



# Making more health

by Ashoka and  
Boehringer Ingelheim

## PROGRESS REPORT



Boehringer  
Ingelheim



ASHOKA  
Everyone A Changemaker™



## WHAT IS “MAKING MORE HEALTH”?

Making More Health (MMH) is a global initiative to identify, support and scale entrepreneurial solutions to global health challenges. Under the umbrella of MMH, Boehringer Ingelheim and Ashoka explore innovative pathways with non-traditional stakeholders to make more

health happen for individuals, families and communities.

Boehringer Ingelheim and Ashoka aim to provide a different problem-solving approach to serve the unmet needs of the estimated four billion people in the world today without adequate access to health care. It is an approach that requires new types of collaboration between companies, NGOs, academia and government that go beyond funding to leverage the diversity

of perspective and capability of each partner to create solutions at scale.

- **Learn more about Making More Health** ([www.makingmorehealth.org](http://www.makingmorehealth.org))
- **Learn more about Boehringer Ingelheim** ([www.boehringer-ingelheim.com](http://www.boehringer-ingelheim.com))
- **Learn more about Ashoka** ([www.ashoka.org](http://www.ashoka.org))

# THE STORY OF MAKING MORE HEALTH

Making More Health (MMH) was born out of a shared vision to combine Boehringer Ingelheim's "Value through Innovation" with Ashoka's 30 plus years of experience in social entrepreneurship. It was created upon the recognition that social entrepreneurs can be a powerful source of innovation and insight into the future of health; these individuals leverage cutting edge trends to implement new solutions in their communities.



# DEAR FRIENDS AND MAKING MORE HEALTH COMMUNITY,

**2015 marked the 5th anniversary of MMH, along with many achievements that bring us closer to creating a healthier world for individuals, communities and families.**

- Boehringer Ingelheim's support spans 30 countries worldwide and includes selecting and supporting nearly 70 social entrepreneurs, elected as Making More Health (MMH) Fellows. These are individuals who possess the vision, creativity and extraordinary determination of a business entrepreneur. They devote these qualities to introduce sustainable, pattern-changing solutions to improve health for millions of people globally.

- In addition, Boehringer Ingelheim employees provide their time and skills both virtually and in-person to social entrepreneurs. Engagement between corporate executives and social entrepreneurs facilitates an important transfer of competencies and experience across the business sector and civil society, and thus dismantles walls between the sectors.

- The MMH Executive in Residence program has resulted in 16 of Boehringer Ingelheim's executive leaders participating in on-site placements at the organizations of MMH Fellows. Executives support Fellows with a strategic organizational need, and in return, gain a better understanding of the changing landscape of global health care.



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- MMH's Youth Venture program is developing the next generation of health leaders and innovators through supporting nearly 300 teams of young people (under 24 years of age) to create their own "More Health" ventures across North America, South America, Asia and Europe.
  - To demonstrate a global ecosystem of innovation in health, and to highlight common trends across solutions, Boehringer Ingelheim and Ashoka launched 2 global open source competitions, sourcing 700+ innovations in the field of health care. Our third competition in 2015/2016 will highlight solutions that entail strong collaboration across the social and business sectors.

Partnerships across business and civil society open up new ways of solving complex problems in health care, as well as in other industries facing problems that cannot be addressed by working in siloes.

This is our ask for the future: The road to collaboration across sectors might be challenging, but the benefits of collaboration on social impact, business innovation and organizational culture change will be enormous, we invite you to join us!



*Philipp Baum*

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**PHILIPP BAUM,**  
Head of Making More Health  
& Head of Corporate Communications,  
Boehringer Ingelheim



*Arnaud Mourot*

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**ARNAUD MOUROT,**  
Head of Making More Health  
& Director, Ashoka France  
Co-Director, Ashoka Europe



# HOW DO WE MAKE MORE HEALTH?

The Making More Health partnership works across 3 distinct but integrated pillars: Social Innovation, Changemaker Talent and Social & Business Co-Creation. Together, these pillars lay the foundation for how Ashoka and Boehringer Ingelheim aim to increase access to health care globally.

