Ghana: An Innovative Network Model

Dr. Charles O’Brien, Global CMO
Sanford International Clinics

Advancing Global Health & Health Care

2015 IHF CHICAGO
39th World Hospital Congress
Brief History of Sanford Health Enterprise

• 120-year history with headquarters in Sioux Falls, South Dakota (U.S.)
• Largest rural health care organization in the U.S.
• Non-profit corporation
• Model of integration: hospitals, clinics, physicians, health plan, research, education, electronic medical record (EMR)
Sanford Health Today

- 27,000 employees
- 1,400 physicians in more than 80 subspecialty areas

Serving 2.7 million people, 300 communities, over 250,000 mi$^2$, 9 states

Each year, Sanford provides more than:
- 5.2 million clinic visits
- 80,000 admissions
- 131,000 surgical procedures
- 200,000 emergency department visits
- 9,100 births

- 43 hospitals
- 45 long-term care facilities
- 243 clinic sites
- 165,000 health plan members in four states
- $4 billion in annual net operating revenue
Sanford International Clinics Initiative

• Launched in 2007
• Develop permanent health care infrastructure in areas where access is less than sufficient
• Sanford owns and operates these facilities
• Emerging countries – hub and spoke model to create health infrastructure
• Utilize Sanford Health standards of care and clinical protocols based on local country standard of care
Standard Selection Criteria

• Staff safety
• Political / economic stability
• Demonstrated community need
• Ability to recruit and staff clinics
• Financial sustainability
Why Ghana?

- Political and economic stability
- Need for permanent infrastructure in rural areas / Sanford’s expertise in rural healthcare
- Financial sustainability - NHIS
Generation I Care Model

• Announced initiative in August of 2011 to construct and operate network of 10 primary care clinics to be completed in Ghana in 5 years
• Network of clinics
  – Hub / Spoke / Micro clinic network model to “right size” facilities and services for each specific community
  – 10:1 ratio
• Each clinic includes:
  – Examination
  – Laboratory services
  – Pharmacy
  – Detention / hydration
  – Wound care
  – Maternity / reproductive health
NHIS Reimbursement

• Adults pay $2-16 annually for access to accredited clinics/hospitals for care (children covered by parent)

• NHIS reimburses clinics on average $7/patient visit with labs bundled in service – $3 for pharmacy + $4 for consultation
Ghana Sites

Adenta – October 2012

Mankessim – January 2013

Kasoa – June 2014

Akyawkrom – January 2016
Staffing

• 12 Ghana corporate staff leading initiative in country
• SIC-Ghana employs 100+ health professionals / staff
• Competitive salaries and wages
• Comprehensive benefits packages
Our Patient

- 2:1 (female to male) patients seen in clinic
- Women of child bearing age and children access care most
- Top 5 diagnoses:
  - Malaria
  - Respiratory tract infection
  - Diarrheal illnesses
  - Skin/wound infections
- Sanford has treated more than 250,000 patients since January 2012
Sanford EMR

• Electronic Medical Record rollout July 2012
• Exceeds national government requirements
• Used to report to GHS DHIMS
• Expediency and throughput – patient experience
• Enhances accuracy and care provided
• Electronic claims submission
• Backbone for growth and metric reporting
Clinical and Other Enhancements

- Patient safety measures
- Infection prevention and control
- Scope of practice standards
- Staff and patient education
- Procurement and inventory control
- Service line expansion
- Workflow fluency
- Emergency management plans
Gen I

Successes

• Improved care, processes and customer service for patients
• Sustainability proven
• Recognized as reputable healthcare provider in Ghana

Challenges

• Acceleration / expansion ease
• Costs
CareConnect Model
Care Connect Overview

• Develop linked network of hundreds of medical facilities disseminated across Ghana
• Various right-sized facilities
• Primary care clinics / specialty clinics / potential level 1 hospitals
• Foundation of Care Connect: Telehealth Technology

Primary → Specialty → Hospital
SIC Telehealth Details

• Implementation of Telehealth Technology
  – 2-way interactive audio, visual, and special peripheral equipment
  – 3G cellular data transmission
  – EMR utilization

• Staffing
  – Nurses / midwives / PAs provide direct patient care from clinic setting
  – Providers in hub clinics remotely communicate, diagnose, and prescribe medication to nurses or midwives through EMR and Telehealth Technology
  – Incorporate housing with facilities
CareConnect Advantages

- Significant reduction in cost / time clinic construction
- Significant reduction in costs to operate / administer
- Recruiting / retaining professional staff in more rural settings
- Integration with activities of the Community Health Officer (CHO) in Community-based Health Planning and Services (CHPS) locations
Public-Private Partnership with MoH

• Parties share common goal to significantly impact overall health
• Parties can assist each other achieve respective mandates
• Parties must share respective strengths, experiences, technology, and resources
• Multi-party investments and guarantees required
• Signed MOU with MoH – July 2014
Key Responsibilities of Parties

**Sanford International Clinics**
- Develop, construct, convert, and operate primary care clinics
- Submit health data from EMR to MoH
- Develop and fund scholarship program
- Sustainably operate clinics long-term

**Ministry of Health**
- Advise and consult regarding site selection
- Support telehealth functionality to enable nurse / midwives to provide in-person care / dispensing with reimbursement
- Maintain national health insurance payments / reimbursements
- Implement streamlined facility accreditation process
- Clinical professional staff salaries supported
PPP Vision

- 1 clinic network per region over 6-10 year timeframe
  - (35:1 ratio)
- Operate 360+ clinics
- Potential patient impact
  - 1.5 million patients served annually by 2019
  - 5 million patients seen over the next 5 years
- Ability to scale larger if desired
- Tier 1 hospitals added
- Goal to become #1 healthcare provider in country
Exploring Other African Countries

- Uganda
- Rwanda
- Kenya
- Zambia
Dr. O’Brien is a native of the Chicago area. He attended college and medical school at Creighton University in Omaha, Nebraska. Graduate medical education in Internal Medicine and Cardiology was done at Mayo Clinic in Rochester, Minnesota.

Dr. O’Brien worked as a staff Cardiologist at Mayo Clinic before moving to South Dakota. Since coming to Sioux Falls, South Dakota he has practiced in a specialty group or university setting.

In the last fifteen years, his career has moved to healthcare executive roles including President of the Sanford/USD Medical Center. His current role is Chief Medical Officer of the Sanford International Clinics.
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