ENTRE 579 – BUSINESS MODELS AND OPPORTUNITIES IN GLOBAL HEALTH

Emer Dooley
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Office Hours: Monday/Wednesday 2:30-3:20
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Class meetings: Monday/Wednesday 3:30-5:20  Paccar Hall 395
Reading: All readings are linked from the Canvas class syllabus or class pages. In some cases you may have to link to them through the UW library system.

The class will begin by exploring the larger issues in a very broad definition of Global Health. We will then explore many of the models used to tackle the issues in global health, using public-private partnerships, corporate, and entrepreneurial cases. The class will examine and debate the efficacy of efforts in combatting the biggest killers: Non-Communicable Diseases (NCDs) and the big three in the infectious disease space: AIDS, malaria and TB. We will also look at the economics of eradication efforts, study the funding architecture for global health, and spend a significant amount of time on social entrepreneurs taking on some major issues in this space.

Objectives

● To give students a real understanding of how business strategies and tactics can make a huge difference in tackling problems in Global Health and development.
● To document and evaluate the dynamic business model of a global health organizations. Learn how to clearly analyze and present findings and recommendations to decision makers.

Grading

Class participation –case and reading discussion 25%
You will contribute to the Canvas discussion weekly on the topics we are covering in class. This means completing readings in advance and posting provocative questions/comments for classmates as well as contributing in class.

Individual Management Briefing Memo 15%
Produce a two-page briefing document that gives a real picture of the state of a particular disease or healthcare need from a management perspective.

Group project:
Midterm presentation 10%
Final presentation 20%
Two-page executive summary 10%
Group Peer review 10%

One to two-page reflection paper on your key learning from the class. 10%
Group Project

Your team will act as a group of consultants bidding on a job for a global health organization. You will assess their operations and come up with three recommendations on their way forward. You will produce a 2-page briefing document and a PowerPoint presentation for the board of one of the following organizations.

1. Sightlife
2. Village Reach
3. Splash
4. Infectious Disease Research Institute (IDRI)
5. BURN
6. Global Partnerships

There is a sample outline deck for you to use as a template. You should accumulate all the information in the deck, but will pare it down to a subset for the final presentation. Feel free to be creative and you will also be asked to provide the following as an appendix:
What did you need to know that you couldn’t find out?
Why was that necessary?
How do you think your recommendations would have changed if you’d have access to more information?

Much of the course content is based on the MIT course offered by Anjali Sastry. Anjali Sastry. 15.232 Business Model Innovation: Global Health in Frontier Markets, Fall 2013. (Massachusetts Institute of Technology: MIT OpenCourseWare). http://ocw.mit.edu (Accessed 9 Mar, 2016). License: Creative Commons BY-NC-SA
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Required Reading</th>
<th>Guest</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>3/28</td>
<td>Framing the class: Explaining context. History and the determinants of global health.</td>
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<td>3/30</td>
<td>What are the major problems to be tackled in Global Health? Team formation</td>
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<td>4/4</td>
<td>Business Models in action.</td>
<td>Read: Burn Business Plan Due Diligence Checklist</td>
<td>Burn Business Plan</td>
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**Section II: Tackling huge problems: The role of public and private entities**

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<tr>
<td>4/18</td>
<td>Disease eradication</td>
<td>Case study: Reducing Guinea Worm in Asia and Sub-Saharan Africa</td>
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<td>Class Debate: 3 minute pro/con disease eradication.</td>
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<td>4/20</td>
<td>Product Development Partnerships (PDPs)</td>
<td>Anacor: Neglected Disease R&amp;D within a for-Profit Model</td>
<td>Eric Easom, Vice President, Anacor</td>
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### Section III: Delivering Effective Global Health Technologies and Products

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| 5/2  | Negotiating to bring manufacturers to the table | **A Marriage of Divergent Interests: Partnerships in the Making of the World’s First Advanced Market Commitment.** Alliance for Case Studies For Global Health.  
**The Right Shot: Extending the Reach of Affordable and Adapted Vaccines.** (Concentrate mostly on the first 10 pages or so). MSF Access Campaign | Steve Landry, Vaccine Program Manager at **Bill & Melinda Gates Foundation** | |
| 5/4  | Midterm Presentations | | | |
| 5/9  | Getting Innovation to market | **Innovation Countdown 2030:** 30 High-Impact Innovations to save lives. | Amie Batson, Chief Strategy Officer **PATH** | |
| 5/11 | The role of impact capital in catalyzing change. | 1. "D.Light: Securing Early Funding."
2. **D.Light II Market Research and Prototyping in Remote Regions;**
3. **D.Light III: Building Credibility and Trust.** Stanford Global Health Innovation Insight Series, February 2012. | Peter Bladin, Chief Impact and Research Officer, Global Partnerships | |
| 5/18 | Innovations in operational efficiency and potential for scaling up | Background note on Village Reach in Mozambique  
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<tr>
<th>Date</th>
<th>Event Description</th>
<th>Reading Material</th>
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<td>5/23</td>
<td>Memorial Day</td>
<td>No class</td>
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<td>&quot;Narayana Hrudayalaya Heart Hospital: Cardiac Care for the Poor (A).&quot; Harvard Business School, Case # 50578-PDF-ENG. Prahalad, C. K., and R. A. Mashelkar.</td>
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<td>6/1</td>
<td>Final Presentations</td>
<td>Special class 3:30-6:30pm with invited guests.</td>
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<td>6/3</td>
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<td>Reflection paper due on the last day of the quarter.</td>
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Video

