

## **Panel 2: “Bending the Curve – The Role of the Private Sector”**

**Moderator:  
Femi Oke,  
International Correspondent,  
WNYC Radio**

**Speakers:  
Her Royal Highness the Infanta Cristina of Spain,  
La Caixa Foundation**

**John Cahill,  
Chief Executive Officer,  
McCann Health**

**Una Ryan,  
Chief Executive Officer,  
Diagnostics for All**

**Geralyn Ritter,  
Senior Vice President,  
Merck & Co.**

**Location: Georgetown University, Washington, D.C.**

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ANNOUNCER: Please welcome to the stage international correspondent for WNYC Radio, Femi Oke. (Applause.)

FEMI OKE: This panel has a very curious title. It's called "Bending the Curve: The Role of the Private Sector." Well, the second part makes perfect sense. The first part, I actually want to do a very graphic illustration which involves some work between this row, this row and this row – so the first three rows. Pay attention at the front. This row, this row, this row and maybe that row as well, please stand up those rows.

OK. Thank you. Very nice. Now, I would say this is roughly 57 people. So right now, this year, out of every thousand children born, this many children will not reach their fifth birthday, roughly, give or take a few. By 2035, if our call to action for child survival actually works, let's see. That row there, please sit down and the next row, please sit down. This row here, you can sit down too. The far row at the back, you can sit down. Huh, please sit down here.

Now, unfortunately in 2035, if you were kids, you would still be dead. So I'm sorry about that. (Laughter.) But this is why call to action for child survival is so important. We don't want any youngsters to be dead in 2035 for preventable reasons. That is literally bending the curve. Thank you, volunteers. Please sit down. (Applause.)

So we obviously have some work to do. And if we're going to do it really well, the whole idea is we've really got to change the way we do business. And who better to advise us on how we change the way we do business than by utilizing the business world. So the panel that's gathered here today will actually tell us and share their experiences in how they're managing to bend the curve using the private sector.

So I want to introduce Her Royal Highness the Infanta Cristina of Spain. Welcome. (Applause.)

She's director of international programs of La Caixa Foundation. It is actually the largest charitable foundation in Spain. It provides grants to help eliminate poverty in the developing world.

Sitting at the very end of the row is John Cahill. You may have noticed him already, CEO of McCann Health. (Applause.) A health, wellness and marketing agency. And then sitting next to John we also have Una Ryan. Welcome, Una. (Applause.) The CEO of Diagnostics for All, a not-for-profit company that focuses on creating low-cost, easy to use diagnostic tools in the developing world.

And sitting right next to me is GERALYN RITTER. (Applause.) Senior vice president, global public policy and corporate responsibility, you can check out her business card later. (Chuckles.) Merck, of course, is one of the largest pharmaceutical companies in the world.

And so when we're talking about the role of the private sector, I'm going to start off this conversation by going to Your Royal Highness, talking about the work that La Caixa Foundation has been doing, not just in Spain but around the world. So please, get us started.

HER ROYAL HIGHNESS THE INFANTA CRISTINA OF SPAIN: Good afternoon. I'm very pleased to be here today representing La Caixa Foundation and happy to be in the company of so many others from the private and the public sector. We are all committed to this great call for child survival. We have reached a key moment in global health. We have to be able to put an end to preventable child death.

In order to achieve this aim, the private sector has an increasingly important role to play through the funds it can provide but also very remarkably through other available resources and its great capacity for advocacy. La Caixa Foundation has a long history of championing social causes. A clear example is the business alliance for child vaccination, one of Europe's first corporate social responsibility partnerships.

The business alliance galvanizes Spanish businesses and corporate leaders to join us in solidarity with the GAVI Alliance to vaccinate and protect children living in some of the world's most vulnerable places. To date, more than 190 companies have contributed with over \$1.1 million U.S. Our employees are also encouraged to contribute to several social programs among which the most successful one is the support to GAVI with impressive results.

