Lions Aravind Institute of Community Ophthalmology [LAICO]

Eye care services do not operate in a vacuum. Rather, it should be viewed in the broader context of the society for which it is intended. Hence, development of skilled manpower oriented to the needs of the community is vital in our crusade against needless blindness. In contrast to an individualised health-care system, a community approach to eye care aims at improving the eye health of the entire community.

Dr. G. Venkataswamy

Originating from that inspired vision two decades back, Lions Aravind Institute of Community Ophthalmology (LAICO) became a reality in 1992. LAICO, established with the support of the Lions Club International Sight First Programme and Seva Sight Programme, is Asia's first international training facility provider for blindness prevention workers from India and other parts of the world.

LAICO partners with the international NGOs Christoffel Blinden Mission (CBM), Sight Savers International, the Lions Sight First Programme, International Eye Foundation and the Seva Foundation in working with the participating eye hospitals. Currently, LAICO is working with 178 hospitals spread across India, South-East Asia and Africa. LAICO, through its various activities, contributes to eye care in India and developing countries of South East Asia and Africa. Its activities include:

- Training programmes (non-clinical)
- Hospital Development Programmes (Capacity building of other hospitals and consultancy)
- Research
- Communications
- Support to Aravind Eye Hospitals
- Policy advocacy

Mission

To contribute to the prevention and control of global blindness, the institute trains health-related and managerial personnel in the development and implementation of efficient and sustainable eye care programmes.It accomplishes this objective through the broad environment of Aravind Eye Hospitals, and Aravind Medical Research Foundation.

CONSULTANCY FOR CAPACITY BUILDING

Programme Objective

The objective is to enhance the capacity of eye hospitals worldwide through comprehensive organizational development. The target areas of improvement are surgical output and quality; effectiveness of and efficiency in resource utilization; financial self-sufficiency.

Capacity Statement

Aravind Eye Care System has evolved in to a largest eye care organization in the continent over a period of 29 years. A model with self sustainability has a great learning experience through its own innovations. This experience is shared through a sister organization LAICO in a consultancy mode towards capacity development of other organizations around the globe.

Consultancy Products

- ➤ Feasibility study for starting an eye hospital
- ➤ Needs Assessment of Eye care Organization
- ➤ Planning of an Eye Hospital
- ➤ Equipment & Instruments planning and procurement
- ➤ Hospital Management software installation and training
- ➤ Medical Records department design and operations
- ➤ OT ,OP, Ward, Support services design, protocol, systems and procedures
- ➤ Systems development for eye care Organizations
- ➤ Establishment of specialty clinics
- ➤ Costing and Pricing of Eye care services
- ➤ Counseling unit planning and design
- ➤ Project Management
- ➤ Outreach Programme design and management
- ➤ Human Resources policies and procedures and staffing needs
- ➤ Support service management
- ➤ Optical shop planning, design and establishment
- ➤ Training programmes for Medics and Paramedics
- ➤ *Short term Consulting on :*
  - o Strategies and advice on improvement of existing service efficiency both clinical and non-clinical/management areas
  - o Country planning/Province planning/Service population planning of eye care services

Areas of Expertise

- ➤ Turn around of sick eye care organizations
- ➤ Setting up of eye care organizations
- ➤ Planning and Architecture of Eye Hospitals
- ➤ Project Management of Eye care projects/programmes
- ➤ Epidemiological surveys
- ➤ Development of Systems and Procedures
- ➤ Management of Eye Hospitals
- ➤ Management of Outreach activities

Who can Approach?

LAICO offers help in Capacity building for any NGOs, Eye care Funding agencies, Philanthropists, Industrialist, Private Practitioners, and Hospital Promoters who would like to set up an Eye Hospital as a Charitable, Corporative, and Private unit in the following areas:
Feasibility Study
Hospital Facilities Planning and Design
Manpower Planning
Instruments maintenance and Equipment Planning
Setting up Management systems and procedures
Marketing of Eye care services
Financial Planning and Sustainability
Management Information System Supports
Training the staff for capacity building.

Potential Hospitals

The potential hospitals that will benefit from this program are

- ➢ Projects that have the Hospital building ready with the basic equipment and manpower.
- ➢ Hospitals which are recently established and yet to become fully operational.
- ➢ Hospitals that had started earlier but currently not functioning and interested to revive the project.
- ➢ Planning to start an eye hospital

Existing Eye Hospitals

Program Objectives:

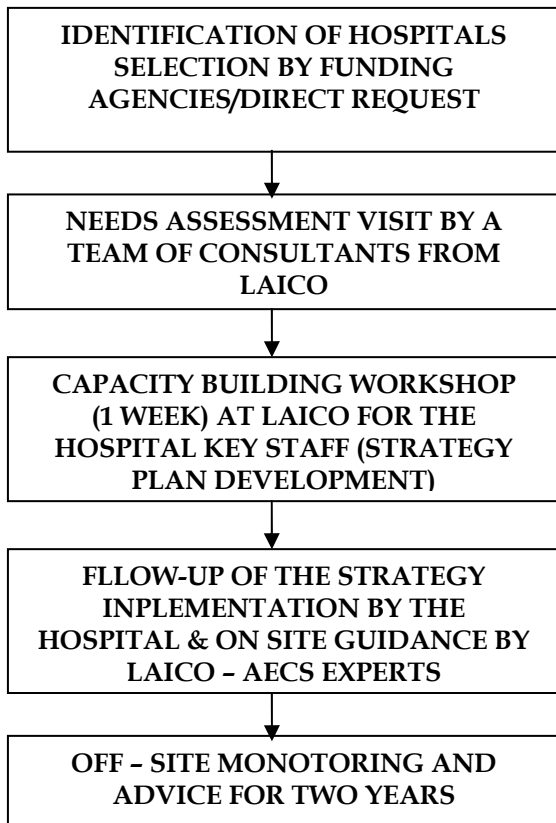To partner and collaborate with the Eye Hospital, to strengthen the eye care services through:

