



Focusing
Philanthropy

Seva Diligence Trip Report – Lima, Peru November 16-17, 2017

Seva Program Partner Visited

- Clinica Oftalmológica Divino Niño Jesús (DNJ)

Focusing Philanthropy Staff

- Jason Windebank
- Whitney Schaefer

DNJ Staff

- Alberto Lazo Legua, ED
- Dr. Cesar Gonzales, Medical Director
- Maria Julia Gupio de Asmat, President and Co-Founder

Background

- DNJ is a small faith-based eye hospital that began as a pilot project in 2001 to prevent blindness among those with low economic resources in Lima. Peru has a decentralized national healthcare system that lacks financial support and coordination between service providers. Although Lima has the highest density of health workers, patients who cannot afford to pay for private clinic services face exceedingly long wait times even for high-priority care. DNJ serves a target population of roughly 1.6 million in the southern part of the city, a multidistrict area home to the majority of Lima's poor. The hospital served approximately 62,000 patients in 2017.
- DNJ established their own infrastructure in 2006 and began working with Seva through the Global Sight Initiative (GSI) network as a mentee hospital in 2009. Seva has been one of DNJ's funders since 2014, the year the hospital successfully transitioned from a mentee to a mentor. The other funders that support DNJ are: Vision for the Poor, International Eye Foundation, and the Christian Blind Mission.
 - The international GSI network is comprised of three INGOs, 10 mentor hospitals, and 55+ mentee hospitals, with a goal of restoring sight to an additional 1 million patients each year by 2020. Seva is a founding member.
 - DNJ's GSI mentor hospital was Visualiza eye clinic in Guatemala, a highly impressive Seva program partner that we visited on an October 2015 diligence trip. They continue to maintain a strong collaborative relationship to date. Both DNJ and Visualiza receive funding for cataract surgeries and sight-saving equipment through FP and Seva's annual World Sight Day matching campaigns. The 2017 campaign funded 250 free cataract surgeries at DNJ.
- DNJ has a 75% female, 6-person senior medical team comprised of three eye surgeons (one of which is medical director, Dr. Cesar), two eye doctors, and a retinologist, supported by nurses



and administrative staff. Despite their small size, DNJ has become one of the top eye hospitals in Peru and performs the highest amount of cataract surgeries per surgeon in the country.

- DNJ has performed over 16,000 cataract surgeries in the past 16 years and currently averages approximately 3,000 surgeries annually
- DNJ acts as a model high-volume, high-quality eye hospital in Latin America and serves as a mentor to its own satellite clinic in Iquitos (a port city in the Peruvian Amazon), two hospitals in other under-served Peruvian states, and Lima's public hospital (Peru's largest), in addition to offering cataract-surgery focused ophthalmology residencies for Lima University students and one-year training programs for technical nurses.
 - The Iquitos clinic opened in 2016 as DNJ's first satellite. They plan to open a second in the Peruvian highlands before 2020.
- The four main areas of focus at DNJ are: hospital services; community outreach; consultancy and capacity building; and education, training, research, and publications.
 - Hospital services include a range of eye exams and surgeries such as cataract, glaucoma, and pterion (75% of which are cataract). DNJ also conducts surgical eye camps at their Lima hospital and in seven states of Peru.
 - Alberto and Dr. Cesar are active on the national and international preventable blindness front and attend vision conferences around the world. In addition to the GSI, DNJ works in collaboration with the Peruvian Ministry of Health and is a member of the International Agency for the Prevention of Blindness (IAPB). In 2016, both Alberto (DNJ ED) and Dr. Cesar (DNJ Medical Director) were two of only 24 frontline staff worldwide to be nominated by the IAPB as Eye Health Heroes for exceptional work in the field of sight restoration.
- Alberto was our host during our two-day FP diligence visit. Maria Julia, one of DNJ's founders, joined for the second day, but, because of the language barrier with her and Dr. Cesar, Alberto was our principal source of information.
 - Maria Julia originally hired Alberto as the engineer who built DNJ. While overseeing its construction, he became deeply passionate about eliminating preventable blindness and was inspired to simultaneously earn a second degree in business so that he could apply to be executive director, a position he has now held for over a decade.
- Similar to other Seva partners, DNJ uses a sliding scale model in which patients able to pay market rate for eye care services subsidize the cost of discounted or free services for the poor. Unlike some Seva program partner clinics that offer higher-end waiting rooms and private recovery rooms to paying patients, all DNJ patients use the same modern facilities due to management's strong belief that not only quality of care but overall experience should be the same regardless of someone's availability to pay.
- Like the majority of Seva program partners, DNJ performs cataract surgeries by handheld surgical tool and local anesthetic. The traditional method is effective, painless, and many times more economical than modern laser cataract surgery, keeping Seva's average cost of restoring someone's sight in the developing world at approximately \$50. DNJ averages \$70 per procedure.

