



Sustainability Programming A Growing Movement

**Victoria M. Sheffield
John M. Barrows
Raheem Rahmathullah**

**Sunday, 21 September 2014
Knowledge Sharing
12:15-12:30**

**IAPB Council of Members
Paris**



Sustainability Programming Building a Movement

Victoria M. Sheffield
John M. Barrows
Raheem Rahmathullah

I have the following financial interest or relationship to disclose:

1. Alcon Laboratories, Inc. - grant



“Sustainable” as defined by Merriam-Webster Dictionary

**1: ABLE TO BE USED WITHOUT BEING COMPLETELY USED UP
OR DESTROYED**

sustainable energy resources
a sustainable water supply

**2: INVOLVING METHODS THAT DO NOT COMPLETELY USE UP OR
DESTROY NATURAL RESOURCES**

sustainable agriculture/farming/techniques

3: ABLE TO LAST OR CONTINUE FOR A LONG TIME

sustainable development/growth

“Sustainability”

Is it the same as “capacity building”? We all do that!

- HR Training
- Equipment
- Outreach

Yes, but with an added dimension:

- Manager and management training
- Accountant and finance training
- Patient counselors
- Pricing structures
- Revenue generating services
- Quality standards and protocols

| PRECIOS DE CIRUGIAS | |
|------------------------------|-----------------------------|
| CIRUGIA DE CATARATA | Q. 500.00 |
| CIRUGIA DE PTERIGION | Q. 500.00 |
| CIRUGIA COMBINADA | Q. 850.00 |
| CIRUGIA DE ESTRABISMO | Q. 900.00 |
| CIRUGIA VIA ESCORIMAL | Q. 900.00 |
| CIRUGIA PLASICA | Q. 500.00 |
| CIRUGIA FILTRANTE | Q. 500.00 |
| CAPSULOTOMIA O | Q. 350.00 |
| IRIDECTOMIA CON LASER | CADA OJO |
| ANESTESIA ASISTIDA O GENERAL | Q. 500.00 |
| CONSULTA | Q. 50.00 |
| LENTE BIFOCALES | DESDE Q. 450.00 |
| LENTE MONOFOCALES | DESDE Q. 250.00 Y Q. 350.00 |

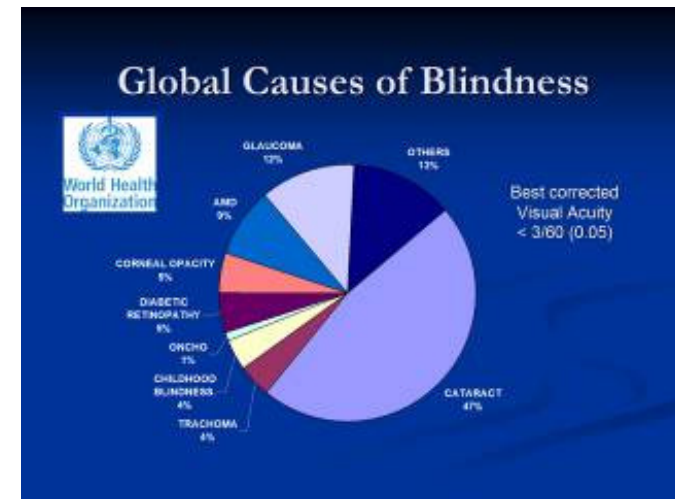


“Sustainability”

We don't have enough human resources!
We need to train human resources!

THEN WHAT?

- Are we asking the right questions about why there aren't enough human resources?
- There are enough Ghanaian, Kenyan and Malawian ophthalmologists per population, they're just not in Ghana, Kenya or Malawi.
- Why? Why don't they work back at home? Why are they not incentivized?
- **Need to work in an efficient, self-sustaining facility to be effective.**



2002: IAPB Executive Committee & Task Force Meeting Durban, South Africa

The *Then What* Question:

What about developing revenue generating services to support personnel, prevent brain drain, build technology, and grow services?

Response:

Well, we're not talking about fees.
These are charity programs for the poor.





Dr. Venkataswamy

Aravind Eye Hospital, India

- **This idea was not new!**
- Dr. Venkataswamy founded Aravind 1976!
- Not replication, but adaptation to local environments.
- All hospitals are different, even in India.



- **Barriers to going global:**

- Can't work outside India.
- People are too poor.
- No population density.





Our story - Under the Radar

Initial 7 private, NGO and government eye units - USAID grant in the year 2000.

