CENTRAL AFRICA’S FIRST NON-PROFIT SUB-SPECIALTY EYE HOSPITAL AND TRAINING INSTITUTE

TAMER MAKARY
Vice President, Africa Eye Foundation
Executive Director, Magrabi Foundation
WHO WE ARE...

► **MAGRABI ICO CAMEROON EYE INSTITUTE (MICEI)** is a public private non-for-profit organization, created by the **Africa Eye Foundation (AEF)**.

► **AEF**, incorporated in Geneva and established through collaboration with the **Magrabi Foundation, the International Council of Ophthalmology and the That Every Life May Count Foundation**, was created to:

- **Promote and advocate for better eyesight and the prevention of needless blindness**;

- **Conduct certified (through the University of Yaoundé) hands on training courses to train and equip the African eye care experts, of tomorrow; and**

- **Construct and operate a network of integrated and self-sustainable eye hospitals, across Africa, the first of which being in Cameroon**.
PRIMARY OBJECTIVE(S) IN CAMEROON...

THE MICEI TRAINING CENTRE WILL PLACE AN EMPHASIS ON THE DEVELOPMENT OF LOCAL AND REGIONAL HUMAN CAPITAL, TO ENSURE SUSTAINABILITY AND EMPOWER OF HOMEGROWN PROFESSIONALS.

CENTER OF EXCELLENCE

COMPREHENSIVE OPHTHALMIC SERVICE DELIVERY

TRAINING & REFERRAL CENTER

OPHTHALMOLOGISTS, PARAMEDICAL & ADMINISTRATIVE MEDICAL STAFF
...W/A FOCUS ON TRADITIONALLY OVERLOOKED SUB-SPECIALTIES

- Oculo-Plastic & Orbital
- Cataract & Refractive
- Pediatric & Strabismus
- Glaucoma & Neuro-Ophthalmology
- Retina & Posterior Segment
- Cornea & External Eye
PROJECTED # OF TRAINEES AT MICEI

<table>
<thead>
<tr>
<th>Trainees</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPHTHALMOLOGISTS (Short Courses)</strong></td>
<td>0</td>
<td>4</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td><strong>OPHTHALMOLOGY RESIDENTS</strong></td>
<td>2</td>
<td>6</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td><strong>OPHTHALMOLOGY FELLOWS</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td><strong>VARIOUS MID LEVEL OPHTHALMIC PERSONNEL</strong></td>
<td>10</td>
<td>15</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>TRAINING (Outreach, Hospital Management, Key Admin Functions, etc.)</strong></td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>14</td>
<td>27</td>
<td>26</td>
<td>44</td>
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- **OPHTHALMOLOGY RESIDENTS ON ELECTIVE TERM ROTATIONS, FROM UNIVERSITY OF YAOUNDÉ.**

- **INSTITUTE WILL BEGIN TRAINING ITS OWN RESIDENTS AND FELLOWS (SOURCED, FROM ACROSS THE REGION) BY 2018, ONCE PATIENT VOLUMES HAVE BUILT UP SIGNIFICANTLY.**
**WHY CENTRAL AFRICA?**

**ACTUAL EYE CARE DEMAND, FAR EXCEEDS ABLE SUPPLY**

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**BETWEEN 10-15% OF TOTAL POPULATION IS IN NEED OF EYE HEALTH SERVICES**

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<table>
<thead>
<tr>
<th>CEMAC COUNTRIES</th>
<th>POPULATION</th>
<th>ESTIMATED DEMAND</th>
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<tbody>
<tr>
<td>Gabon</td>
<td>1,514,993</td>
<td>151,493 - 227,249</td>
</tr>
<tr>
<td>Congo</td>
<td>4,012,809</td>
<td>401,281 – 601,921</td>
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<tr>
<td>Chad</td>
<td>10,329,208</td>
<td>1,032,921 – 1,549,381</td>
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<tr>
<td>Equ. Guinea</td>
<td>633,441</td>
<td>63,344 – 95,016</td>
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<tr>
<td><strong>CEMAC TOTAL</strong></td>
<td><strong>2,100,188</strong></td>
<td><strong>2,100,188 – 3,150,290</strong></td>
</tr>
</tbody>
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Source: World Bank 2014; Business Monitor 2014 and Euromonitor & Management research
**Why Cameroon?**

