



Strengthening Sustainability and Infrastructure: A Case from Guatemala

Visualiza
Dr. Mariano Yee Melgar
GUATEMALA CENTRAL AMERICA

Visualiza Eye Care System Guatemala City, Patán



Financial Disclosure

- I have no financial interests or relationships to disclose.

Dr. Mariano Yee Melgar

Visualiza Eye Care System Guatemala City, Patán



About Visualiza

- Visualiza Eye Clinic services Guatemala City and its surrounding areas, a population of over 2 million people
- The clinic site was chosen for its easy accessibility to our public and private patients.
- Visualiza offers full service eye care
 - anterior segment & glaucoma
 - oculoplastics
 - retina
 - low vision
 - pediatrics

Visualiza Eye Care System Guatemala City, Patán



About Visualiza

- Visualiza has two sections: one for the private and one for the poor.
- The operating theater is located on the same premises
- Visualiza has a full optical shop, offering same day service on most prescriptions
- Visualiza offers same day surgery




Visualiza Eye Care System Guatemala City, Patán



History of Transformation Process

- During a CBM workshop, Visualiza met David Green who encouraged us to invite IEF to help
- IEF sent Raheem Rahmathullah to provide technical assistance to change our small clinic into a social enterprise
- IEF provided a direct investment of approx \$180,000 over 5 years; Regional Demonstration Center
- Seva Foundation is sponsoring health promoter training and outreach services with indigenous communities

Visualiza Eye Care System Guatemala City, Patán



Steps

To strengthen infrastructure:

- Conducted a needs assessment
- Created business plan and projections
- Moved to New location
- Protocols for administration, OPD, Optical shop, OR, etc...
- Added Outreach and Counselling
- Adjusted our thinking & work style

Visualiza Eye Care System Guatemala City, Patán

Results

From 2002 to 2010:
 Outpatient exams increased 621% from 6,312 to 39,251
 Cataract surgeries increased 573% from 255 in 2002 to 1,993 in 2010
 Guatemala has 160 ophthalmologists and a reported CSR of 759. Visualiza's impact is now 20% of all cataract surgeries in the country.

Visualiza Eye Care System Guatemala City Patlán

Revenue Source

Visualiza Eye Care System Guatemala City Patlán

Patient Distribution

Visualiza Eye Care System Guatemala City Patlán

Unit Cost

Visualiza Eye Care System Guatemala City Patlán

Critical components for sustainability

- Happy Patients ***this has proven to be the most effective tool for advertisement***

Visualiza Eye Care System Guatemala City Patlán

Critical components for sustainability

- Standardization of administration, OPD, optical, etc
- The differentiation of the services
- Self Selection
- Price structure: it is simple and attractive that the patient's paying capacity is self-selected
- Communication among the staff
- Mini mission – difficulties and achievements

Visualiza Eye Care System Guatemala City Patlán



Critical components for sustainability

- Optical shop – important tool to create revenue
- We started as a private clinic
- The support from Donors and other partners has helped us tremendously

Visualiza Eye Care System Guatemala City Patán



Impact

- Vision 2020 national committee
- Influence how eye care is delivered to the patients in the country
- Advisors for the LCIF
- Mentoring:
 - El Salvador
 - Honduras
 - Perú
 - Haiti
- Develop of a software
 - Guatemala
 - Perú
 - México
 - Honduras

Visualiza Eye Care System Guatemala City Patán



Thank you!!!

Sometimes it's the smallest decisions that can change your life forever.....

Kerri Russel

Visualiza Eye Care System Guatemala City Patán