Title:
From pilot to partnership: a bottom up approach to influence national strategies for eye care development in Peru

Presenter
Raheem RHAMATHULLAH
International Eye Foundation/USA

Authors
Cesar J GONZALES Tasayco
Clinica Oftalmologica "Divino Nino Jesus“/Peru
Alberto D LAZO Legua
Clinica Oftalmologica "Divino Nino Jesus“/Peru
John M. BARROWS
International Eye Foundation/USA
Juan Francisco YEE Melgar
Visualiza/Guatemala
Martin RUPPENTHAL
CBM/Latin America and the Caribbean
Alejandro VEGA Ponce
CBM/Latin America and the Caribbean
Victoria M. SHEFFIELD
International Eye Foundation/USA

Financial Disclosure: I have no financial interests or relationships to disclose.
A single, committed eye care institution can take a leadership role in changing how eye care is delivered in the nation

1. Support eye care institutions with the capacity for growth and a commitment to change
2. Foster a culture of efficiency, quality and self-reliance
3. Build the service infrastructure that focuses on the providers and can best utilize technology
4. Facilitate institutions to become technical resources for others
5. Institution collaborates at national, regional and international levels
Clinica Oftalmologica “Divino Nino Jesus”
Lima, Peru

- Established in 1996
- 1996-2006 provided general health care
- 10 part-time ophthalmologists
- Mostly run by volunteers
- Pricing variable, not fixed
- 2006 – CBM/LA helped DNJ focus on eye care services
- 2009 – IEF introduced sustainability planning
- DNJ became a change agent in Peru
Phase I - Intervention

• 2009 - IEF held Sustainability Workshop in Paraguay for six eye hospitals in Latin America
• CBM/LA sponsored DNJ team

• Emphasis:
  • Quality, efficiency, management practices, standards & protocols
  • Patient needs and expectations, patient counseling
  • Planning, product and service choices, data analysis, demand forecasting, resource allocation
  • Budgeting, procurement practices, unit costs, cost reduction, pricing, patient willingness to pay
Phase II - Technical Assistance

- Patient flow streamlined to reduce waiting time
- Pricing changed from variable to fixed
- Pricing based on patient income & willingness to pay
- Staff roles and responsibilities defined
- Efficiencies improved in all patient areas
- Patient counselors introduced
- Patient awareness and education improved
Visualiza’s Technical Assistance

- Computerized Management Information System (CMIS) installed (developed by Visualiza with IEF support)
- DNJ requirements assessed
- DNJ team oriented to CMIS
- Software installed in phases
- System monitored and glitches rectified
Cataract surgery acceptance rate:
2009: 30%
2011: 97%
Patient Choice - Simplified Pricing

2011

2010

2009

2008

Free  Subsidized  Paying

0  500  1000  1500  2000  2500
Financial Self-sufficiency

Income
Expense
Evolution of DNJ Collaborative Partnerships in Peru - Phase III

• 2011-2013 Networking and technical assistance to 4 CBM/LA supported hospitals in Peru
• Collaboration with Clinton Foundation to increase cataract surgery in Peru
• Collaboration with VISION2020/Latin America
DNJ’s Contribution to Programs at the National Level in Peru

• Two DNJ Executive Directors on Advisory Committee of MOH’s National Strategy for Eye Health
• Participates in development of eye care delivery standards for Peru – INO is lead organization
• Coordinates courses and workshops
• Technical resource for public ophthalmic training programs
DNJ’s Contribution to Programs at the Regional and International Level

• DNJ lead organization on RAAB Study
• DNJ participated in global PRECOG cataract outcomes study
• Organizes workshops for hospitals in region sponsored by IEF, CBM/LA, Lions, V2020/LA and MOH
Conclusion

DNJ exemplifies how one eye care institution can impact its country’s national strategies for eye care.
Acknowledgment of DNJ Partners

- Peru MOH
- National Institute of Ophthalmology
- MINSA
- CBM/Latin America and the Caribbean
- Clinton Foundation – Peru
- Lions
- VISION2020/Latin America
- International Eye Foundation/USA
- Lavelle Fund for the Blind
- Vision for the Poor/USA

National plans should foster a culture of effectiveness, quality, patient choice, and self-reliance!