# 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

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