# HOW DO WE MAKE MORE HEALTH?



## Social Innovation

We select and support a broad base of innovations focusing on social needs in health care. This provides us a unique lens into the future of health care while multiplying the number of social entrepreneurs that improve health systems in their communities and touch millions of beneficiaries. [Read more on page 8.](#)



## Changemaker Talent

Recognizing that success in tomorrow's world will require individuals to master a different set of skills and competencies, Boehringer Ingelheim and Ashoka enable a culture of knowledge and skills transfer between corporate employees and social entrepreneurs. The dismantling of walls between business and civil society leads to cross-sector alliances that improve innovation and problem-solving. [Read more on page 13.](#)



## Social & Business Co-Creation

Boehringer Ingelheim and Ashoka, with the rest of the MMH ecosystem, explore and develop multi-sector models that improve health care access to vulnerable populations by leveraging the best competencies and experience of each stakeholder. [Read more on page 19.](#)





# SOCIAL INNOVATION

A network of social innovators is a powerful source for understanding the major trends transforming the future of health care. Boehringer Ingelheim and Ashoka employ two strategies to identify and support a critical mass of social entrepreneurs.

First, we use an open source global platform to invite and connect the general public to share health innovation ideas through online competitions. Second, we identify top social entrepreneurs (Making More Health Fellows), connect them to an international network of peers, and provide their organizations with financial and professional support to scale and grow.

In 2014 and early 2015, we invited 12 new MMH Fellows, across 5 continents, into the Making More Health network.

**MMH Fellow Jordi Marti,  
Spain - Dry Blood Screening**





# SOCIAL INNOVATION - MMH FELLOW SPOTLIGHT



## Aled Edwards - Canada

**Structural Genomics Consortium ( [www.thesgc.org](http://www.thesgc.org) )**

Driven by the vision that the cures for many of the world's most pressing illnesses are within this generation's reach, Aled Edwards is orchestrating an industry shift towards open source drug discovery. With a global network of 250 academic labs in 20 countries and 9 top pharmaceutical companies including Boehringer Ingelheim, Aled is drastically reducing the time it takes from protein discovery to human trial.



## Caroline Kant - Switzerland

**EspeRare ( [www.esperare.org/en](http://www.esperare.org/en) )**

Caroline Kant is giving hope to families dealing with rare diseases by acting as a neutral and trusted broker for cost-effective drug repurposing strategies. Forming partnerships with research institutes, patient groups and drug developers has led to the launch of 3 rare disease programs.



## Andrea Coleman - Great Britain

**Riders For Health ( [www.riders.org/](http://www.riders.org/) )**

Armed with a growing fleet of motor vehicles, Andrea Coleman is equipping skilled health care providers with the means to bring care to Africa's most remote and rural communities. The Riders for Health network has already provided access to care for millions of people across Africa.

## Riders for Health @ a Glance



**Resources:** 1,300 health care vehicles

**Impact:** providing health care to 17 million people in rural areas, estimated to reach 25 million by 2017

**Regions of operation:** Zambia, Kenya, Lesotho, the Gambia, Zimbabwe, Tanzania, Malawi and Nigeria

**Circle of Influence:** Formal partnerships with GT Bank, Skoll Foundation and the Gambian Ministry of Health



# SOCIAL INNOVATION - MMH FELLOW SPOTLIGHT



## João Paulo Ribeiro - Brazil

**Horas Da Vida** ([www.horasdavid.org.br](http://www.horasdavid.org.br))

Bridging the socio-economic divide in Brazil's two tiered health system, João Paulo is meeting the growing need for quality, timely, and inexpensive healthcare. Horas Da Vida is not just connecting low-income patients to doctors, it is also giving them timely and self-directed access to their care of choice through an online platform.