- ➢ Redefine the eye hospital's leadership's vision and goal so as to meet the community eye care needs as well as build their hospital's capacity through better management practices.
- ➢ Develop efficient and effective systems to do high volume, good quality cataract surgery at low cost
- ➢ Develop strategies to become financially sustainable through patient revenues
- ➢ Identify the catalytic and critical inputs that will help the hospital to make changes leading greater effectiveness and efficiency
- ➢ Provide the staff of the Eye Hospitals necessary clinical and management training (against specific request and course fees)

Start-Up Eye Hospitals

Program Objectives:

To guide those who are setting out to build an eye hospital or who have started a hospital in its design, equipping and staffing, to reflect the eye care needs in the service area and organizational philosophy. This will be done in a manner so that the whole project lends itself to becoming a sustainable eye care project.

PHASES IN CONSULTANCY PROCESS

IDENTIFICATION OF HOSPITALS SELECTION BY FUNDING AGENCIES/DIRECT REQUEST

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NEEDS ASSESSMENT VISIT BY A TEAM OF CONSULTANTS FROM LAICO

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CAPACITY BUILDING WORKSHOP (1 WEEK) AT LAICO FOR THE HOSPITAL KEY STAFF (STRATEGY PLAN DEVELOPMENT)

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FLLOW-UP OF THE STRATEGY INPLEMENTATION BY THE HOSPITAL & ON SITE GUIDANCE BY LAICO – AECS EXPERTS

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OFF – SITE MONOTORING AND ADVICE FOR TWO YEARS

Consultancy is offered through the following phases:

Needs Assessment Visit:
LAICO teams conduct needs assessment visits to the hospitals to gain a better understanding of the working systems and management structure. They also establish a framework for capacity building specific to each hospital.

Vision Building, Strategy Planning, Manpower and Management Development Workshops:
The workshops provide an environment for the key personnel from each hospital team to evolve a vision for their hospital. The workshops also help them to develop various strategies by which this vision can be translated into reality. These strategies are then formed into detailed action plans relating to social marketing, service delivery, demand generation quality assurance and financial viability.

On-site consultancy during follow-up visits:
After allowing six months for the hospitals to implement their strategies, the LAICO - Aravind team makes follow-up visits to provide further support to the hospitals in implementing their action plan.
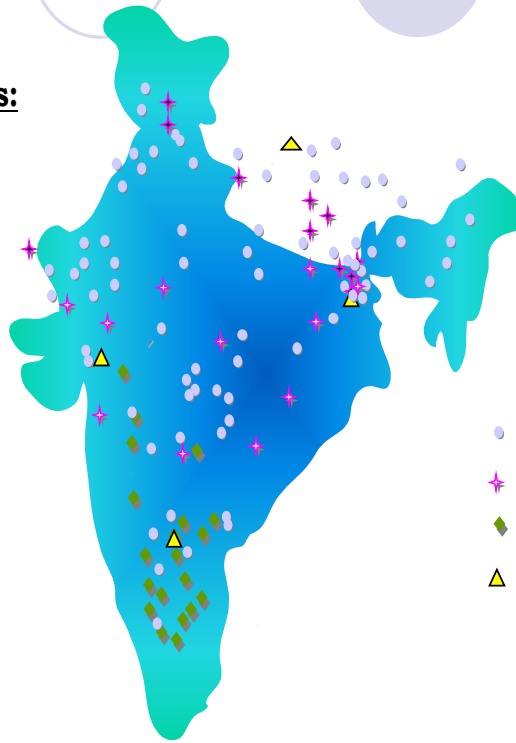
Monitoring through monthly reports and further follow-up visits:
All the hospitals send a monthly performance report to LAICO that records information to gauge the effect of the capacity building process and to plan for further support. Further follow-up visits are conducted as per the requirements of each project. As per the individual requirements of the partner hospitals, LAICO also conducts workshops in skills development and standardization of systems. The skills development workshop imparts skills in solving problems, managing change and communicating ideas. It then integrates the application of these ideas into the daily operation of the hospitals. The standardization workshop updates clinical and administrative procedures to be adopted by the partner hospitals. These procedures enhance the quality and effectiveness of the eye care services provided by the hospitals.

Location of Partner Hospitals

Other Countries:

Bangladesh(8)

Bulgaria(1)

Bolivia(1)

Cambodia(1)

Egypt(1)

Indonesia(1)

Kenya(2)

Malawi(2)

Nepal(1)

Zambia(1)

Zimbabwe(1)

Guatemala(1)

El Salvador(1)

Tanzania(1)

Lions   -92

Sight Savers- 38

CBM   - 21

WHO, Orbis,

Seva, others - 27

Total: 178