Case/Question submissions

You are required to submit written answers to questions on cases or readings 6 times during the quarter for a total 30% of your grade. Submissions should be individual, but I encourage you discuss these in groups.

3/30

1. What examples in the article, or from your experience, illustrate the importance of management in solving Global Health Problems?

2. This article was published in 2008. Have the statistics on malaria or maternal mortality changed? Check out the IHME visualizations on progress against the Millennium Development Goals (Links to an external site.) for up-to-date progress.

3. Why was eradicating smallpox considered a success? You can check out the Center for Global Development's case study on smallpox (Links to an external site.) if you want more background.

4. What issues are raised in the article about the effectiveness of aid that has been given to Africa? Do you have an opinion?

5. So what questions do you want to look at this quarter in relation to the role of management and innovation in Global Health?

4/1 Business Models

Read the Burn Design Labs Executive Summary and Prepare a "Due Diligence" List. This is a list of questions that you will ask Peter Scott to get to understand the business model and decide on whether you will invest money in his organization or not. If this is totally new to you, check out the Alliance of Angels Due Diligence Checklist

Typically you should consider:

1. The problem. Is this a problem that needs solving? Is that well explained?

2. Quality of the entrepreneur and the team. Think about how you would get this information. What questions would you ask?

3. Social impact: How many people at the bottom of the socio-economic pyramid will benefit from the company's product or service? Generally serving the disadvantaged does not have to be the only part of the business model but it must be significant.

4. Financial Sustainability: Does the company have a clear, realistic, growth-oriented business model that will lead to sufficient operating revenues to cover expenses at some stage? (Typically 5-7 years is more realistic for social investors -or patient capital). Think how much the organization looking for, how far will it get with that amount of money. Do the finances make sense?

5. Is there a "demonstration effect" here? If successful, will this enterprise provide an example of a better way to do things that will be adopted?

OR Questions on the readings:

1. What is a business model?

2. What is one of the most important questions that must be answered?

3. What does revenue tell us about a business model? About a funding model?

4. Do you agree with the premise that for-profit and nonprofits are fundamentally different?

5. Pick your favorite nonprofit and describe its funding model.
4/6 The Lancet: Global Health 2035

1. The report claims that reductions in mortality rates account for 11% of recent economic growth in low and middle income countries. How is this calculated?
2. What in your opinion are the most impressive advances in global health according to this report? Why?
3. What do they mean by convergence?
4. What are the pros and cons to using the Value of additional Life Years (VLYs) as a measure of the effectiveness of improved health?

OR

Go to www.gapminder.org

1. Download the app.
2. Watch this video clip with Hans Rosling
3. Play with the tool until you find a visualization that you can bring to class to demonstrate progress in Global Health over the last 100, 50 years - or over whatever period of time you consider to be relevant.

OR

Visit the Institute for Health Metrics (IHME) website.

1. Find the best visualization or infographic to display in class and explain why it’s useful.


1. Should spending on global health be maximized in countries with the highest burden of disease?
2. How is money allocated to address global health issues?
3. How should money be allocated?
4. Find an example of one interesting innovative funding source. What makes it so?

4/13 TB

1. What is the role of community health care workers?
2. What can we learn about this in the US? How can we apply this method to our public health system?

4/20 NCDs

1. The World Health Assembly (WHA), the decision-making body of the WHO, set the following NCD goals in May 2013. How would you suggest they tackle these?
   a. 10% relative reduction in prevalence of insufficient physical activity.
   b. 30% relative reduction in mean population intake of salt/sodium
   c. 25% relative reduction in the prevalence of raised blood pressure or contain the prevalence of raised blood pressure according to national circumstances.
2. How do you change behavior to halt the rise in diabetes and obesity.

4/22

1. Which contributing success factors does “Global to Local” hope to replicate?
2. Do you think there is a sustainable business model here? Why or why not?
3. What questions would you need to answer to determine that?
4. What will be the biggest impediments to making Global to Local successful?

4/27 Disease Eradication

1. Explain the context in which this case is set. Does it matter?
2. Is this disease a good target or eradication? Why?
3. What were the key strategic moves involved in doing so?
4. Do you think there is a business model behind guinea worm eradication? Why?