Scaling Up Services Through Mentoring: the Global Sight Initiative

Authored by Seva Foundation and members from participating organizations

Global Sight Initiative

Despite the efforts of IAPB and its member organizations, WHO, Ministries of Health, and a growing number of corporations and other allies, many communities remain underserved. Much of the eye care gap can be filled by increasing the productivity and efficiency of existing eye hospitals.

The goal of the GSI is to build the capacity of more than 100 eye hospitals in the developing world to be able to provide one million additional cataract surgeries annually by 2020.

How Global Sight Initiative Works

In order to reach our goal, GSI partner eye hospitals are working with over 50 community-based hospitals to develop their community outreach, surgical, HR and hospital management skills to meet the high demand for quality eye care services. Mentors receive assistance from GSI to strengthen their training and consulting skills. They then identify under-performing hospitals, or mentees, that seek to improve the quality, volume, equity, and sustainability of all services, with an emphasis on cataract surgery.

A mid-level ophthalmic assistant, trained by a GSI partner, examines a patient. By investing in the eye health workforce, along with other strategic inputs, the Global Sight Initiative works to dramatically decrease blindness around the world.

Establishment of Potential Mentee Relationship

Assessment of Mentee Needs

Formalization of Mentorship

Ongoing Transfer of Knowledge

Sustained Engagement

Formal & Informal Training

Performance Tracking

Four Years of Mentoring: Seeing Results

The formal mentoring process began in 2009 with support of a grant through IAPB. After four years of mentoring, results are encouraging: more patients are being reached, hospitals are becoming self-sufficient, and the overall numbers of cataract surgeries are increasing.

The chart to the left represents the percent increase in cataract surgeries from baseline of 19 mentee hospitals over four years. These hospitals all started with their own unique set of issues. Thanks to the individualized attention given to them through the Global Sight Initiative, each hospital has seen a dramatic increase in the number of surgeries they are providing to their community.

In addition to surgical volume increase, GSI mentors focus on several other indicators to increase the health of their mentee hospitals. These indicators include: financial self-sustainability, surgical quality, patient flow, outreach activities, data analysis, HR needs, etc.

Percent Increase in Cataract Surgeries:

19 Mentee Hospitals

Four Years of Mentoring: Seeing Results

A Closer Look: C.L. Gupta Eye Hospital, Moradabad, Uttar Pradesh

Mentee C.L. Gupta Eye Hospital in Moradabad, India is just one example of the growth possible through the mentoring process. Before GSI partner and ‘mentor’ institute LV Prasad Eye Institute (LVPEI) began capacity building activities with this hospital, they were performing a little over 300 cataract surgeries a year.

Four years later, with a strategic plan in place and additional support from LVPEI, CL Gupta now performs over 4000 cataract surgeries a year. When compared with the cataract surgical rate (CSR) increase in India (2% year-over-year) the results of C.L. Gupta become even more dramatic.

Reaching Our Goal

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In order to reach our goal, we need to continue to expand the Global Sight Initiative network to include more NGO partners and hospitals. We are actively seeking new organizations to join us to dramatically reduce blindness around the world.

Institutions interested in being considered for the Global Sight Initiative will be committed to our goal and its leadership will support mentoring activities. Institutions will have comprehensive service delivery, an organized training program, financial security, effective data collection and analysis systems, and a demonstrated willingness and ability to participate as an active partner in a learning community.

“For what we have learned most is the art of introspection. When you try to analyze someone else’s systems you have to analyze your own.”

– Dr. Asim Sul, VMANN

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