- **Bilingual (English and French)**
- **Population of 22,500,000** *(More than the rest of CEMAC combined)*
- **Effectively 1 Ophthalmologist, for every 1 million people**
- **Based on existing demand vs current consultations per year, there is a near 2 million, continuing to grow, gap**
- **Prevalence of visual impairment is due to: Environment, hygiene, insects, chronic conditions and lack of early detection/treatment**

Source: Faculty of Medicine and Biomedical Sciences - University of Yaoundé (2010), Management research (2011)
**Current Players are Unable to Provide the High Quality and Affordable Care Necessary**

**Quality & Technology**

*Market Gap:*

High Quality/Technology

At Affordable Prices

**Current Coverage:**

Low Quality/Tech with Low Price or Higher

Quality with Higher Price

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**MAGRABI ICO CAMEROON EYE INSTITUTE**

**HÔPITAL DE LA CNPS**

**PRIVATE CLINICS**

**RELIGIOUS HOSPITALS & NGOs**

**GENERAL, UNIVERSITY & MAIN PUBLIC HOSPITALS**
SERVICE DELIVERY MODEL

CROSS SUBSIDIZATION SUSTAINABILITY MODEL, BASED ON MULTI-TIERED PRICING STRATEGY

OFFTAKE   FREE   DISCOUNTED*   FULL PAY / VIP

$ $  $  $

CROSS-SUBSIDIZES

* DISCOUNTED COSTS REPRESENT AT LEAST BREAK EVEN POINT FOR PROCEDURES AND ARE USUALLY ORIGINATED THROUGH A REFERRAL NETWORK.

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<tr>
<th>CURRENT CAMEROON FIGURES</th>
<th>MICEI’S FORECASTED OPERATIONAL FIGURES</th>
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<tbody>
<tr>
<td>528,700 CONSULTATIONS PER YEAR</td>
<td>40,000 - 50,000 CONSULTATIONS PER YEAR</td>
</tr>
<tr>
<td>6,000 SURGERIES PER YEAR</td>
<td>15,000 - 20,000 SURGERIES PER YEAR</td>
</tr>
</tbody>
</table>

Source: Faculty of Medicine and Biomedical Sciences - University of Yaoundé (2010), Management research (2011)
MICEI Campus Layout
MICEI MAIN HOSPITAL BUILDING LAYOUT
CONSTRUCTION PROGRESSES TOWARDS COMPLETION

MAIN BUILDING

DECEMBER 2012
CONSTRUCTION PROGRESSES TOWARDS COMPLETION

MAIN BUILDING

MARCH 2013
CONSTRUCTION PROGRESSES TOWARDS COMPLETION

MAIN BUILDING

DECEMBER 2013
CONSTRUCTION PROGRESSES TOWARDS COMPLETION

MAIN BUILDING

JUNE 2014
CONSTRUCTION PROGRESSES TOWARDS COMPLETION

OUTREACH WARD

AUGUST 2014
# Value Proposition

1. **Affordable & Sustainable Surgical Pricing Model**

2. **Hands-on Training Institute & Capacity Building**

3. **Sub-Specialty Eye-care Focus**

4. **Regional Importance & Relevance**

5. **Long-term Backing of Specialist Sponsors**

6. **Strong Governmental Support & Subsidies**
# Africa Eye Foundation Board of Directors

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<thead>
<tr>
<th></th>
<th>Dr. Akef El-Maghraby</th>
<th>Dr. Serge Resnikoff</th>
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<tbody>
<tr>
<td><strong>Chairman of the Board</strong></td>
<td><strong>Vice President, Training &amp; Development</strong></td>
<td><strong>Treasurer</strong></td>
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<tr>
<th></th>
<th>Dr. Brad Straatsma</th>
<th>Dr. Daniel Etya’Ale</th>
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<tr>
<td><strong>Vice President, Training &amp; Development</strong></td>
<td><strong>Member</strong></td>
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<th>Tamer Makary</th>
<th>Dr. Hugh Taylor</th>
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<td><strong>Vice President, Fundraising &amp; Partnerships</strong></td>
<td><strong>Member</strong></td>
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<th></th>
<th>Dr. Bruce Spivey</th>
<th>Mutasim Alireza</th>
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<tr>
<td><strong>Secretary General</strong></td>
<td><strong>Member</strong></td>
<td><strong>Member</strong></td>
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