Day 1 – November 16: Cataract Surgery Observation

- When we arrived at DNJ, patients had been prepped for surgery and were seated in an open waiting area outside the operating room (OR).
- Clean, modern facilities with sterilization machine



- Entered the OR to observe DNJ Medical Director Dr. Cesar Gonzales perform 12 free cataract surgeries (in perfect succession and to the tune of an oldies soundtrack) on previously recruited outreach patients in three hours (15 minutes a procedure or 4 procedures per hour). The efficiency of his process resembled an assembly line. Dr. Cesar worked with the help of three assistants responsible for preparing and dispatching patients, providing clean tools, etc.
 - DNJ is number two in the country in annual volume of cataract surgeries performed, but it serves as a mentor for the number one hospital because it is so highly efficient. Lima's public hospital, Peru's largest, performs more cataract surgeries simply because they have more staff, but the DNJ performs the highest amount per surgeon in the country.
 - Doctor Cesar performs an average of 900 cataract surgeries a year. He is one of two of what are referred to as "high-volume" surgeons at DNJ. The other is Doctor Cecilia Medina, whose average is 600. Alberto explained that Dr. Cesar's number is so high, they often feel the need to report a lower amount at international conferences in order to avoid causing a commotion.
- Patients attended to by several nurses before, during, and after surgery. All were awake for the duration of the procedure. No reports of discomfort, all appeared at ease.
- Because DNJ is located in Lima and serves the surrounding population, patients returned home and would be back again in the morning for post-operation procedures

Day 2 – November 17: Post-Operation Procedures and Outreach Patient Screening

- DNJ works with Peru's Ministry of Health and local NGOs that serve DNJ's target population to identify people with serious vision impairments and invite them to designated outpatient screening days at the hospital. Screening took place in an efficient manner alongside DNJ's regular hospital operations.
 - Patients had received tickets from DNJ outreach or partner staff with the name of the doctor they would be seeing and the date, time, and price (if applicable) of their appointment
 - DNJ made available extra space and staff to accommodate the additional patients:
 - Area immediately outside the hospital entrance converted into a second waiting room
 - Screening streamlined by performing visual acuity tests as patients waited to see a doctor. Once evaluated, patients with operable cataracts were scheduled for surgery.
 - Alberto commented that DNJ needs communications outreach support for free surgeries, adding that DNJ surgeons have the capacity to perform more free surgeries and would be able to do so with additional funding.
 - Believes ideal timeframe for executing FP + Seva World Sight Day (WSD) campaign surgeries would be from the beginning of July until the end of March. Since campaign fundraising does not close until World Sight Day itself (mid-October), Seva requests that these surgeries be performed from October to February—as close to World Sight Day as possible, but not before funds have been allocated.
 - Influx of outreach patients is a problem for DNJ because Alberto has to displace nurses to help with reception and eye exams. Essentially, DNJ operates over-capacity for free cataract surgeries during the campaign and under capacity for this type of surgery the rest of the year. If WSD campaign surgeries could be

spread out over a longer time frame, Alberto is confident that DNJ could perform 500 surgeries in 2018 (double the 2017 campaign amount).