Nearly 750 employees give monthly to the program. By the end of 2012, La Caixa will have channeled a total contribution of nearly \$20 million U.S. to GAVI resulting in the vaccination of almost 2 million children. La Caixa Foundation was the first private sector corporate to be part of the GAVI Matching Fund which yesterday marked its first anniversary.

The GAVI Matching Fund is an innovative public-private program designed to raise \$260 million U.S. for immunization by the end of 2015. The program attracts powerful private sector champions to advocate for the cause of immunization and provide core business skills to help address technological challenges to immunization.

Under the initiative, the U.K. Department for International Development and the Bill and Melinda Gates Foundation have together pledged \$130 million U.S. to match contributions from corporations, foundations and other organizations as well as from our customers, members, employees and business partners.

It is certainly encouraging to see that contributions to the Matching Fund double their impact and the number of children vaccinated. Because that is really what this is all about – children and children's right to live a healthy life. Let me just briefly highlight that Caixa Foundation carries out other child survival initiatives, mainly through development and humanitarian aid programs in collaboration with UNICEF, Save the Children, Doctors Without Borders and others.

And we have gone one step further. Our strong belief that investment and generating knowledge and share to inform decision-making processes is key to global development. This

led La Caixa to promote the creation of the Barcelona Institute for Global Health. This tackles global health challenges affecting the world's most vulnerable population, especially children and women through the creation, sharing and application of knowledge.

It is committed to the United Nations secretary-general's Every Woman, Every Child Initiative. And together with PATH and the Sabin Vaccine Institute, it hosts the Decade of Vaccines Secretariat that enables the development of the global action plan which was just endorsed by 194 countries at the 65th World Health Assembly in Geneva last May.

As a private sector today, we have the opportunity to renew our commitment to child survival, to share the best business practices and to fight poverty and close the unacceptable equity gap. As a private sector, we must answer the call to action for child survival. Thank you.

MS. OKE: Thank you, Your Highness. (Applause.) So La Caixa Foundation gives us one model, one example for what's possible. But really, the whole reason why we're here is we need to unpack how we do that, how do we get to that point. Let me bring in Una. Una, if we're talking about companies and then working in a collaborative process, what's in it for the company. What do you get out of that process?

UNA RYAN: Well, it's enormously invigorating for the employees, for one thing. But we're talking about the 60 percent of the population that lives beyond the reach of big medical centers and big labs. So it's a huge population. And even if you don't require a large margin or need to make a large profit, as in our case, there's an enormous reward there as well as the humanitarian one.

MS. OKE: What has your company, Diagnostics for All, found?

MS. RYAN: We run a number of different biotech companies – and focused on children – when I was running a vaccines company. But I'm all about trying to get to the beginning of the story now in the continuum from a healthy mother, a healthy fetus, a health baby and child to be a productive adult.

So we're very fortunate amongst our other sponsors to have USAID and the Saving Lives at Birth program has funded us to make extremely inexpensive, easy to use tests that will indicate early delivery or risky pregnancies. So we make these costing a few cents, about the size of a postage stamp, little diagnostic devices using a technique called microfluidics, paper microfluidics.

But we can test for protein in urine so that a mother can still walk to a clinic while she's pregnant but before it's too late. We test for diabetes pregnancy using glucose. And we look for anemia. And other programs funded by the Bill and Melinda Gates Foundation, we have tests for liver damage.

So if you put those altogether, that gives you a profile of a woman at risk of delivering a baby early or having a complicated pregnancy. So that's all it needs. This isn't a lab on a chip that has to fit into a complicated device running on electricity. If I were to spill my water on a

piece of paper or a napkin, it would spread out. That's the power that we use to drive the process – paper microfluidics, capillarity, wicking, whatever you want to call it. And that's all it takes. And it costs a few cents.

MS. OKE: Let me bring Geralyn into the conversation; from Merck.

