

Additional resources on business models and innovation in global health

To learn more about the approaches taken by varied global health organizations

The Center for Health Market Innovations promotes policies and practices that improve privately delivered health care for the poor in low- and middle- income countries and has an extensive database of organizations.

<http://healthmarketinnovations.org/>

Bhattacharyya, Onil, Sara Khor, Anita McGahan, David Dunne, Abdallah S Daar and Peter A Singer. 2010. "Innovative health service delivery models in low and middle income countries - what can we learn from the private sector?" *Health Research Policy and Systems*, 8:24

<http://www.health-policy-systems.com/content/8/1/24>

Bhattacharyya, Onil, Anita McGahan, David Dunne, Peter A. Singer, and Abdallah Daar. 2009. *Innovative Health Service Delivery Models for Low and Middle Income Countries*. Results for Development Working Paper.

<http://www.resultsfordevelopment.org/sites/resultsfordevelopment.org/files/resources/Innovative%20Health%20Service%20Delivery%20Models%20for%20Low%20and%20Middle%20Income%20Countries.pdf>

[this is the study on which the previous paper was based]

Global Health Innovation Insight Series presents vignettes that capture issues, learnings, and ideas uncovered through exploratory research in six focus areas: Identifying/Validating Needs; Understanding Market/Stakeholder Dynamics; Getting to a Market-Ready Product or Service; Sales, Marketing, and Distribution; Defining a Viable Business Model; and Securing Adequate Funding

<http://www.gsb.stanford.edu/phi/research/insights-series>

On business models and business model innovation

Zott, Christoph and Raphael Amit. 2010. "Business Model Design: An Activity System Perspective." *Long Range Planning* 43: 216-226.

<http://www.sciencedirect.com/science/article/pii/S0024630109000533>

Lindgardt, Zhenya Martin Reeves, George Stalk, and Mike Deimler. 2009. *Business Model Innovation: When the Game Gets Tough, Change the Game*. BCG report.

www.bcg.com/documents/file36456.pdf

Amit, Raphael and Christoph Zott. 2012. "Creating Value Through Business Model Innovation." *Sloan Management Review*, March.

<http://sloanreview.mit.edu/the-magazine/2012-spring/53310/creating-value-through-business-model-innovation/>

Hwang, Jason and Clayton M. Christensen. 2008. "Disruptive Innovation in Health Care Delivery: A Framework for Business-Model Innovation." *Health Affairs*, Vol. 27, 5, 1329-1335.

<http://content.healthaffairs.org/content/27/5/1329>

Garber, Stephen, Susan M. Gates, Margaret E. Blume-Kohout, James R. Burgdorf, and Helen Wu. 2012. "Challenges to Value-Enhancing Innovation in Health Care Delivery: Commonalities and Contrasts with Innovation in Drugs and Devices." *RAND Health Quarterly*, 1(4):4

<http://www.rand.org/pubs/periodicals/health-quarterly/issues/v1/n4/04.html>

Herzlinger, Regina E. 2006. "Why Innovation In Health Care Is So Hard." *Harvard Business Review*.

<http://hbr.org/web/extras/insight-center/health-care/why-innovation-in-health-care-is-so-hard>

SSIR, 2011. *Innovating for More Affordable Health Care*

This special *Stanford Social Innovation Review* supplement includes eight articles that explore new ways for social investors to spur innovations that create better, faster, and less expensive health care in the United States.

<http://stanford.ebookhost.net/ssir/digital/12/>

On hybrid and partnership approaches

- Chesborough, Henry, Shane Ahearn, Megan Finn and Stephanie Guerraz. 2006. "Business Models for the developing world: The role of non-governmental organizations." *California Management Review*, Spring 48(3): 48-61. [accessible via MIT Libraries]
- Little, Mark, and Jennifer Schappert. 2012. *Working Toward Transformational Health Partnerships in Low- and Middle-Income Countries*. BSR Report.
<https://www.bsr.org/en/our-insights/report-view/working-toward-transformational-health-partnerships>
- Battilana, Julie, Matthew Lee, John Walker, and Cheryl Dorsey. 2012. "In Search of the Hybrid Ideal" *Stanford Social Innovation Review*, Summer
http://www.ssireview.org/articles/entry/in_search_of_the_hybrid_ideal
- Haigh, Nardia and Andrew J. Hoffman. 2012. "Hybrid organizations: The next chapter of sustainable business." *Organizational Dynamics* 41: 126-134
http://webuser.bus.umich.edu/ajhoff/pub_academic/2012%20Org%20Dynamics.pdf
- Shoultz, David. 2011. *Financing and Partnerships for Global Health Challenges*. Gates Foundation blog post.
<http://www.impatientoptimists.org/Posts/2011/12/Show-Me-the-Money-Developing-Products-for-Our-Biggest-Global-Health-Challenges>
- Drayton, Bill and Valeria Budinich. 2010. "A New Alliance for Global Change." *Harvard Business Review*, September.
<http://knowledgeportal.ashokalab.org/sites/knowledgeportal.ashokalab.org/files/image/HBR%20-%20Ashoka%20HVC.pdf>
- Peterson, Kyle, Matthew Rehrig, Mike Stamp, and Samuel Kim. 2011. *Competing by Saving Lives: How Pharmaceutical and Medical Device Companies Create Shared Value in Global Health*. FSG White Paper.
<http://www.fsg.org/tabid/191/ArticleId/557/Default.aspx> [explore the site for more papers]