- 7 hospital clinic and management teams sent to Aravind for management training and orientation. Only place available back then.
- IEF provides T/A and grant funds (\$50,000-\$300,000) over 2-4 years to create social enterprises with private and social clinics.
- Visualiza-Guatemala and Magrabi/Al Noor-Egypt become “IEF Regional Demonstration Centers” (mentors) where hospital teams in Latin America and Egypt get management training and orientation workshops in local environment and language.





Building the Latin America Team

Visualiza, Guatemala City, Guatemala
Clinica Divino Nino Jesus, Lima, Peru

**Two “IEF Regional Demonstration Centers”
now work with IEF to provide:**

- Team-based technical assistance, mentoring, and capacity building to new eye clinics
- Orientation workshops in the region
- Support for RAAB and other studies
- Participation in IAPB/LA and V2020/LA initiatives



IEF Sustainability Partner Network

41 Eye Clinics & Hospitals in 19 Countries

AFRICA

| | |
|-----------|--|
| GHANA: | Ridge Hospital, Accra |
| MALAWI: | Lions SightFirst Eye Hospital, Lilongwe |
| MALAWI: | Lions Eye Unit, Queen Elizabeth Central Hospital, Blantyre |
| TANZANIA: | Kilimanjaro Centre for Community, Ophthalmology, Moshi |

LATIN AMERICA

| | |
|--------------|--|
| BRAZIL: | Recife Eye Hospital, Recife |
| COSTA RICA: | Caja Costarricense del Seguro Social Hospital (CCSS), San José / Clínica Dr. Carlos Duran Cartin, Zapote |
| ECUADOR: | Fundación Oftalmológica del Valle, Cumbayá Quito |
| EL SALVADOR: | Clinica Oftalmológica Dr. José Miguel POSADA Fratti, San Salvador |
| EL SALVADOR: | Instituto Salvadoreño del Seguro Social (ISSS), San Salvador |
| GUATEMALA: | Visualiza, Guatemala City |
| HAITI: | Visión Plus Clinique, Cap Haitien |
| 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 Clinic), Vera Cruz |
| MEXICO: | Clinica de la Vista, Club de Leones LCIF IAP, Obregón, Sonora |
| MEXICO: | Cielo Vista Clinica de Ojos, Zacatecas |
| MEXICO: | Club de Leones de la Ciudad de Chihuahua, Chihuahua |
| NICARAGUA: | FONIPRECE, Managua |
| PARAGUAY: | Fundación Visión, Asunción |
| PERU: | Clinica Oftalmológica Divino Nino 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: | Magrabi Eye Hospital, Cairo |
| EGYPT: | Coptic Evangelical Organization for Social Services (CEOSS) Hospital, Menia |
| EGYPT: | Shebin El Koum Hospital, Menoufiya |
| EGYPT: | Qena Eye Hospital, Qena |
| EGYPT: | Bani Sueif Eye Hospital, Bani Sueif |
| EGYPT: | Ismailia Central Hospital Eye Department, Ismailia |
| EGYPT: | Aswan Eye Clinic, Aswan |

ASIA

| | |
|--------|---|
| INDIA: | Gomabai Nethralaya and Research Center, Neemuch, Madhya Pradesh State |
| INDIA: | Bejan Singh Eye Hospital, Kanyakumari District, Tamil Nadu State |
| INDIA: | Akhand Jyothi Eye Hospital, Bihar State |
| INDIA: | Sitapur Eye Hospital, Uttar Pradesh State |
| INDIA: | Rotary Eye Hospital, Himachal Pradesh State |

CONSULTANCIES

| | |
|-------------|--|
| BANGLADESH: | BSNB Eye Hospital, Sirajganj on behalf of Volunteer Eye Surgeons |
| ETHIOPIA: | Synskey Eye Clinic, Addis Ababa on behalf of American Society of Cataract & Refractive Surgery (ASCRS) |
| PERU: | Organizacion de Lucha Contra la Ceguera, Arequipa on behalf of CBM/Latin America |
| PERU: | Centro Comunitario Oftalmologico Maranata-CECOM, Trujillo on behalf of CBM/LA |
| PERU: | Fundación Oftalmológica del Norte, Piura on behalf of CBM/LA |



2014:

41 eye clinics/hospitals in
19 countries over 14 years

Growing Movement

- Global Sight Initiative
- INGDOs
- Service Organizations
- Bi-lateral Agencies
- Donors



