

2018



ANNUAL REPORT



## Message from our Founders

Healthcare in emerging markets is becoming more complex and challenging, due to both the rise in non-communicable diseases and population aging. Both public and private players are seeking innovation and health system improvements to accommodate the changing demands of patients. These trends affected the directions of Aceso Global's agenda in 2018 in low- and middle-income countries.

Aceso Global has embraced the need to address fundamental structural issues in healthcare, and has proposed reforms and innovations that can address the challenges in some of the largest and most complicated countries, specifically Brazil and India.

Our work ranges from structural reform to building integrated healthcare networks to quality improvement training to bolstering fiscal management of transition, but our focus has been on systematically working with our clients to respond to their most pressing needs, ensure quality and assist in devising creative solutions.

We are excited to share what we've achieved this year, and our directions for the year to come.



Maureen & Jerry

## 2018 Projects

### *Moving Toward Integrated Healthcare*

Integrated healthcare remains a central tenet of much of our work. In the OECD, integrated healthcare has emerged as a key strategy to better manage and control non-communicable diseases over the long-term, and to reduce costs. As the burden of disease shifts in emerging market countries, the need to better coordinate care across providers is becoming increasingly important.

To support countries in the shift toward integration, in 2018 Aceso Global led the new Joint Learning Network (JLN) Vertical Integration Learning Exchange, working with 15 participants from Indonesia, Malaysia, Philippines, Sudan and Vietnam. The group convened in Manila, Philippines, in March for a week-long workshop to discuss the concept of vertical integration and its relevance to each country, and to co-produce a vertical integration evaluation tool. This project was innovative in its collaborative processes as well as its technical content, and reflected the emerging global consensus around the future of healthcare service delivery. In October, the Learning Exchange published the **Vertical Integration/Network Diagnostic and Readiness Tool**, which is designed to help stakeholders in low- and middle-income countries assess readiness and review current policies and initiatives relating to vertical integration. The tool is now available for countries to use, and we are currently working with the Philippines to adapt and apply the tool.

In India, Aceso Global also advised on strategies to improve integration. In 2018, we continued our multi-year engagement with the Bill & Melinda Gates Foundation (BMGF) on how to restructure the delivery of healthcare services to provide high-quality and affordable care to India's population. Working with Indian partners at PricewaterhouseCoopers and ACCESS Health International, the team produced a comprehensive strategy diagnosing the challenges



*Aceso Global CTO Jerry La Forgia, Analyst Paul Molloy, and Senior Non-Resident Associates Rob Janett and Joanne Shear with JLN workshop participants during a quick break in Manila.*

and opportunities of the existing system, and recommending actions to catalyze transformative change. Central to our recommendations were measures to improve care coordination across providers. The team then engaged in an intensive six-month validation exercise to refine the initial analysis and recommendations. In November, CTO Gerard La Forgia presented the final vision and recommendations as a plenary speaker at a day-long dialogue hosted by the Government of India in Delhi.

### **Raising Quality of Care**

Quality of care poses one of the biggest challenges to healthcare globally. Most healthcare systems have focused on access and few were structured to consider quality. Indeed, the OECD has only recently embraced quality as a major objective in healthcare delivery, while the quality of care revolution is nascent but gaining traction in low- and middle-income countries. At Aceso Global, we have long recognized the importance of quality to achieving Universal Health Coverage, and we embed issues of quality of care in all of our projects and activities.

Aceso Global has designed a Quality Labs initiative to move the quality agenda forward in emerging markets by measuring and tracking quality performance with appropriate indicators, the right information technology and “just in time” data for health system managers and providers. In 2018, we facilitated many exciting discussions around Quality Labs and broader ideas surrounding the measurement and use of data for quality improvement with ministries of health in Malawi, Ethiopia and Ghana, as well as major donors, multilaterals and other partners to get these ideas on the development agenda.

*“In India, our detailed analysis of challenges and opportunities has contributed to the development of a forward-thinking vision and policy debate on transforming the country’s health system.”*

— Jerry La Forgia, CTO

*Aceso Global Program Director Sarah Mintz with Professor Address Malata, Vice Chancellor of the Malawi University of Science and Technology (MUST), Dr. Bejoy Nambiar from MUST, Dr. Bongani Chikwapulo from Malawi’s Quality Management Directorate at the Ministry of Health, and other friends, enjoying dinner after meetings to discuss Quality Labs in Blantyre, Malawi.*



Throughout 2018, Aceso Global also worked closely with the Inter-American Development Bank to create a **Quality Improvement and Management Competency Development Program**. The Program is part of the **Salud Mesoamerica Initiative in Central America** which has marked impressive progress in the health of some of the region's poorest populations. Our Program departs from didactic training to drive change through a mixture of learning techniques, including active, passive and experimental learning.

