



Getting Health Care Delivery Right: Learning from Case Studies

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Background

- Students interested in becoming global health leaders need training in strategy, management, and leadership
- They must understand context and the social determinants of health
- Like schools of management, we use the case method to expose students to a range of decision dilemmas, provide virtual experiences, and promote critical thinking skills through class discussion and analysis

Methods

- Conducted qualitative and quantitative field research with health care delivery organizations in 16 countries to learn about experiences and challenges
- Created over 26 teaching cases with accompanying analytical teaching notes that capture interdisciplinary issues faced in field



Figure 2: Case Study Locations

Title	Disease	Topic
HIV in Thailand: The 100% Condom Program (and The 100% Condom Program: Part B)	HIV/AIDS	HIV prevention, harm reduction, stakeholder alignment
The Peruvian National Tuberculosis Control Program	Tuberculosis	Tuberculosis control, program management, vertical programming, public health, leadership
Multi-Drug Resistant Tuberculosis Treatment in Peru	Multi-Drug Resistant Tuberculosis	Multi-drug resistant tuberculosis treatment, advocacy, policy change, community health workers
HIV Voluntary Counseling and Testing in Hinche, Haiti (and Two Years in Hinche)	HIV/AIDS	HIV prevention, government-NGO partnerships, community-based organizations
Polio Elimination in Uttar Pradesh	Polio	Global collaboration, polio elimination and immunization campaigns, supply chain management
Iran's Triangular Clinic	HIV/AIDS	Comprehensive HIV prevention, harm reduction, marginalized populations
Botswana's Program for Preventing Mother-to-Child HIV Transmission	HIV/AIDS	HIV prevention, health care policy, horizontal programming, translation of research into practice
The AIDS Support Organization (TASO) of Uganda	HIV/AIDS	HIV prevention and treatment, home- and clinic-based care, service expansion
Building Local Capacity for Health Commodity Manufacturing: A to Z Textile Mills Ltd.	Malaria	Malaria prevention, public-private partnerships, incentive-based supply chain, global health commodity manufacturing
BRAC's Tuberculosis Program: Pioneering DOT Treatment for TB in Rural Bangladesh	Tuberculosis	Tuberculosis control, community health workers, rural nongovernmental organizations, social enterprise
Tuberculosis in Dhaka: BRAC's Urban TB Program	Tuberculosis	Tuberculosis control, urban nongovernmental organizations, service delivery innovation
Tobacco Control in South Africa (and Tobacco Control in South Africa: Next Steps)	Drug Addiction	Tobacco control, health policy, advocacy, chronic disease prevention
The Academic Model for the Prevention and Treatment of HIV/AIDS (AMPATH)	HIV/AIDS	HIV treatment and prevention, the role of academic medical centers, service expansion, home-based counseling and treatment
Treating Malnutrition: Designing Protocols for Ready-to-Use Therapeutic Foods in Haiti	Malnutrition	Childhood malnutrition, health policy implementation
The Measles Initiative	Measles	Measles vaccination campaigns, international partnerships, coordination of multilateral global health initiatives and national governments, strategy
Investing in Global Health: Botanical Extracts Ltd.	Malaria	Malaria eradication and control, pharmaceutical supply chains, public-private partnerships, health commodity manufacturing
loveLife: Preventing HIV Among South African Youth (and Part B)	HIV/AIDS	HIV prevention among youth, stigma, demand generation, strategy, scale up, sustaining delivery at scale
HIV/AIDS in Brazil: Delivering Prevention in a Decentralized Health System	HIV/AIDS	HIV prevention, strategy, sustainability, role of civil society, human rights
HIV Prevention in Maharashtra, India	HIV/AIDS	HIV prevention, targeted interventions, strategy, marginalized populations
The Avahan India AIDS Initiative: Managing Targeted HIV Prevention at Scale	HIV/AIDS	HIV prevention, scaling up, strategy, management and operations, sustainability, transferring large-scale programs to government ownership
HIV/AIDS in Indonesia: Building a Coordinated National Response	HIV/AIDS	HIV prevention, flexible donor financing, national strategy, sustainability
loveLife: Transitions After 2005	HIV/AIDS	HIV prevention, leadership, national strategy, sustainability, impact of financing
The Indus Hospital: Delivering Free Health Care in Pakistan	HIV/AIDS	Workforce management, sustainability, role of civil society, human rights, information systems, organizational culture
Malaria Control in Zambia	Malaria	Malaria eradication and control, supply chain management, leadership, national strategy
Roll-Out of Rapid Diagnostic Tests for Malaria in Swaziland	Malaria	Malaria eradication and control, supply chain management, diagnostic testing strategies, national strategy
Electronic Medical Records at ISS Clinic Mbarara, Uganda	HIV/AIDS	Health information systems, HIV treatment, management and operations, health research
Concept Note: The Global Health Supply Chain	Global health	Manufacturing, procurement, and distribution; how patient care and supply chains interface and affect operations
Concept Note: The Global Fund to Fight AIDS, Tuberculosis and Malaria	Global health	The history, management, structure, financing, and strategy of the Global Fund to Fight Aids, Tuberculosis and Malaria