Growing Movement

Global Sight Initiative

- Seva Foundation (USA)
- Seva Canada
- Aravind Eye Care System (India)
- **International Eye Foundation (USA)**
- Kilimanjaro Centre for Community Ophthalmology (Tanzania)
- Lumbini Eye Institute (Nepal)
- L. V. Prasad Eye Institute (India)
- **Magrabi Eye Hospital (Egypt)**
- Sadguru Netra Chikitsalaya (India)
- **Visualiza Eye Care System (Guatemala)**
- Vivikananda Mission Ashram Netra Niremay Niketan (India)
- **Clinica Divino Nino Jesus (Peru)**

**52 mentor and mentee
eye hospitals in 20
countries**

Growing Movement

INGDOs, Service Organizations, Bi-lateral Agencies

- **INGDOs:**

Orbis International, CBM/Latin America, GSI members

- **Service Organizations:**

LCIF – Mexico, others being developed

- **Bi-lateral Agencies:**

PAHO - government eye units in multiple Latin American countries



Growing Movement

Donors

- Lavelle Fund for the Blind, Alcon Foundation, others
- **Newest donor:** Hilton Foundation
- Dana Center/Johns Hopkins, Aravind Eye Care System
- Ethiopia - 1, Kenya - 2, Nigeria - 1, Zambia - 1



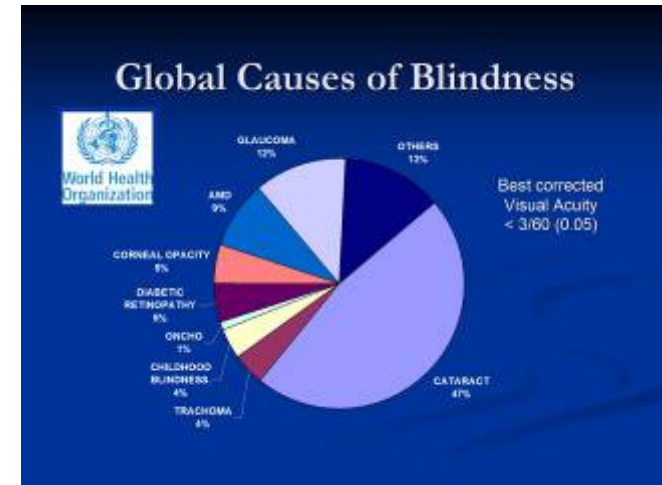
Join Us!

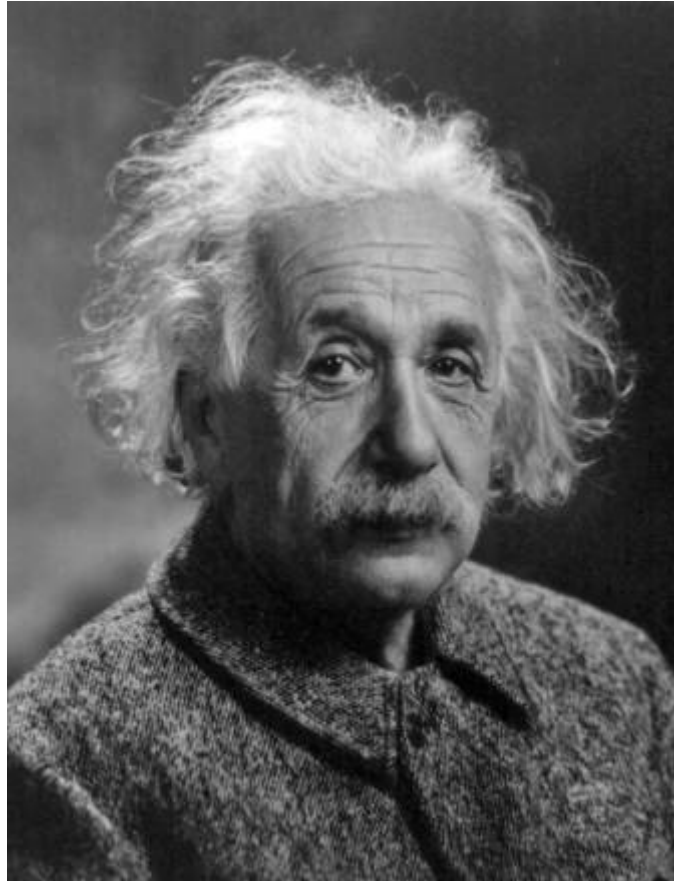


Invest in Sustainability Programming

Why? Answer the *Then What* question!

- 90% of blinding diseases require treatment by a qualified ophthalmologist with sophisticated technology.
- Training HR is not enough.
- Need to work in a high functioning, efficient, self-sustaining facility to be effective.
- Dependence on charity will not take care of the growing demand.
- **Great investment of your donor funds!**





“If at first the idea is not absurd,
there is no hope for it.”

Albert Einstein