## Horas Da Vida @ a Glance



**Resources:** network of 400 health care workers

**Impact:** direct access to 30,000 economically marginalized peoples without a primary care doctor

**Regions of operation:** São Paulo, Rio de Janeiro and Porto Alegre

**Circle of Influence:** Partnerships with Regional Medicine Counsels and health supply services, for follow up care of patients



## Mary Delano - Mexico

**México Tierra de Amarantho** ([mexicotierradeamaranto.org/](http://mexicotierradeamaranto.org/))

With a focus on holistic nutrition, Mary Delano is combining research and women's empowerment to promote the production, sale and consumption of grains and produce indigenous to Mexico. Having already connected the consumption of the grain "Amaranth" to reduced cholesterol and the prevention of some cancers from proliferating, Mary Delano has impacted the lives of more than 7000 people across Mexico.



## Megan White Mukuria - Kenya

**Zana Africa** ([www.zanaafrica.org/](http://www.zanaafrica.org/))

Placing women's reproductive health at the forefront of care, Megan White Mukuria is pioneering market based solutions through a line of affordable feminine hygiene products. Nia Pads, which retail for 40% less than commercial brands, is increasing access to feminine products for young girls across East Africa and, as such, reducing the risk of chronic infection.



# SOCIAL INNOVATION - MMH FELLOW SPOTLIGHT



## Morgan Dixon - USA

**GirlTrek ( [www.girltrek.org/](http://www.girltrek.org/) )**

Rooted in history and heritage, Morgan Dixon is tackling the issue of obesity among African-American women through the power of walking. With a network of 175,000 supporters in 120+ cities across North America, Morgan demonstrates the magnitude of change that happens when black women walk.



## Philippe De Roux - France

**Eau et Vie ( [www.eauetvie.fr/en](http://www.eauetvie.fr/en) )**

With an estimated 2 billion people expected to live in slums by the year 2030, Philippe De Roux is bringing affordable sanitation infrastructure to slums around the world. With an 85% success rate in the Philippines and Bangladesh, and rapid expansion into Ivory Coast, Eau et Vie or “Water and Life” acts much like a broker between private and public players to place slum communities on formal water grids.



## Kevin Lee - Philippines

**A Single Drop of Water ( [www.singledrop.org](http://www.singledrop.org) )**

Through training in technical design, financing and resource allocation, Kevin Lee is mobilizing community ownership of clean water and sanitation systems by helping them join forces with local government task forces. Already operating in communities across the Philippines, Kevin is expanding his strategy to include areas devastated by natural disasters.



## Ellena Khusnul Rachmawati - Indonesia

**Yayasan Masyarakat Peduli ( [www.ympntb.org](http://www.ympntb.org) )**

Recognizing that community development happens best from within, Ellena Khusnul Rachmawati is bringing potable water and sanitation projects to villages across Indonesia. Using a democratic process of decision making and resource allocation, Ellena Rachmawati has already supported 47 villages to access potable water and install nearly 35,000 toilets.



# SOCIAL INNOVATION - MMH FELLOW SPOTLIGHT

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## Edith Elliot - India

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### Noora Health ([www.noorahhealth.org/](http://www.noorahhealth.org/))

Partnering with leading medical institutions across India and the United States, Noora Health supports low income patient groups by training family members to be health care providers to loved ones who have recently been emitted from the hospital. Having already trained more than 7000 family members in post-surgical care, Edith's intervention has shown to reduce post-surgery complications by 36% and hospital re-admission by 22%.



## Francesca Fedeli - Italy

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### Fight The Stroke ([www.fightthestroke.org/](http://www.fightthestroke.org/))

Signs of a pediatric stroke can go undetected for months or even years. Once a stroke is detected, rehabilitation can often become stressful for families. Fight the Stroke uses a comprehensive toolkit of fun and dynamic rehabilitation resources for families to move rehabilitation for pediatric stroke sufferers outside of the hospital and into the home. By positioning empathy and familial bonds at the core of successful recovery, the roles of "patient" and "health professional" become synonymous with child and parent.

