IMPLEMENTING LESSONS LEARNED – FUTURE PRIORITIES

Where do we go from here? Two Futures.....
LESSONS LEARNED FROM AN UNLIKELY SOURCE…

CHAPTER 3

Build Platforms and Ecosystems—Not Just Products

Platforms bring individuals or groups together for a common purpose, usually with access to some shared resource. This definition also dismisses the fallacy that “strategic thinking” and “strategic management” are basic strategic thinking, lesson number one. But, in order to become a true master of strategy, managers need to think much more expansively. Building a competitive advantage that can last for years often requires influencing the world beyond the boundaries of a single firm. Great strategists, especially in technology markets, don’t just try to build great products or even great companies. Their goal is usually to build industry-wide platforms that bring together a broad ecosystem of partners engaged in complementary product and service innovation, as well as in related marketing, sales, service, and distribution.
One of the greatest challenges to global health...
VERTICAL COMPETENCIES (SILOS)...

- Innovators (largely academic & small companies)
- Funding agencies
- Specialized sectors (human, animal, environmental)
- Regulatory bodies
- Multiple NGOs
- Private sector
- Disease-focused national control programs
- Civil society
Interoperability

Interoperability is a property of a product or system, whose interfaces are completely understood, to work with other products or systems, present or future, without any restricted access or implementation.

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Zoonotic infections, transmitted between humans and animals, are increasing throughout the world. Within their own sector, researchers and practitioners from different fields have a considerable understanding of outbreaks of disease and how to handle them. They also know they must bear in mind how local factors, traditions and politics can determine the outcome. But a disease outbreak causing deaths and disruption is always a complex picture. It requires all actors to gather knowledge from beyond their own field of expertise in order to be fully able to address disease outbreaks efficiently.

Marianne Elvander
Moving from strategy to execution…

Learning from two different operational platforms regarding

- Governance
- Engagement with supply & demand stakeholders
- Sustainability
- Equity

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THE PANDEMIC INFLUENZA PREPAREDNESS (PIP) FRAMEWORK

- Established by the WHO in 2011 to address equity gap
- Two Standard Material Transfer Agreements ensure virus sharing & benefit equity
- 350 million doses of influenza vaccines in real time during a pandemic
- Partnership Contribution funds 50% GISRS lab costs; 96% collection rate in 2014 and 2015
A new approach to global health institutions? A case study of new vaccine introduction and the formation of the GAVI Alliance

Kristin Ingstad Sandberg a, *, Steinar Andresen b, Gunnar Bjune a

a Section for International Health, Institute of Health and Society, University of Oslo, Norway
b Fridtjof Nansen Institute, Oslo, Norway
GAVI – THE VACCINE ALLIANCE

THE VACCINE ALLIANCE

Under-five mortality rate
In Gavi-eligible countries (per 1,000 live births)

Number of future deaths averted
(millions)

Number of children immunised
(millions)

CIVIL SOCIETY ORGANISATIONS

RESEARCH AGENCIES

VACCINE MANUFACTURERS

PRIVATE SECTOR PARTNERS

THE FUTURE

HEALTHY CHILDREN

HEALTHY SYSTEMS

1

2
LET’S TAKE ONE EXAMPLE – WHAT PLATFORM WILL EMERGE?

- Ebola
- Hepatitis
- Antimicrobial Resistance
- Yellow Fever
- Pandemic Flu
- Chikungunya
- Emerging pathogens
- SARS
- MERS
- Zika
- TB
- Lassa Fever
- Dengue
- HIV/AIDS
- Chagas
AMR SITUATIONAL ASSESSMENT

- AMR is an international problem crossing multiple diseases/pathogens with an interplay among multiple “one-health” sectors
- Supply, demand and facilitating stakeholders have been operationally & administratively segregated, creating barriers for unified, comprehensive solutions benefitting the common good
- Governance & sustainability – who will actually provide the international leadership, legitimacy, coordination, and funding needed for sustaining the material infrastructures essential for multinational coordination?
“Even in the optimistic low-AMR scenario, the simulated losses of world output exceed $1 trillion annually after 2030 and reach $2 trillion annually by 2050...”

“...today’s already large 700,000 deaths every year would become an extremely disturbing 10 million every year, more people than currently die from cancer... The cost in terms of lost global production between now and 2050 would be an enormous 100 trillion USD if we do not take action.”

Colistin use in meat production driving resistance not only in China!
"... the Secretary-General is pleased to announce the official establishment of this group, which will be co-chaired by the UN Deputy Secretary-General and the Director General of the World Health Organization. It will be comprised of high level representatives of relevant UN agencies, other international organizations, and individual experts across different sectors, including animal health, agriculture, environment, and others.

In recognition of the magnitude of this global problem and consensus about the actions needed to prevent a post-antibiotic era.
The future must necessarily be about “platforms & ecosystems”

Because you will be authors, the future is also about you…”
THE FUTURE BEGINS WITH A CONTRACT WITH YOURSELF

Determinants of Success

- Be proactive*
- Begin with the end in mind
- Put first things first
- Think win-win
- Seek first to understand, then be understood
- Synergize
- Sharpen the saw (hone your vertical competencies)

- Become part of something larger than yourself

Determinants of Failure

Failure is not an option

*Taken from Seven Habits of Highly Effective People
Become part of something larger than yourself.
THANK YOU