Additionally, our CEO Maureen Lewis served as an expert reviewer for the National Academy of Sciences, Engineering, and Medicine's **Crossing the Global Quality Chasm**, which lays out the challenges and options for non-OECD countries launching quality initiatives.

### **Rethinking Healthcare Financing**

Healthcare financing and the issues around payment systems, strategic purchasing and value-based care have always been main focus areas for Aceso Global, and remained central to many of our activities in 2018. Maureen Lewis, CEO, worked with Andre Medici, Senior Health Economist at the World Bank, to write a chapter for Oxford University Press, **Health Policy and Finance Challenges in Latin America and the Caribbean**, which offers context to the experiences across the region that have led many health financing innovations globally. The chapter served as the basis for Aceso Global's first Working Paper, published December 2018.

Aceso Global has also partnered with the Council for Social Responsibility (CONSOCIAL), part of the Federation of Industries of the State of São Paulo, Brazil, to **design a Network model for SUS** (*Sistema Único de Saúde*), the Brazilian public healthcare system. The project entailed a redesign of the public healthcare financing and delivery arrangements in Brazil to reflect evidence-based global trends and best practices, with a focus on embedding the right incentives. Payment arrangements served as a critical component to achieving value-based care.

*"Our deep experience in Brazil allows us to translate global best practice to meet the local needs of the Brazilian healthcare market."*

— Maureen Lewis, CEO

Aceso Global further produced a training on **Value-based Payment Systems to Incentivize Health Care Delivery** for the World Bank/USAID Flagship Training course.

### Leveraging Hospitals

Hospitals continue to be important in healthcare systems globally given their central role in quality standards, integrated care and driving innovation. In many countries, years of underinvestment have led to underperformance and hospitals failing to live up to their potential. In 2018, Aceso Global continued to champion greater focus on hospitals, including better governance, management and new roles for hospitals in integrated systems.

In the Philippines, we kicked-off work on improving the efficiency and quality of public hospitals, which are currently plagued by over-crowding and over-utilized emergency care. Our approach, built on a patient flow analysis tool we developed for Mexican public hospitals, offers a simple but powerful means of assessing resource use and devising straightforward methods for greater efficiency, enhancing quality and improving the patient experience.

Our CTO, Jerry La Forgia, served on the **World Health Organization Inter-Regional Taskforce on Hospitals**, which laid out the changing role of hospitals and the importance of investing in hospitals as part of an integrated healthcare system. He also led the development of two training modules, on **Value-based Service Delivery** and **Improving Public Hospital Performance**, for the World Bank/USAID Flagship Training course.

Throughout the year, we discussed how to improve attention to hospitals in various forums and with multiple stakeholders.



*Aceso Global CEO Maureen Lewis and Health Economist Anna Bonfert meeting with COSEMS Director Carmino Antonio de Souza and colleagues to discuss future directions for SUS in São Paulo, Brazil.*

*In December, the WHO Inter-Regional Taskforce on Hospitals, on which CTO Jerry La Forgia served, published its first report.*



## Facilitating Transition and Sustainability

Transition from and sustainability of donor-funded programs is now front and center in many middle-income countries, as donor funding for health declines and disease burdens shift. Aceso Global has been at the forefront of the transition agenda, having partnered with the Global Fund to Fight AIDS, Tuberculosis and Malaria in our first year to work to strengthen national disease responses and management in Latin America. Since then, we have continued to support the Global Fund in the region, working in the Dominican Republic, Panama and Paraguay to assess country-specific constraints and opportunities for transition, moving beyond simple financial analysis to highlight fiscal, organizational and managerial aspects of healthcare delivery and finance, and reform areas.

In 2018, we continued our work in the Dominican Republic by **partnering with local NGOs involved in the HIV/AIDS response** to develop their capacity to compete for and manage public grants. Human rights and gender considerations are part of effective sustainability planning, and NGOs play a critical role in reaching some of the most vulnerable and marginalized populations. These ongoing conversations, coupled with tailored training, will allow Dominican NGOs to position themselves as strategic partners in the fight against HIV, and reliable implementers of government-funded programs.

Building on our experience in Latin America, we are adapting our approach for low-income countries, as early planning for sustainability is relevant across the development spectrum. In 2018, we continued a project to conduct fiscal and health policy analysis for sustainability in Mozambique to initiate directions for change that prepare the government for an independent future.

*“Strengthening civil society participation is critical to ensure the long-term sustainability of national HIV programs.”*

— **Rafael Mazin, former PAHO Senior Advisor & Aceso Global Senior Non-Resident Associate**

*Aceso Global Senior Non-Resident Associate Rafael Mazin participating in a training workshop for NGOs in Santo Domingo, Dominican Republic.*



## 2018 Activities

Over the past year, Aceso Global engaged intensively with the global health community, providing thought leadership and technical expertise to clients, partners and stakeholders.