On social franchising

- SF4Health is an online community of practice where social franchising stakeholders from around the world exchange information and innovations on how to build upon existing resources in poor communities, network together private health providers, and add new, higher quality services in exchange for training and support.
<http://www.sf4health.org/>
- Bishai, David M, Nirali M Shah, Damian G Walker, William R Brieger, and David H Peters. 2008. "Social franchising to improve quality and access in private health care in developing countries." *Harvard Health Policy Review*, Spring 9(1): 184-197.
http://www.research4development.info/PDF/Outputs/FutureHealth_RPC/184-197HealthHighlights_Bishai_edited.pdf.
- Seid, Michael. 2009. *Social Sector Franchising*. Unpublished paper from MSA Worldwide. [Contact course team for a copy]

Innovating in finance and policy

- Corrigan, Paul. 2011. *A new way to invest in better healthcare*. Social Finance Report.
<http://www.socialfinanceus.org/pubs/new-way-invest-better-healthcare>
[check the site for more information on Social Impact Bonds: <http://www.socialfinanceus.org/>]
- The Global Impact Investing Network is dedicated to increasing the scale and effectiveness of impact investing. Impact investments are investments made into companies, organizations, and funds with the intention to generate measurable social and environmental impact alongside a financial return.
<http://www.thegiin.org/cgi-bin/iowa/investing/index.html>
- Performance-based incentives or pay-for-performance is a strategy that links payment to results. Incentives can be given to patients when they take health-related actions; to healthcare providers when they achieve performance targets; or to health managers at the district, provincial and national level.
<http://www.healthsystems2020.org/section/topics/p4p>

Center for Global Development's Global Health Policy work aims to improve the effectiveness of policies and actions of donors (bilateral aid agencies, philanthropic foundations, and multilateral organizations) and to enhance the coordination between these public agents and the private sector.

http://www.cgdev.org/section/topics/global_health

Center for Strategic and International Study's Global Health Policy Center is a policy research institution focused on building bipartisan awareness about global health and its importance to U.S. national security.

<http://csis.org/program/global-health-policy-center>

Kaiser Family Foundation's US Global Health Policy portal offers the latest data and information on the US role in global health along with useful background information.

<http://globalhealth.kff.org/>

To spur further thinking on delivering value in healthcare

Onie, Rebecca, Paul Farmer, and Heidi Behforouz. 2012. "Realigning Health with Care" *Stanford Social Innovation Review*, Summer.

www.ssireview.org/articles/entry/realigning_health_with_care

Bohmer, Richard M.J. 2011. "The Four Habits of High-Value Health Care Organizations." *N Engl J Med* December 365:2045-2047.

<http://www.nejm.org/doi/full/10.1056/NEJMp1111087>

Weintraub, Rebecca L, Julie Talbot, Kileken ole-MoiYoi, Keri Wachter, Erin Sullivan, Amy House, Jennifer Baron, Aaron Beals, Sophie Beauvais and Joseph Rhatigan. 2011. "Strategic, value-based delivery in global health care: innovations at Harvard University and Brigham and Women's Hospital." *The Mount Sinai Journal of Medicine*, May-Jun 78 (3): 458-69. [<http://onlinelibrary.wiley.com/doi/10.1002/msj.20264/abstract> - full article accessible via MIT Libraries]

Porter, Michael E. 2010. "What Is Value in Health Care?" *N Engl J Med* 363:2477-2481.

[Also see Supplementary Framework Papers "Value in Health Care" and "Measuring Health Outcomes"]

<http://www.nejm.org/doi/full/10.1056/NEJMp1011024>