

IBM Health Corps Application Guide

Thank you for your interest in IBM Health Corps. Applications to host an IBM Health Corps team in 2016 will be accepted between March 15 and April 20, 2016. Please submit your application at www.ibmhealthcorps.org.

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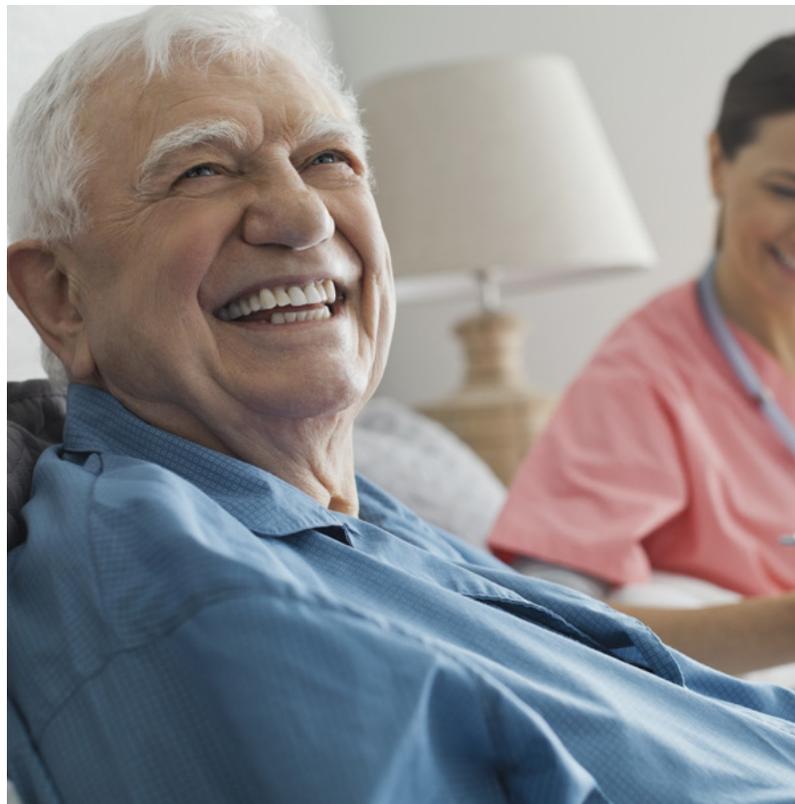
Introduction

While there have been substantial reductions in mortality and the burden of disease globally over the past decades, significant disparities in health outcomes and healthcare persist at the local, national and international levels. We believe these health disparities are rooted in three key systemic causes: 1) lack of access to health services; 2) substandard quality of healthcare and treatments; and 3) social and physical systems that negatively impact health, including unsafe water, poor sanitation, unstable housing, and inadequate access to nutritious food and opportunities for physical activity.

The private sector, in cooperation with civil society and government, can play a major role in solving these health challenges; innovation in data collection, analytics, and technology has driven major health improvements over the past century. Leading global health researchers have declared that, for the first time in human history, we have the financial and technical capacity to eliminate key health disparities between lower and higher income nations, preventing nearly 130 million deaths by 2030 – and this can be achieved within our lifetimes.^{1,2} Strategic investment in research and development of health technology, particularly by the private sector, is central to realizing this vision.

IBM has long played a leading role in advancing health through technology (see [IBM's healthcare chronology](#)). Building on that experience, in 2015 IBM launched the [Watson Health](#) unit. Watson Health leverages [cognitive computing](#) to solve complicated health and medical challenges for patients, physicians, policy makers, researchers, and health insurers across the globe. Cognitive computing is a new era in technology, where IT systems are no longer programmed - they understand and continuously learn. Watson can analyze high volumes of data, understand complex questions posed in natural language, and propose evidence-based answers. These cognitive capabilities are leading the way in breaking through longstanding barriers to improving individuals' and populations' health.

[IBM Corporate Citizenship](#) also has a rich legacy in supporting community health and health research around the world. Through this work, IBM has seen an increasing need for thought leadership and technical support on complex community and population health issues. This need, in concert with the introduction of cognitive computing for health improvement, has led IBM Citizenship to create a new philanthropic program – IBM Health Corps.



IBM Health Corps is a global pro bono program focused on tackling health disparities, modeled on the award-winning [Corporate Service Corps](#) and [Smarter Cities Challenge](#) programs. IBM Health Corps partners with public and civil sector health organizations across the world, bringing IBM experts in healthcare consulting, data analytics, cognitive computing and more, to improve health access, services, and outcomes.