GERALYN RITTER: Sure.

MS. OKE: Secretary of State Hillary Clinton mentioned Merck in passing. So let's re-track what she was mentioning because we're talking about private-public partnerships. This one is huge and coincidentally, you're announcing it pretty much today – Geralyn said it's like the American premier. So with the American premier, ladies and gentlemen, Geralyn Ritter.

MS. RITTER: (Chuckles.) That's exactly right. And we're tremendously excited about this new public-private partnership. We have a great group of partners and we're just getting started. As so many of the speakers have said over the course of today, to save the children we have to save the mothers. But we know it's not easy to do and we know we're going to have to work together. So the initiative that Secretary Clinton referenced this morning is a partnership between the U.S. government's Global Health Initiative, USAID, the government of Norway, the American College of Obstetricians and Gynecologists, the advocacy organization Every Mother Counts and Merck from others.

As I said, we're just getting started. These founding partners have committed over \$200 million starting today to address maternal mortality in some particularly hard-hit countries. We're starting with Uganda and Zambia and our goal over the next five years is to reduce the rate of maternal mortality in some of the most challenging districts in those countries by 50 percent. But we want this initiative to grow. (Applause.)

Thank you. We want – we expect the initiative to grow. We'll welcome more partners. We'll welcome additional countries as we gain experience. Beyond the targeted interventions, we're also going to be launching global advocacy campaigns to continue to try to raise awareness and build on the good momentum that we have to keep the world's focus on the importance of reducing maternal mortality, saving the mothers and saving the children.

MS. OKE: So Geralyn, the reason you wanted to mention this was not purely bragging rights. It's not about that.

MS. RYAN: That's exactly right.

MS. OKE: What is it about?

MS. RYAN: That's exactly right. I think the hallmark of really good strong public partnerships – public-private partnerships is that they draw on the expertise of each of the members of the partnerships. As I said, we have a great group of initial founding partners.

But as time goes on and we launch this initiative, we're going to welcome a much wider group of partners and look to collaborate with others that can bring their expertise, their skills, their experience to bear to ensure that we have the impact we've set out to have.

MS. OKE: So let me bring in John to the conversation because Geralyn and John, you speak the same language because you come from the same kind of field. So there might be parts of this conversation, ladies and gentlemen, where Geralyn will jump in and explain things that John is saying because I'm looking a little blank, OK.

It's only really for me. It's not for you because I know you're going to get every single thing he says. This is the buildup for you, John, in terms of you're very active in private-public partnerships with McCann Health.

JOHN CAHILL: Yes.

MS. OKE: What's important about that for McCann?

MR. CAHILL: Well, I think the important thing in any kind of health improvement is that we always try and bring the people along with us. And to do that, we have to build more effective communication programs and campaigns. I think in the last five years, the communication industry has improved leaps and bounds in understanding some of the rigor and science that goes behind moving from just purely awareness campaigns into engagement campaigns.

And by that, I really mean ensuring that all of the stakeholders involved in all of the complexities of improving health, and particularly in reducing preventable deaths, actually have the right message delivered to them at the right time with the right sequencing and in the right frequency to actually affect the right sort of change in their belief maps that will then lead to sustainable behavior change and then applying analytics to that to ensure that we leave no one behind.

MS. OKE: Can you give us an example of what that would mean in Femi-speak?

MR. CAHILL: Simple things – such as if you look at in 2003 and 2004, we were engaged by WHO and USAID in looking at WHO ORS. And so in looking at that in more detail, there was obviously an array of different types of ORS ingredients and solutions. Some of these didn't comply with the WHO formula and so we created icons that would enable it then to be put into packages.

We then talked to manufacturers about the need to actually change the way in which their manufacturing for formula was actually done. We created brand equity behind the WHO-approved formula and then we talked to retail to actually create sustainable models where they could actually intervene and promote directly to mothers stocking – or what we call home stocking programs – so that mothers had the right solution or the right ingredient, they had the right education and understanding of how to prepare it and they knew when to do that at the right time to prevent dehydration.