**Learn more about the global community of MMH Fellows!**



# CHANGEMAKER TALENT



In order to navigate through a world of rapid change, today's leaders need to master skills such as learning agility, complex problem-solving, directing diverse teams, and changemaking (empathy, new leadership and teamwork). Ashoka and Boehringer Ingelheim spread a culture of intra/entrepreneurship by cross-pollinating talent and diverse perspectives between the corporate and social sectors. Activities include: Skills Based Volunteering, the Executive in Residence program, Social Intrapreneurship Courses and the Youth Venture program.

MAKING MORE HEALTH EXPOSURE TRIP, 2015



# CHANGEMAKER TALENT - SKILLS BASED VOLUNTEERING

## Virtual Hangouts

Virtual Hangouts are a skills-based volunteering opportunity for Boehringer Ingelheim employees to learn about social entrepreneurship, while giving social entrepreneurs access to the global reservoir of skill-sets within the Boehringer Ingelheim workforce. Using virtual platforms, MMH Fellows present their work and priority needs for growth and scale.

Employees are then invited to self-identify how they can volunteer their time and knowledge to support a specific short-term need of the social entrepreneur in areas such as marketing, HR, legal support and finance. Over 2014, 43 employees were involved in 2 virtual hangouts and 4 MMH Fellows received virtual support.

In June, 2015 MMH Fellow Morgan Dixon of GirlTrek engaged in a two part virtual hangout series hosted in collaboration between two of Boehringer Ingelheim's Business Resource Groups: The African Heritage Group and the Women's Leadership Initiative. In part one of the series, employees learned how GirlTrek helps African American women walk to:

- 1 Improve their health
- 2 Inspire their daughters
- 3 Reclaim their neighbourhoods

In part-two of the series, employees shared their skills with Morgan by brainstorming how to work through the challenges of success, providing consulting advice on IT, HR and business plan development. Making More Health will continue to support GirlTrek to reach its goal of inspiring one million women across North America to build healthier, happier communities.



MMH FELLOW MORGAN DIXON (FAR LEFT) CO-FOUNDER, GIRLTREK; VANESSA GARRISON (2ND FROM THE RIGHT) CO-FOUNDER, GIRLTREK



## CHANGEMAKER TALENT - SPREADING EMPATHIC LEADERSHIP

Boehringer Ingelheim is leveraging engagement with social entrepreneurs to inspire new leadership skills within the company. MMH Fellow Michelle Lem, founder of Community Veterinary Outreach, spoke with the Executive Leadership Committee from Boehringer Ingelheim - Vetmedica Inc., a division in the U.S focused on animal health. Michelle discussed her crucible moment as a social entrepreneur and the leadership philosophy she employs to drive change and innovation within her organization.

*“I had a question about what executives can gain from engaging with social entrepreneurs before we heard from Michelle – she answered every one of them without me even asking. Rolling up one’s sleeves and being more grounded, creative and innovative in difficult situations with tight timelines, without a lot of support or resources (if any) – this would make all of us a better executive.”*

- ESQ, Boehringer Ingelheim Vetmedica Inc.  
General Counsel



Puppy at Community Veterinary Outreach, mobile clinic



# CHANGEMAKER TALENT - CROSS SECTOR EXCHANGE

## Executive in Residence

Executive in Residence (EIR) is an individually tailored leadership development opportunity that places Boehringer Ingelheim executives in intensive two-week to six-month placements at the organizations of MMH Fellows. In this new setting, executives

work alongside these leading social entrepreneurs and their teams on a topic of strategic relevance to the entrepreneur, gaining an entirely new experience with a different set of challenges.

