investment in Capacity Building All of the above plus Capital build-out and renovation Increase equipment Increase HR + patient counselors Clinical/surgical training IEF investment \$200,000 over 2-4 years
Type III	<ul style="list-style-type: none"> Little to no equipment Leader and potential staff Few patients Quality & productivity weak Revenue generation not in place 	<ul style="list-style-type: none"> Mentoring, Build-out Clinic, Investment, Intense Capacity Building All of the above plus Costs of build-out and renovation Safety net for increasing fixed costs for equipment and HR IEF investment \$400,000 plus over 3-4 years

Photos - Top: IEF's Raheem Rahmathullah mentoring leaders at the Orbis supported Regional Institute of Ophthalmology in Trujillo, Peru (Type I) - Center: sophisticated equipment for newly renovated Eye Clinic at Ridge Hospital in Accra, Ghana (Type II) - Bottom: IEF's John Barrows, left, cuts ribbon of new eye clinic FONIPRECE opened in Managua, Nicaragua in 2012 (Type III).

Case Study "Clinica Divino Nino Jesus" Lima, Peru



Clinica Oftalmologica "Divino Nino Jesus" (DNJ) exemplifies how one small eye clinic can become sustainable, grow, and impact national eye care strategies. Established in 1996, DNJ provided general health care using volunteers. In 2006, CBM/LA helped DNJ focus on eye care, invested in capacity building, and in 2009, sponsored a DNJ leadership team to an IEF sustainability workshop in Paraguay. DNJ then began a 3-year sustainability change process with technical assistance from IEF and Guatemala's Visualiza.



IEF interventions from 2009

DNJ is now a national leader in Peru. It collaborated with the Clinton Foundation's cataract surgery initiative, VISION2020/Latin America, and provides technical assistance to four CBM/LA supported hospitals. Two DNJ Executive Directors serve on the Advisory Committee for the MOH's "National Strategy for Eye Health". DNJ helps develop eye care delivery standards for Peru, coordinates workshops and courses, and is a technical resource for MOH ophthalmic training programs. Regionally, DNJ led the RAAB study, and participated in the PRECOG international cataract outcomes study. DNJ staff join IEF's sustainability team to transform more eye hospitals in the region, and recently joined the Global Sight Initiative.

IEF's Sustainability Network is 36 Eye Hospitals & Clinics in 19 Countries

- AFRICA**
- GHANA: Ridge Hospital, Accra
- MALAWI: Lions Sightfind Eye Hospital, Lilongwe
- MALAWI: Lions Eye Unit, Queen Elizabeth Central Hospital, Blantyre
- TANZANIA: Kilimanjaro Center for Community Ophthalmology, Moshi
- LATIN AMERICA**
- BRAZIL: Recife Eye Hospital, Recife
- COSTA RICA: Caja Costarricense del Seguro Social Hospital (CCSS), San José, and Clinica Dr. Carlos Duran Cortés, Zapote
- ECUADOR: Fundación Oftalmológica del Valle, Cumbaya Quito
- EL SALVADOR: Clínica Oftalmológica Dr. José Miguel ROSALES Frías, San Salvador
- INSTITUTO SALVADOREÑO DEL SEGURO SOCIAL (ISSS), San Salvador
- GUATEMALA: Visualiza, Guatemala City*
- HAITI: Visión Plus Clinique, Cap-Haïtien
- HONDURAS: Visión America, Tegucigalpa
- HONDURAS: Instituto de la Visión Dr. Douglas Perry (IVDP) and OptiLens, San Pedro Sula
- HONDURAS: Hospital San Felipe Eye Department, Tegucigalpa
- MEXICO: Instituto de la Visión, Montemorelos and Sureste
- MEXICO: Hospital Regional de Alta Especialidad de Vera Cruz (Lions supported Cataract Clinics), Vera Cruz
- MEXICO: Clínica de la Vista, Club de Leones LCVF IAP, Obregón, Sonora
- NICARAGUA: FONIPRECE, Managua
- PARAGUAY: Fundación Visión, Asunción
- PERU: Clínica Oftalmológica Divino Niño Jesús, Lima *
- PERU: Instituto Regional de Oftalmología, Trujillo
- NORTH AMERICA**
- USA: Wills Eye Hospital Department of Pediatrics & Genetics and the Eagles Youth Partnership, Philadelphia
- MIDDLE EAST**
- EGYPT: Al Noor/Magrab Eye Hospital, Cairo*
- EGYPT: Coptic Evangelical Organization for Social Services (CEOSS) Hospital, Minia
- EGYPT: Shaban El Kaum Hospital, Manoufiya
- EGYPT: Giza Eye Hospital, Giza
- EGYPT: Bari Sa'ef Eye Hospital, Bari Sa'ef
- EGYPT: Instituto Central Hospital Eye Department, Ixmiquilpan
- EGYPT: Aiswan Eye Clinic, Aiswan
- ASIA**
- INDIA: Gombai Nethralaya and Research Center, Neeruch, Madhya Pradesh State
- INDIA: Rajar Singh Eye Hospital, Karamnashir District, Tamil Nadu State
- INDIA: Akhand Jyothi Eye Hospital, Bilhar State
- INDIA: Sitapur Eye Hospital, Uttar Pradesh State
- INDIA: Rotary Eye Hospital, Himachal Pradesh State
- CONSTANCIES**
- BANGLADESH: RNIB Eye Hospital, Sirajganj on behalf of Volunteer Eye Surgeons
- ETHIOPIA: Synkye Eye Clinic, Addis Ababa on behalf of American Society of Cataract & Refractive Surgery (ASCRS)

* IEF Regional Demonstration Centers