That in itself created a sustainable microcosm that was then enabled to actually generate itself through marketing and sales and therefore produced ongoing sustainable behavioral change based on people seeking or having health-seeking behavior and purchasing.

MS. OKE: So bringing this one – Geralyn, please?

MS. RITTER: I was just going to say I think what you said about behavior change is absolutely critical. So many of the most challenging problems in global public health don't turn on having the right pill or the right technical intervention. They really do turn on effectively driving behavior change. And I really agree with you that effective communications is maybe a part of the equation we've overlooked a bit in the past.

MR. CAHILL: Right, I would agree.

MS. RITTER: And it needs to be a really important part of programs.

MR. CAHILL: Right.

MS. OKE: Your Highness, let me bring you back into the conversation. With La Caixa Foundation, you're also involved with a business alliance, which is really impressive. It's, I believe, either the biggest or one of the biggest in Europe. How did you get major companies to come in and assist with the work that you're doing?

MS. CRISTINA: Actually major companies – we don't have so much major companies. They're basically medium and small companies because we feel that any contribution is good. So any quantity, either small or big. But basically all companies want to help. They want to contribute and the business alliance offered a great cause which is to save lives through immunization. And GAVI was the best partner possible to be able to develop this program.

MS. OKE: I have to say that there is a very large elephant in the room and that elephant to me is the recession. If we're talking about partnerships – private-public partnerships, this is a really tough time for actually any collaborators. How do we get around that, Geralyn?

MS. RITTER: Yeah – you know, I think we really have to take a long-term perspective. If we think about – as I think about Merck's perspective, for example, and why we invest in these kinds of programs, it's because we want to have an impact. It's because it's part of who we are. We believe it's extremely important.

But we also think that there's a strategic rationale, that it is good for our long-term business strategy and our long-term business success to be reaching more people in more parts of the world and learning new ways of doing business, more efficient ways of doing business, more efficient ways of manufacturing our products.

So right now, you're right. In the short-term, there is a lot of pressure on companies and a lot of pressure on governments. But I think if we take a long-term strategic view, these

investments absolutely will pay off not only in the humanitarian impact but in a very real bottom line sense as well.

MS. OKE: Your Highness, I'm a journalist. I can't resist this so I'm going to have to ask you. A Spanish foundation right now, is this the toughest time ever? (Laughter.)

MS. CRISTINA: It could be one of the toughest times. (Laughter.) But I still think that one can contribute a small quantity and it's the sum of all those small quantities that are going to make the difference. So I believe that companies giving a small quantity will add up to the great mission of immunizing and vaccinating all the children in the world that need it.

MS. OKE: I'm trying to imagine the conversation that happens between Your Majesty – Your Highness, excuse me – and a potential collaborator. How do you get by political difficulties and difficulties within countries because we're talking about the developing world and not just Spain's problems but Europe's problems.

We have – I know Africa very well as a reporter. There are issues in every single country around the world, including the one that we're sitting in right now. What is that pitch, because really this is part of what this panel is about, how do you get past that – those challenges to say really the private sector can help?

MS. CRISTINA: Because the private sector has the role – can have or has potential role to be able to make a difference. So I think that is above any political situation.

MS. OKE: Your Highness, I will let you off the hook now. (Laughter.) Una – your take on the recession, and how does that affect business and also business involvement?

MS. RYAN: Well, we listened all morning to the correspondence between wealth and health. And I know that's true on a country level. But I think we've got to get away from the concept that health needs to be as expensive as it is in the United States and that every technological advantage is going to give you a bigger and more expensive machine that needs its own building.

We've tried to take a problem, and the most fundamental one, if you want to manage the health of a person, of a community, of a population, you've got to know what you're dealing with. And that gets me to diagnostics. And the reason they're not used more in the developing world is they're not very reliable and they're not cheap enough. And it's considered a better bet to just of treat and assume that some people will get better.