- Tour of DNJ's facilities with Maria Julia and Alberto included: reception, a waiting room, consulting rooms, special examination rooms, counseling rooms, operating rooms, an optical shop (they make frames and lenses to order, in house), a pharmacy, administrative offices, a chapel, and an auditorium (for courses and trainings)
 - Close or equal to Western medical care facilities in terms of cleanliness and international standard optical equipment
 - Comprehensive hospital management software system that was developed in Spanish by Visualiza (Seva's program partner in Guatemala and former DNJ Global Sight Initiative mentor hospital).
 - Visualiza runs optical shops outside its hospital in order to subsidize free care. Alberto explained that DNJ did not adopt this model because Peruvians are too fashion/brand conscious. Those with the ability to pay for glasses would want to purchase a name brand.
 - Clear that DNJ leadership maintains a strong, positive relationship with patients and staff. Everyone was happy to see Alberto and Maria Julia and both of them took time to greet and speak with many throughout the tour
- Followed 12 cataract surgery patients from the day before through their post-operation procedures: removal of protective eye covering, vision testing, examination and counseling
 - Less than 24 hours after surgery, all 12 could already see again.
 - Visibly happy/excited/gratified during after-care instructions, scheduling a 1-week follow up appointment, and time for questions.
 - No one reported pain or major concerns
 - Doctor confirmed everyone's surgery had been a success
 - Entire process for all 12 patients was completed in roughly two hours
 - Repeatedly thanked doctors (and us if they had discovered who we were) and left with their partner or family members walking alongside them rather than serving as their guide

Key Observations

- DNJ has the leadership, infrastructure, equipment, systems, and procedures to generate demand and supply high-quality, high-volume cataract surgeries to populations in need. It is yet another Seva program partner that continues to validate that we can restore someone's sight for an average of \$50, and that we can do so at a level of care that is indistinguishable from paying patients.
- DNJ has the capacity to increase the number of free WSD campaign cataract surgeries performed and would be able to put additional funding to effective, efficient use—especially if spread throughout the year.
- DNJ staff all appear to be equally as passionate as they are skilled, and as modest as they are successful. Their dedication to mentorship, education, and training made it clear that DNJ leadership was truly driven by the broader scope of their mission and not their own individual achievement.
- Our visit to DNJ demonstrated Seva's strength as an international network for sharing knowledge, systems, and best practices in eye care among program partners. It was a not only a



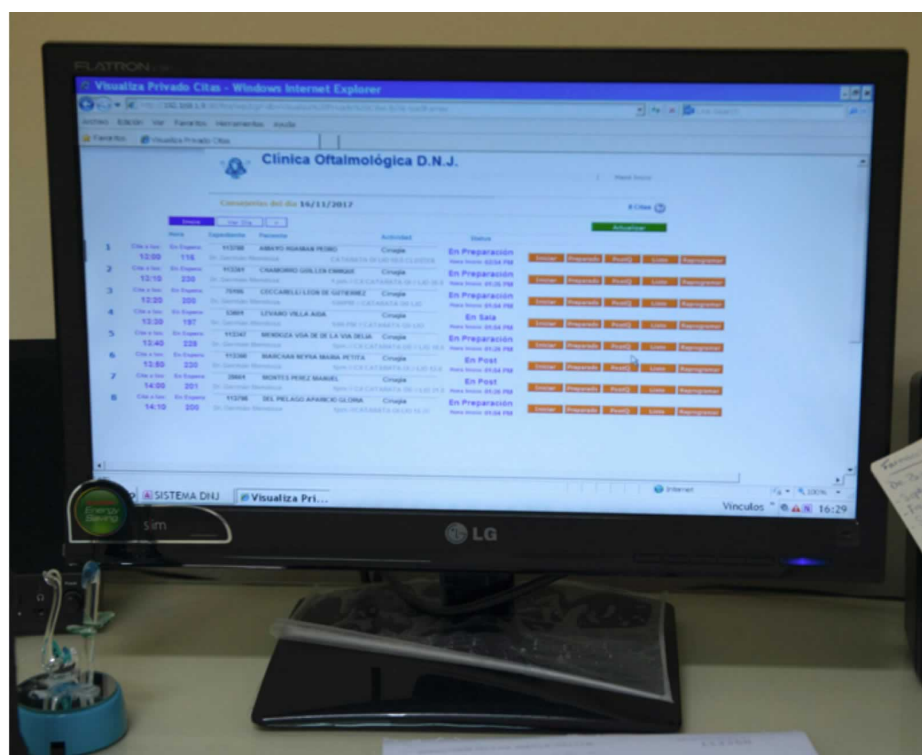
testament to Seva's ability to choose extraordinary program partners but to their ability to cultivate them into regional, national, and international models for other hospitals.