An executive at Boehringer Ingelheim worked alongside MMH Fellow Mohammad Al-Ubaydli and his team to help further develop Patients Know Best in the USA and to develop a strategy to scale operations to new markets. During an interview with Ashoka, The executive and Mohammad discussed the impact of their collaboration:

Mohammad: One interesting takeaway for me was his observation about our team. He commented on how collaborative, passionate and committed our team is. It's interesting that we naturally developed this collaborative, open environment. Now I am actively looking for these qualities during the hiring process.

The Executive: Partnering with social entrepreneurs along with government, may be the best way to find solutions to provide cost effective health care. Government, social entrepreneurs and patients can benefit from these partnerships. It's a win-win-win. [To read the full interview, click here.](#)



MMH Fellow Mohammad Al-Ubaydli, United Kingdom - Patients Know Best

- **100% of EIR participants** agree that participation in the program has been valuable for their professional development
- **83% of EIR participants** feel the experience enabled them to lead and manage change more effectively in their everyday roles







# CHANGEMAKER TALENT - INTRAPRENEURING FOR MORE HEALTH

## Social Intrapreneurship Course

In 2014, Ashoka and Boehringer Ingelheim implemented the first “Social Intrapreneurship: Innovation for Health and Wellness” online professional development course. The course was offered to 80 participants across 20 countries – one half came from Boehringer Ingelheim and one half came from other corporations and NGOs whose work touches

the health sector. Over six weeks, course work, guest speakers and an online discussion forum brought participants through various learning topics such as understanding the business case for social intrapreneurship, framing problem statements, and garnering internal support for intrapreneural prototyping.

79% of participants agree that the course made them more likely to collaborate across sectors

96% of course participants agree that the course enabled them to think innovatively about the future

*“This experience has helped me to add a new vision of the pharmaceutical industry role and the impact that we could have as a company.”*

**-Boehringer Ingeleheim Course Participant**

*“Participating in this course helped me to understand how to recognize and value the benefits from working with different sectors to achieve big goals.”*

**-Citizen Sector Participant**



# CHANGEMAKER TALENT - INSPIRING THE NEXT CHANGEMAKERS

## Youth Venture

Through the Youth Venture (YV) program, Boehringer Ingelheim and Ashoka contribute to developing the next generation of leaders and innovators in health. With the right mixture of guidance, support and mentorship, YV equips young people (aged 17-24) with

core changemaker skills—empathy, teamwork, new leadership, and problem solving—to positively contribute to creating a healthier world.



### Vital Signs

Vital Signs - created by a YV participant- is a wireless device designed so people with cardiovascular diseases can lead more comfortable and safe lives. The device records heart activity and is able to detect problems, such as heart attacks, up to 4 hours in advance. The founder is 23 years old, and is working on the project with two other young people.

### Music for Awakening

Listening to familiar music through headphones improves the life of people with Alzheimer's and other forms of dementia, reducing behavioral disorders and the use of drugs. The founder of Music for Awakening is a 22 year old Youth Venture network member.

**In Germany, Ashoka and Boehringer Ingelheim are building changemaking skills among Boehringer Ingelheim's young apprentice community. Over one weekend, apprentices engage in workshops to think up a problem they want to tackle and an idea for tackling it. They receive access to mentorship from employees and project development support.**



# SOCIAL AND BUSINESS CO-CREATION

Health care challenges are growing in complexity and size, and no single entity is equipped to solve them single-handedly. Instead, solving them requires diversity of perspective, approach and capability through non-traditional partnerships. MMH is exploring win-win collaborative, cross-sector models that address health challenges for vulnerable populations and increases the impact of social entrepreneurs.



