

The Global Health Delivery (GHD) Project

Strategies for Sustainability at Scale

Context

While all diseases make unique demands on health delivery systems, HIV has emerged as a particularly formidable challenge over the past few decades. Though the effectiveness of technical interventions is well documented, successful and sustained prevention of the disease has proven to be multifaceted and complex. Aggressive prevention efforts are essential for curbing the epidemic – globally, the failure to develop broad-based and effective prevention strategies threatens to exacerbate the epidemic significantly and undermine even the most effective treatment approaches. The GHD Project sees great value in applying the study of strategy to HIV prevention and other public health efforts, an approach that has recently garnered much attention but has not yet been rigorously considered and evaluated. This interdisciplinary project has introduced new methodologies appropriate to explore themes of scale and strategy in HIV prevention, codifying existing models and insights from the field, and generating further dialogue in a wider context.

Research questions

The overall goal of *Strategies for Sustainability at Scale* is to document and disseminate lessons around strategy and implementation of large-scale HIV prevention programs that can be applied to other public health efforts. The specific research questions are:

- How have programs designed and executed scaled HIV prevention services to create value?
- What strategies are needed to build capacity and sustainability?
- How does the context inform who are the optimal implementers/owners of public health programs?

Project Overview

GHD will evaluate the strategy and implementation of large-scale HIV prevention programs across five countries, including India and Brazil. The research will form the basis of six teaching cases and the strategic framework, which will be reviewed at a live peer review sessions by thought leaders and implementers from around the world. A public community on www.GHDonline.org will be developed to disseminate resources and generate dialogue on effective operation at scale.

Each case will analyze a program's strategy of operating at scale and the effectiveness of the program, considering how the country's context influenced the program. Applying a lens of business principles and management systems, GHD will develop a strategic framework for HIV prevention at scale by: collecting data and inspecting current programs; developing case studies; and analyzing the body of knowledge generated from these activities to identify parallel issues or innovations applicable to other contexts. This work has significant potential to transform a scattered body of experience and insights into the foundation of a robust framework. Such a framework will be used to improve policies and practices to drive funding decisions, inform the implementation of new programs, and guide current successful programs considering how to expand.

Founding Collaborators

Harvard Medical School ♦ Harvard School of Public Health ♦ Harvard Business School
Brigham and Women's Hospital ♦ Partners In Health



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