- The visit also demonstrated Seva's impressive ability to create program fidelity across geographical and cultural boundaries

Photos: Day 1 – Cataract Surgery Observation



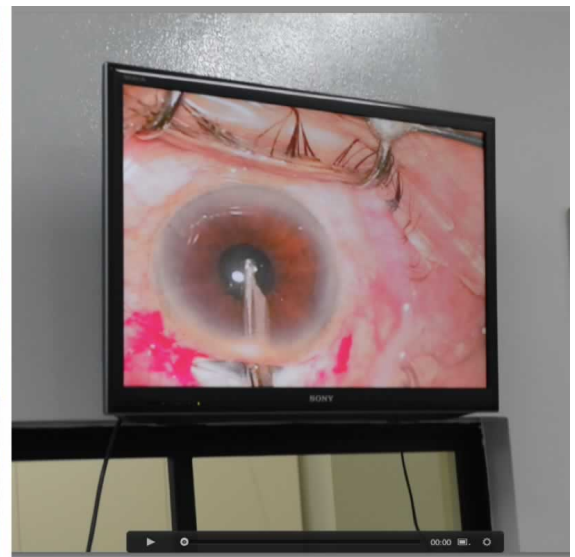
We were happy to see a large WSD banner with FP and Seva logos displayed in reception



DNJ's hospital management software system (developed in Spanish by Visualiza) displays patient information alongside their real-time status; For cataract surgery patients, statuses are: in preparation, in surgery, or in post



*Left: Cataract patients—prepped and ready for surgery—in the basic, clean waiting area outside the OR
Right: Dr. Cesar, DNJ Medical Director and high-volume surgeon, begins 12 successive cataract surgeries*



DNJ cataract surgeries are performed by handheld surgical tool and, despite looking invasive, require only general anesthetic for a safe, quick, and painless procedure; patients were awake and relaxed during their 15-minute operations



Patients are well attended to by a team of nurses before, during, and after the operation



Assembly-line like efficiency: As Dr. Cesar finishes with one patient, the next is already being rolled in



DNJ Executive Director, Alberto, and a team of surgical nurses outside the operating room, post cataract surgeries

Photos: Day 2 – Post-Operation Procedures and Outreach Patient Screening



Left: DNJ auditorium used for courses and trainings – Right: DNJ’s in-hospital optical shop



Maximizing efficiency: During outreach patient screening days, staff give eye exams to patients in the additional waiting area outside the hospital’s main entrance while they wait to see a doctor

Handwritten medical appointment form from ASOCIACIÓN CIVIL DIVINO NIÑO JESÚS - ADINJ. The form includes fields for patient name, date, time, and doctor. The patient is Tello Lucana Osvaldo, and the appointment is for 11:55 AM on 04/12/2019. The doctor is Burca. The cost is 3/35.00. The form also includes a note: 'IMPORTANTE: PRESENTAR D.N.I. to deberá ser presentado en recepción.'