# SOCIAL AND BUSINESS CO-CREATION

## Inspiring Intrapreneurship

In 2013, an executive director at Boehringer Ingelheim in the USA travelled to Sao Paulo, Brazil to attend a leadership development program where he met MMH Fellow Fernando Botelho, Founder of F123 System. Says the director, “I was inspired by his entrepreneurship and by his mission to improve access to information for the visually impaired,

Fernando’s work affected me, and I immediately began thinking of how I could help him apply it to the U.S context.” Their encounter has led to collaborations with the National Federation of the Blind and the Therapeutic Research Foundation, in addition to support from Boehringer Ingelheim’s office of Diversity, Inclusion and Engagement.

The Executive is now developing a prototype to improve the health care of the visually impaired, “The ultimate goal is to create something that Boehringer Ingelheim can use for their clients and customers who suffer from visual disabilities and co-morbid diseases such as diabetes, to improve their quality of life.”

## Win-Win

In Ireland, Boehringer Ingelheim and MMH Fellow Krystian Firkert are working together to identify win-win opportunities. Their partnership involves the exchange of skills and networks. Says Fikert, “Boehringer Ingelheim has a very good sales structure, and it was very important for us to learn how we can sell our service in the health care sector - the language we need to use, how we build relationships with General Practitioners. It is almost impossible to make cold calls to General Practitioners and introduce ourselves to set up meetings because most of them don’t have time,

fortunately, with Boehringer Ingelheim, we can use their existing links.”

Duncan Cantor, member of the Board of Directors, Boehringer Ingeleheim Ireland speaks about the value of the partnership, “As our business changes, we know we’re going to have to work with different stakeholders, and we’re learning from social entrepreneurs who are doing radically different things to what we do. We’re a big organisation - we’re like a supertanker, we take a long time to turn

around. Now, we’re thinking more about non-traditional stakeholders we can work with, It’s very interesting for us to see how a small organisation with few resources actually gets on and does things.”

Although still early in their impact, we believe collaborations like these will ultimately lead to “co-creation” – win-win collaborations between the social and business sectors that result in creating more accessible products and services as well as different ways of doing business.



# WHAT WE'RE LEARNING

Engaging with a critical mass of social innovation gives Boehringer Ingelheim and Ashoka a unique lens into health care trends. Common ways of tackling health challenges begin to emerge.

MMH Fellow Francesca Fedeli  
Italy - Fight The Stroke

## Social entrepreneurs are improving health care by...

### Broadening the role of 'health care provider'

Health care provision is shifting from hospitals and clinics to households, schools and communities. As a result, the role of 'health care provider' is broadening to include family members, neighbors, teachers and volunteers.

#### Examples in the Field

**Vandana Gopikumar**  
Founder of The Banyan  
India

The Banyan uses a community care approach to treating and rehabilitating mentally ill homeless women. Volunteers and family members are incorporated into a holistic support system of care to ensure clients can successfully re-join their families and re-integrate into society.

### Making detection simpler and cheaper

Health care diagnostics are becoming more popular through non-traditional channels.

#### Examples in the Field

**Miguel Luengo**  
Founder of MalariaSpot - Spain

Using video gaming technology to crowdsource disease diagnosis from non-specialists at a fraction of the cost and time as traditional diagnostic processes.

**Frank Hoffman**  
Founder of Discovering Hands  
Germany

Training visually impaired volunteers as skilled breast cancer diagnosticians. This low cost standardized examination method is enhancing women's health care across Europe.

### Increasing transparency for the patient

Patients are having increasing influence into the design and implementation of their advanced medical health care. This trend is often enabled through new technology combined with collective mindset shifts around perceived professional hierarchies that leave patients free to seek out the care they need and want.

#### Examples in the Field

**Mohammad Al Ubaydli**  
Founder of Patients Know Best  
United Kingdom

Placing access and control over medical records in the hands of the patient by establishing the world's first patient centred medical record system

**João Paulo Ribeiro**  
Founder of Horas Da Vida  
Brazil

Connecting low income patients in public health systems to qualified private practitioners for immediate access to health and wellness care without the cost.



## CONNECT WITH US!

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