But that just produces side effects. It produces resistance and it means a lot of people who could be treated aren't treated. So I think we really need very low-cost solutions that are tailored to the absolute need, not just technological inventions which add cost. So I think this kind of frugal invention has huge implications for the richer parts of the world as well. We need lower cost of health.

MS. OKE: John, you were on stage just a few minutes before this panel started.

MR. CAHILL: Yes.

MS. OKE: And you were talking about a private-public partnership there that McCann Health is involved in. How does something like that come together? Are you going out actively seeking? Who goes to who?

MR. CAHILL: It can come together in a number of ways. And in fact, this answer also addresses your earlier question regarding how will the recession affect us in the future. The recession or the economic circumstances will just stimulate us to innovate. And part of innovation is to look at novel relationships and partnerships that can actually drive more value for the dollar and also drive more progress.

So already, I mean, we've been living in this economic circumstance for two to three years now and that's already stimulated us to look at ways in which we can seek novel partnerships to execute the health programs for communities around the world. The interesting thing is that – and I'm a born optimist. But I think the economic circumstances are actually driving a higher level of willingness to seek such novel partnerships.

And I think we will continue to innovate around those.

MS. OKE: Lots of nodding heads here. Explain.

MS. RYAN: Well, our nonprofit – and we also have a wholly-owned for-profit subsidiary – our nonprofit was designed specifically for the developing world. But our technology is so attractive to for-profit enterprises, they come running to us.

So big pharma is looking to lower the cost of clinical trials, lower the cost of post-marketing surveillance. They can use a test that was really designed for the developing world.

Farmers in Africa that we try to help manage their herds and find, you know, contaminated milk, now the whole food industry has come after us looking for these inexpensive tests. So I think the recession and the need to do things efficiently and economically is going to take some lessons from the developing world.

MS. OKE: Geralyn, do you have an example for us where the lack of resources is actually making partnerships more creative, more collaborative?

MS. RITTER: Yeah, absolutely. And I think – I think partnership is the key word and you really put your finger on it. And I think the potential for the private sector not just in the public-private partnerships that we've been talking about but I think there's tremendous potential around private-private partnerships and to really leverage the creativity, the innovation in the private sector in Africa, in India, around some of these issues.

We know that a tremendous amount of health care is delivered through the private sector. And I think there's a lot more that we can do to make those channels as efficient, as effective and

bring them into some of these collaborations because I think the potential for innovation not just in terms of new technologies but in terms of delivery systems, in terms of how we go about giving care to the people is really there waiting to be discovered.

MS. OKE: What is unique about what you can bring to eliminating the number of children under 5 who die that perhaps a government can't go, that perhaps an NGO can't do that only you can do that's very special?

MS. RITTER: So Merck is a global health care company, and our core is discovering, developing new medicines and vaccines. And we've got a tremendous track record of doing that. But one of the things that we're trying to put even more resources into is ensuring that the vaccines we develop, the medicines that we develop are adapted for use in the developing world.

And so I think that one of the many things the private sector can do is play a real role in this kind of innovation. That's kind of the traditional way that we have thought about it. And I think it is very important. But increasingly, I think we're also recognizing that the private sector brings a lot of expertise in terms of management, in terms of logistics, in terms of distribution systems, in terms of other kinds of technology that can really make a difference here.

Innovative finance mechanisms – another really good example that have been very important in a lot of places. So I think that answer is a little bit different for every company. And every company is really challenged to think about what it really does best and what it can contribute.

MS. OKE: Your Highness; for La Caixa Foundation, what is that you're doing that nobody else can bring to immunization is particularly an area that you're very keen on working with, so your specialties. What is it that your foundation is doing that nobody else can do, or as well?

