

**I have no financial interests  
or relationships to disclose**

FINANCIAL DISCLOSURE

COURSE 425: AAO – ORLANDO – 2011

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Strengthening Eye Care  
Sustainability in Developing  
Countries (Course # 425)

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Dimensions of Organizational  
Sustainability – making it work

**Organization  
Building**

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**Leadership**

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**Leadership**

- Defines the values and builds the organization culture – the glue that holds everything together
- The energy which directs, energises and grows the organization

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**Strategies for  
Building Leadership**

- Broad-basing decision making & innovation
- Formal structures/process for Strategic thinking (Retreats)
- External perspective – patient & community centric culture
- Creating ownership
- Scaling up



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## Impact

Leadership

- A growing Organization
- A vibrant & driven organization
- A sustaining organization

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## Core Services

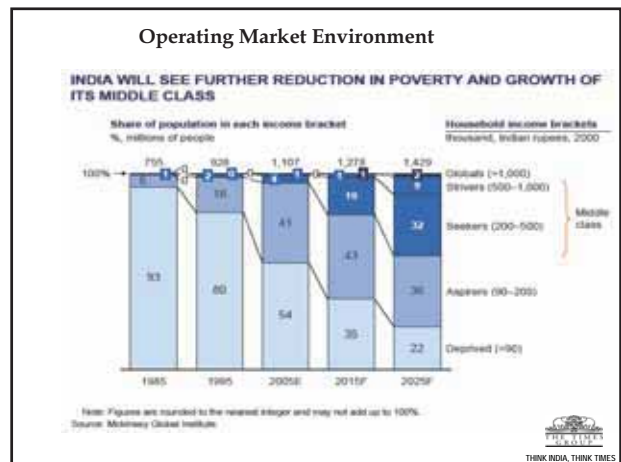
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## Sustaining the Core Services

Key to this is being relevant in the face of:

- Market & Demographic dynamics
- Changing expectations of the community/patients
- Changing expectations of the employees – existing & potential
- Changing Technologies
- How to put in place processes for continuous improvements in Quality & Productivity

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## Managing & leveraging Technology

Using reliable, tested technology that serves the people and processes

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## Human Resource Management

- Recruitment and training to address growth & attrition
- Structured skill development to match job requirements
- Compensation designed to retain key staff
- Right balance between Professional (clinical) & Managerial services and people

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## Strategies for Sustaining Core Services

- Managing people
- Process of continuous improvement
  - Patient demand
  - Productivity
  - Quality – outcomes & Patient experience
  - Technology
- Evidence based decision making
- Fostering a culture of innovation

**Financial  
Self  
Sufficiency**

## Financial Viability

- What do we mean by this? Is this about
  - Healthy bottom line
  - Control over the top line – income
- How do we balance the tension between (self-imposed) obligation to society & profitability
- Culture of cost consciousness
- How do we respond to Market dynamics with reference to expectations and paying capacity

## Financial Viability

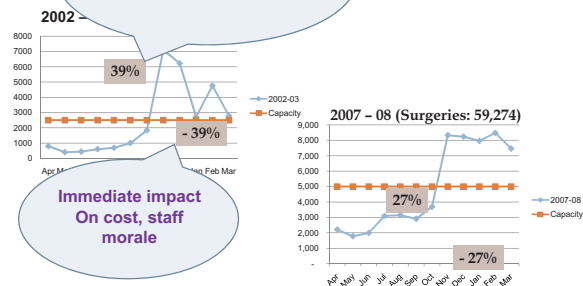
### Cost Containment:

- Resource Utilization
- Appropriate Tech.
- Standardization
- Policies & Procedures
- Economy of Scale
- Managing Demand
- Cost Control

### Revenue Generation:

- Increasing uptake
- Pricing
- Quality of service
- Need based services
- New technologies

## Capacity Utilization & Cost Chittrakoot



**Community  
Support**

## Sustaining Community Support

- Community is the source for
  - Patients
  - Employees
  - Many other enabling factors
- How do we create the right interface and systems for the hospital to be the institution of choice for care & employment - creating the right eco-system
- How do we continually enrich the relationship with the community?

## Strategies for building & sustaining Community

- Active Community Participation
- Engaging the community & building relationships
- Being “Community Centric” while designing services & programs as well as systems & processes
- Reputation

## In Conclusion Sustainability is all about

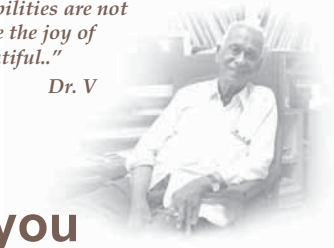
- Good Governance
- Good Management
- Adopting best practices
- Being Relevant – technology, ambience, etc
- Building people & taking them along
- **Creating a win-win model** for all stake holders – by being Community, Patient & Employee Centric

## Key Dimensions



*“Intelligence & Capabilities are not enough. There must be the joy of doing something beautiful..”*

Dr. V



## Thank you