Our staff participated in conferences around the world, from Brazil to South Africa to India. We presented to global audiences on topics ranging from innovation in the private healthcare sector to ways to improve quality and efficiency of healthcare delivery.

We also hosted our first Webinar event to launch the JLN Vertical Integration/Network Diagnostic and Readiness Tool, which was attended by participants from nine countries and 22 organizations. Additionally, over the year we continued to expand our digital presence to grow our reach.

Below, we highlight just a few of the exciting activities our staff participated in over the past year.



*Aceso Global CTO Jerry La Forgia visits JLN Vertical Integration Learning Exchange participant Dr. Magnaye and colleagues in Batangas City, Philippines, to discuss hospitals and integrated care.*



*Aceso Global CEO Maureen Lewis chaired and Board Member Hasbullah Thabrany participated on a panel on the private sector's role in achieving Universal Health Coverage (UHC) as part of the Third Annual World Bank/USAID UHC Financing Forum in Washington, D.C. on April 20, 2018.*



Aceso Global CTO Jerry La Forgia delivered a keynote speech on public hospital autonomy at the Hospital CEO Forum organized by the Asian Development Bank in the Philippines on July 18, 2018.



**Vertical Integration:**

Presenting a Diagnostic Tool for Countries Working Toward Health System Integration

Tuesday, December 18 | 8:00am EST



Aceso Global's first Webinar launched the JLN Vertical Integration/Network Diagnostic and Readiness Tool, which is now live for countries to adapt and use.



Shubho Roy of India's National Institute of Public Finance and Policy (NIPFP) interviewed Aceso Global CTO Jerry La Forgia in Delhi about healthcare system management models that have worked in emerging markets, and the suitability of such models in India.



Aceso Global CEO Maureen Lewis delivered the keynote address on Value-Based Healthcare in Brazil during the Valor Econômico/DASA Conference in São Paulo on November 6, 2018.

## Board of Directors

### STEVEN THOMPSON

(Chairman)  
Senior Vice President and Chief Business Development Officer, Brigham Health Boston; former CEO, Johns Hopkins Medicine International

### MAUREEN LEWIS

CEO & Co-Founder, Aceso Global; former Chief Economist for Human Development, World Bank; Member, Council on Foreign Relations; Senior Non-Resident Associate, Center for Strategic and International Studies (CSIS)

### GERARD LA FORGIA

CTO & Co-Founder, Aceso Global; former Lead Health Specialist in Brazil, India and China, World Bank

### GORDON LIU

Director, PKU China Center for Health Economic Research (CCHER); PKU Yangtze River Scholar Professor of Economics, Peking University National School of Development

### ANNIE HAZLEHURST

Founder, Faridan venture capital firm; Member, Council on Foreign Relations

### NANDAKUMAR JAIRAM

Chairman and Group Medical Director, Columbia Asia Hospitals; Consultant Surgeon, Columbia Asia; former Chairman, National Accreditation Board for Hospitals and Healthcare Providers (NABH), India

### ALEXANDER PREKER

President and CEO, Health Investment & Financing; Chair, External Editorial Committee of the World Hospitals and Health Services Journal for the International Hospital Federation (IHF)

### MUHAMMED PATE

Former Minister of Health, Nigeria; former CEO, Big Win Philanthropy; Senior Fellow, Nigeria Leadership Initiative; Member, Advisory Board for Merck for Mothers; Co-chair and Founding Board Member, Private Sector Health Alliance of Nigeria

### HASBULLAH THABRANY

Senior Health Care Financing Consultant, US National Security Council via Palladium Inc.; Chair and Founder, Examination Board of Health Insurance Education of Association of Health Insurance Managers of Indonesia (PAMJAKI)

## Select Partners

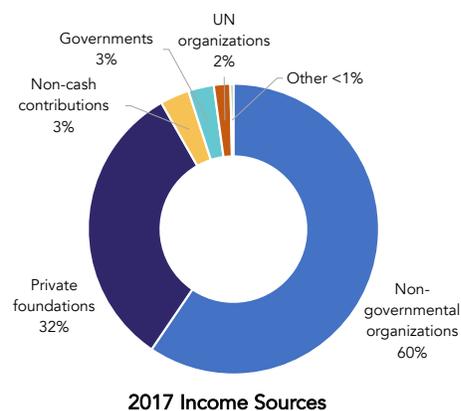


## Financials

Aceso Global is also growing financially. Since our founding in 2015, turnover has grown to more than \$1.1 million. We continue to diversify our funding streams to make new partnerships.

	REVENUE	EXPENSES
2016	\$330,638	\$281,916
2017	\$762,011	\$658,219
2018*	\$1,122,939	\$837,787

\*Preliminary as of March 2019



Concordant with our growth and maturity, we are planning our first independent financial audit, for FY2018. We hope to have this completed by Q3 2019.

*Aceso Global is a nonprofit non-governmental organization, recognized as a public charity by the US Internal Revenue Service (IRS).*



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