MS. CRISTINA: We launched the business alliance, which is actually quite innovative in Spain, and I think that's a fruitful and working model of how to engage companies into the life-saving work that we're all engaged in.

MS. OKE: Una?

MS. RYAN: I think it's the emphasis on point of care where we're trying to empower women to take charge of their own health and I think many of the aid programs are trying to increase the number of clinics or better equip clinics. We're trying to get beyond that to the people who can't get there easily. So we try to make something that's so inexpensive and so easy to use and so obviously helpful that people will adopt it.

MS. OKE: So John, I know that people in the audience will be sitting there thinking, how do I get McCann Health to work with me; how do I get their expertise? What strategies can you recommend to our audience, to NGOs, to members of this forum that's going to result in a very successful public-private partnership?

MR. CAHILL: Right.

MS. OKE: I need you to, like, spill your secrets.

MR. CAHILL: My secrets – well, you know, we have a policy if IP-sharing. So perhaps the one thing we can do that, say, if we do our job well there will be many people who could actually emulate that. And so therefore, our role is then to provide the passion to push everyone forward yet again.

Perhaps the one thing that I could think of would be to consider communications. Particularly in these economic times, strategic intervention is incredibly important. Consider moving communications right upstream into the very early planning phase of all of the interventions that you're considering to improve reduction of preventable child death.

Make even execution of that communications part of the strategy, not some tactic someone else does somewhere down the stream as well. And I think if that – if we could see that change, then I think every single program that sort of moves on from here would have a mammoth lift in effectiveness and efficiency.

MS. OKE: So top secret; love that. So John Cahill is the CEO of McCann Health. Now you know why he's a CEO. One closing piece of advice, John, a little gem to leave us with?

MR. CAHILL: One closing – communications are important. Give it the place it deserves.

MS. OKE: Una Ryan, CEO for Diagnostics for All, what is your parting comment for our forum?

MS. RYAN: Cheap is good. (Laughter, applause.)

MS. OKE: And that's exactly how I shop. (Laughter.) Your Highness, the Infanta Cristina of Spain, your parting piece of advice.

MS. CRISTINA: Small contributions can make a big difference. (Applause.)

MS. OKE: Geralyn Ritter, senior vice president, global public policy and corporate responsibility at Merck & Co.

MS. RITTER: I think the theme of partnership is very important. But I'm going to focus on the untapped potential of the private sector to contribute to global health.

MS. OKE: So ladies and gentlemen; Your Royal Highness – I love saying that – my name is Femi Oke. This panel is “Bending the Curve: The Role of the Private Sector.” I hope you got some insight into how that is possible. And that is the end of this panel. Thank you for your attention. Your panel. (Applause.)

ANNOUNCER: Honored guests, please direct your attention to the screens for a video highlighting another new public-private partnership.

(Begin video presentation.)

NARRATOR: For millions of children across the world, frontline health workers are the first and often the only link to health care. But these health workers face a multitude of challenges that prevent them from being able to care for their communities effectively. So how do we give them a hand? By putting a powerful new tool in the palm of theirs.

Mobile technology presents us with an incredible opportunity to connect health workers to the communities they help. And to the health systems that help them. Mobile phones, netbooks and tablets can speed up diagnosis, treatment and referral. They enable health workers to seek advice from a supervisor, call for emergency transport and enter data that helps them keep track of their community's health.

Taking advantage of this opportunity is more than any one organization can handle, especially at scale. That's why a group of partners have come together to scale up the use of mobile technology to support frontline health workers in Asia, Latin America and Africa. Together we can strengthen their capacity and improve their performance, helping them end preventable childhood deaths.

The partnership brings together some of the most influential and imaginative public and private sector organizations from around the world. We have three main objectives. Create a multilingual digital health content. Accelerating the scale-up of country programs. And sharing evaluation results to enhance global learning on mHealth.

The work is just beginning. Join us and together we can empower frontline health workers. And end preventable childhood deaths around the world.

(End video presentation.)