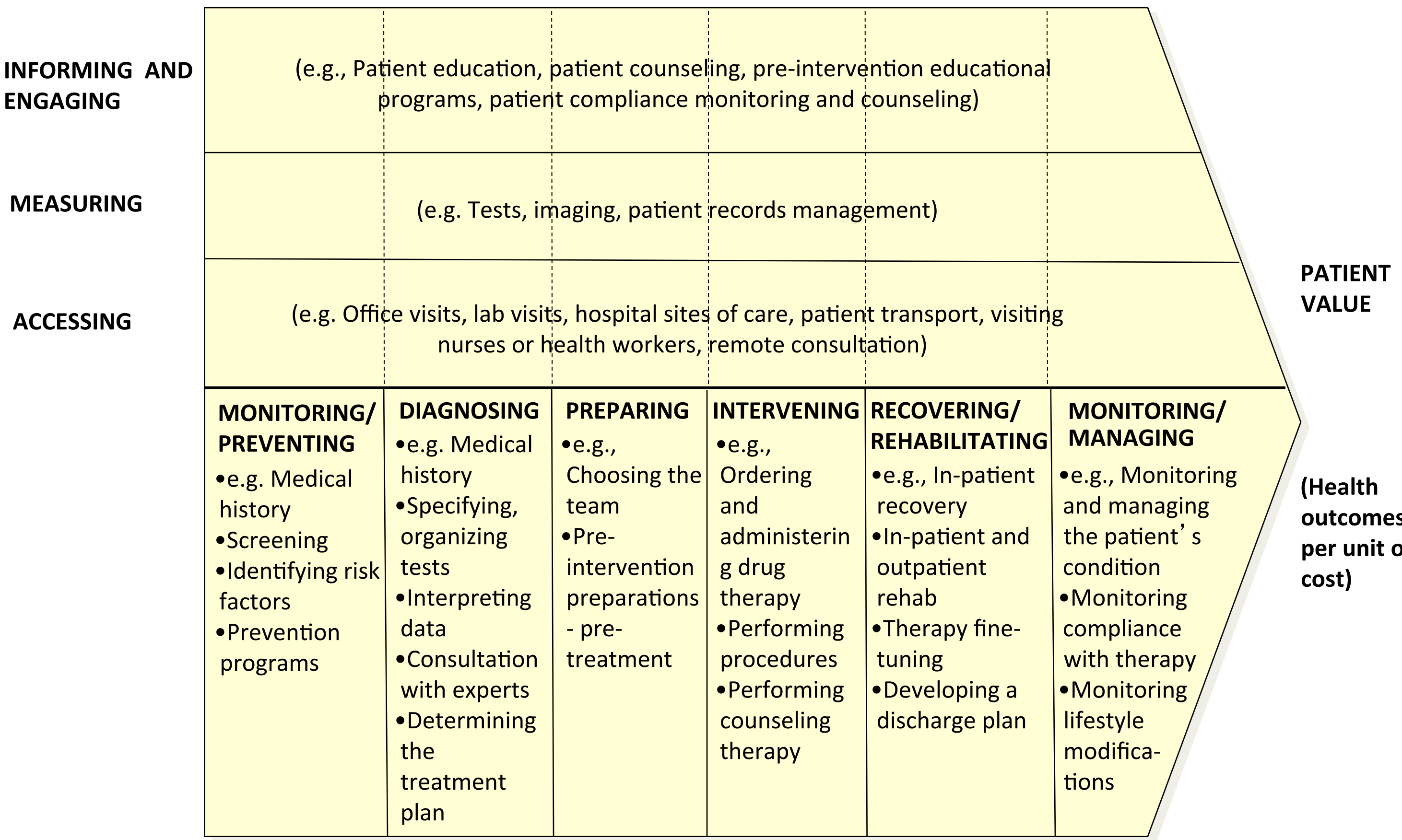
Figure 3: The GHD Case Collection: product titles, disease and topical foci.

Findings

Cases reveal and teach important lessons:

- Context matters**—programs must account for local factors that influence both the health of the populations and the delivery of health care in their design, implementation, and operations
- Value**—the outcomes achieved divided by the resources invested —**is the best measure** of program performance, and analysis of value using the care delivery value chain can help program managers determine how best to allocate resources and configure program activities
- High-value programs address** the social, economic, and geographic **barriers** to health care delivery; they do not see their objective as “offering” services or technology but as ensuring that the population can realize the full value of the services or technology they are providing
- Measurement should lead to meaningful learning and program improvement**
- Strategy and leadership are essential** as managers face shifts in the landscape and increasing burden of disease

Care Delivery Value Chain



Source: Porter, M. and Teisberg, E. Redefining Health Care, 2006.

Figure 4: The Care Delivery Value Chain is a guiding tool for program managers using the GHD Case Collection.

Conclusions

- The global health delivery case studies provide a tool for educators to build global health delivery competency for the next generation of leaders.
- Cases are available free of charge via www.ghdonline.org/cases

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Figure 1: Means to access the GHD Case Collection.

