

## How Management Matters in Global Health: An Interactive Panel Discussion (Notes)

- *Bobby Milstein, Director, ReThink Health*
- *Sachin Jain, Chief Medical Information and Innovation Officer, Merck*
- *Rebecca Weintraub, Executive Director, Global Health Delivery Project, Associate Physician Harvard Medical School/ Brigham and Women's Hospital*
- *Tricia Morente, Faculty, Institute for Healthcare Improvement and Joint Learning Network for Universal Health Coverage and COO, Kangu*

Team	Problem	Doing Well	Needs Improvement
<b>CIDRZ</b>	Number of patients is stagnating; why? Wait times too high?	Design and implementation of medical research and trials	Applying knowledge to operations
<b>LVPEI</b>	Highly over-utilized	Quality control: attention to patient outcomes	Operational efficiencies
<b>Western Cape</b>	High patient wait times	Documentation and define procedures	Executing on procedures; managing data on paper
<b>SHOFCO</b>	How to grow / expand	Strong network	Operations
<b>Riders</b>	Market expansion in Kenya; need financial sustainability	Resources and thoughtfulness	Financial planning
<b>GS Memorial</b>	Increase patient volume, especially rural, poor, and burn victims	Customer segmentation: caters to both paying and free patients	Task delegation; founder is CEO and field operative and...
<b>Lifespring</b>	CNM time allocation and role	Process orientation: scaled quickly and efficiently	Management development: not enough training for former nurses, should delegate more
<b>HHC</b>	What to do with hospital portion	Ability to tell story and raise money	Focus: building schools, toilets, hospitals
<b>Gradian</b>	UAM launch in Tanzania	Exceptional product and marketing	Customer relations; new market entry strategy
<b>Unjani</b>	Scaling up clinics	Standard operating procedures	Enforcement of SOP; gathering data
<b>Daktari</b>	Market entry in Kenya: supply chain and distribution; training & maintenance	Relationships with university	Managing NGO, MoH, medical supplier relationships
<b>BRAC</b>	Partnership process	Learning from within: identify weaknesses and improve	Knowledge management: information is not documented

## Tricia Milstein

- The challenge is often in implementation, not the theoretical content of what should be done.
- Transformation of a company is not really about the product but about the process of changing.
- Need to connect strategy to specific regular practice
- Challenge around management is less clear cut than clinical needs -- fear of overgeneralization.
- Take advantage of opportunities for rapid prototype testing/tweaking as a way to approach strategy questions.
- Not just delivery of product but how can the task be done better

## Satchin Jain

- Problems are generalizable, not exceptional.
- Management also means leadership and people-based skills.
- Need professional/personal margins to step back and consider action, path -- not rocket science but requires time and integration
- Leadership require empowering people in bureaucracy to work together and eliminate waste -- this is both operations and leadership strength
- Psychological fallacy that we assume if someone is good at one task they will be good at an unrelated one
- Motivation is often situated around one central person – how to spread motivation?
- Tension in pharmaceutical companies between the 10-20 year development cycle that can tackle big problems and the rapid changing of the field and desire for immediate action
- Companies should not broaden their definition; pharmaceutical company is not a healthcare business and this leads to strategic confusion.
- Good partnerships are uniquely important in global health.

## Rebecca Weintraub

- Field of global health is very new! The terminology, systemization, and delivery of care globally is still being defined and newly of great interest.
- How to incorporate and bridge medical work and management
- What is the place of incentives on multilaterals and small organizations?
- Need more management and business tools in global health and medicine -- Who should have what role and skills? What should be the training?
- Encourage and use group support and positive reflection; this will help onsite and impact the organization.

## Bobby Morente

- Think systematically to understand the context.
- Can teach foresight -- take people through current problems as a manifestation of past successes, and project and conduct goal-setting according to conditions or potentials
- Embed causal thinking into planning.
- Build for flexibility in management that taps into intrinsic motivation -- don't overdevelop or over-define roles to the extent of limiting motivation or opportunities for shifts and self-selection of leadership.
- Build for broad ownership, continuous and lasting efforts, and allow people to grow and take on multiple roles.

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15.S07 GlobalHealth Lab  
Spring 2012

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