Outreach patients receive appointment cards from DNJ staff or partners with the reason for their visit, name of the doctor to be seen, and time, date, and cost



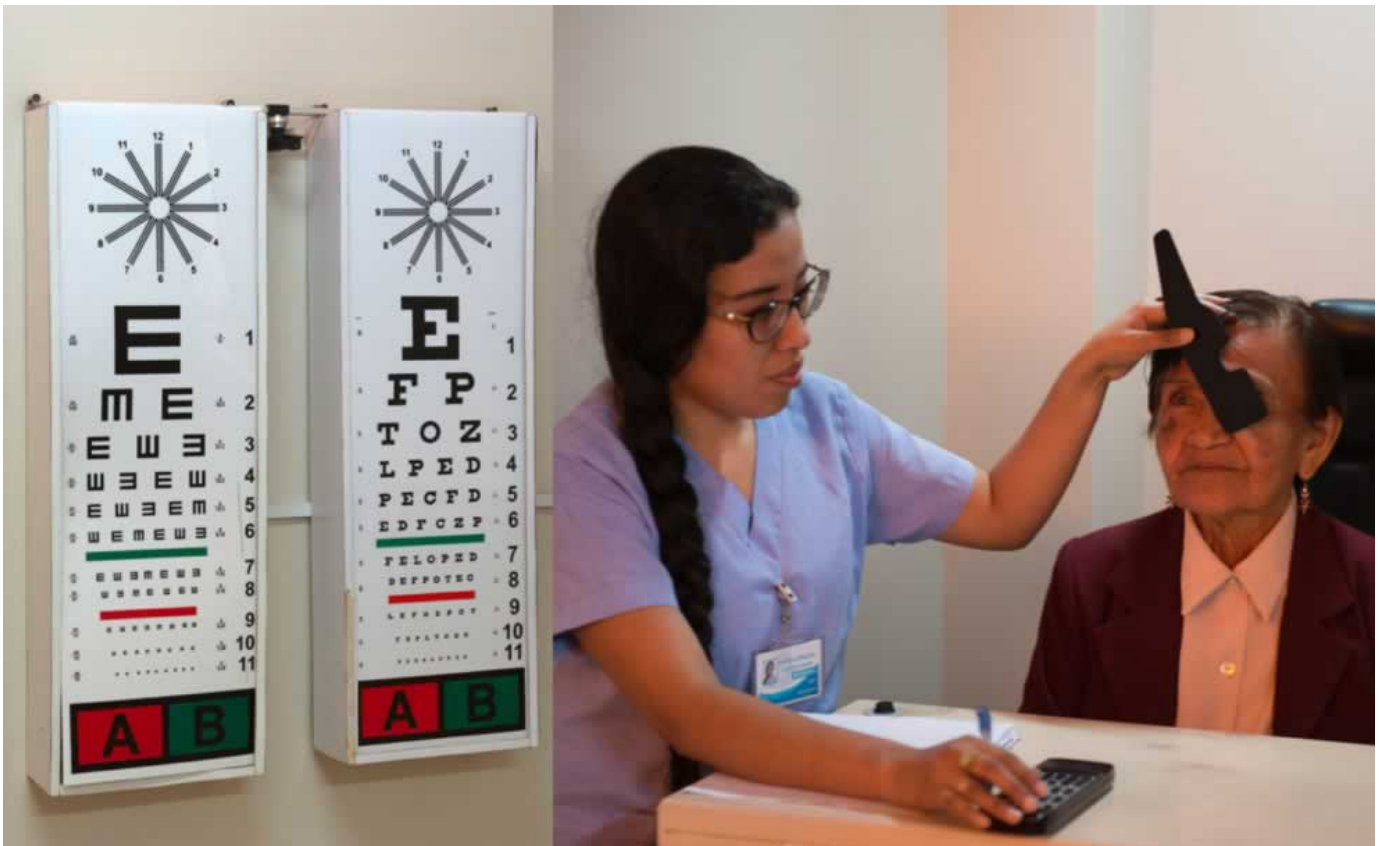
Cataract surgery patients return for post-operation procedures; less than 24 hours after the operation, all 12 can already see again



Nurses remove cataract surgery patients' protective eye covers and clean the operated eyes



Patients undergo a series of vision tests using industry-standard equipment



The two types of charts used for visual acuity exams: left for people who cannot read, right for those who can



Post-op cataract surgery patients meet with a doctor for examination and counseling the day after surgery



A patient smiles after receiving confirmation that his operation has been a success