IBM Health Corps teams are comprised of five to six top-performing, cross-disciplinary IBMers that spend three weeks on site with the organization. While on site, the team gathers and analyzes data, meets with stakeholders, and designs solutions for a critical strategic challenge identified by the organization (see “Proposed Project” on p. 4). IBM Health Corps' partnerships focus on leveraging data and analytics to help create solutions that improve health for those that are most vulnerable. Ultimately, we envision a future where everyone has the opportunity to live a healthy life: Where people can access health services no matter where they live; where healthcare is safe and effective, and where all communities promote health and wellbeing.



Program Overview

Organizations awarded an IBM Health Corps engagement receive a team of five to six IBM experts to live and work at the project location for three weeks. During the three-week engagement, the Health Corps team works to address a mission-driven strategic priority identified by the host organization. The objective is to equip the organization with the tools, recommendations, and roadmap it needs to advance its priority after the three-week Health Corps engagement. The team also will help assess how the organization may take advantage of the opportunities offered by cognitive computing to transform health. Ultimately the program aims to empower organizations and communities to eliminate health disparities.

The Health Corps model is not a traditional consulting program. The program emphasizes collaboration between IBM and the organization. Each partner contributes its experience and assets to achieve the project goals; the IBM Health Corps team is treated as an extension of the organization's staff. The IBMers are selected specifically for each project's requirements. Following the completion of the three-week project, IBM Health Corps may continue to support the organization through additional consultation and evaluation, as determined by the specific needs of the project.

An IBM Health Corps engagement is provided at no cost to the organization, and is valued at \$500,000. Up to five organizations will be awarded an IBM Health Corps engagement.

Responsibilities of Host Organization

As a partner in the Health Corps engagement, the host organization is responsible for garnering support for the project prior to and during the team's three weeks on site. This entails dedicating select staff members to support the IBM team's work on a day-to-day basis as well as building interest and momentum throughout the organization for the project.

Key Roles

- **Executive Leader:** C-suite or equivalent (e.g., Minister of Health, CEO, Executive Director), personally committed to project and available to provide high-level guidance to the IBM team and receive the final recommendation
- **Executive Sponsor:** Strategic thinker who is effective at driving change. Has authority over budget, resources, and scope of the proposed project, and affirms that the project is high priority. Provides expertise in the subject matter. Is personally accessible for meetings with the IBM team throughout the project. Ensures logistical components of IBM Health Corps project are met. (*Note: Executive Sponsor may be the same person as the Executive Leader. If roles are unique, Sponsor and Leader should work together.)
- **Project Leader:** Supports Executive Sponsor in executing terms of grant prior to the three-week engagement, while IBMers are on site, and in follow up reporting activities. (*Note: Project Leader need not be identified in Phase I of the application process).

Project Logistics

- Provide a physical space close to key organizational leaders for the team to use as a workspace during the three weeks. This space should be equipped with internet access.

Reporting

- Report progress and impact to IBM Corporate Citizenship on a quarterly basis for 12 months following grant implementation.

Proposed Project

- The proposed project should be focused on **reducing health disparities**. The project may be related to increasing access to health services, improving delivery of healthcare, and/or improving the social and environmental determinants of health.
- The challenge should be **rooted in a strategic priority** related to achieving the organization's mission. The strongest proposed projects will focus on a challenge directly related to health. Projects related to an internal operational challenge (e.g., board development, marketing, fundraising) are not suitable for IBM Health Corps.
- The challenge should be a priority for the organization to **address in the next 6-12 months**, with agreement from organizational leadership that this is a high-need area of inquiry.
- IBM is seeking a project where there is **clear alignment** with the value IBM can bring with its expertise in **data analytics, cognitive computing, and strategy consulting**.
- **Data** (clinical and/or nonclinical) **should underpin the proposed challenge**. While the organization need not already have access to all the data necessary to complete the analysis, the organization should have a vision for how data may help address the challenge.
- The project proposed for the IBM Health Corps team must be meaningful, catalytic and **achievable in a three-week time period**, and should benefit from the collaboration of five to six IBM cross-disciplinary experts.
- The organization should be well positioned to **take action** on the IBM Health Corp team's recommendations and **carry the work forward** after the three-week project. This includes having commitment from leadership, resources to drive the work forward, and relationships with relevant stakeholders.
- Up to three project ideas may be proposed for consideration. The Health Corps program staff may work in conjunction with the organization to identify a specific, actionable scope of work for one of the proposed projects after the application is submitted.
- Applications will be accepted between March 15 and April 20, 2016. Please submit the application at www.ibmhealthcorps.org.

Eligibility

- **Organization Type:** Grants will be awarded to public and civil sector organizations. Examples of eligible organizations include governmental, nonprofit and non-governmental organizations that deliver healthcare and/or health services such as clinics, hospitals, and public health departments.
 - Nongovernmental organizations must be legally registered as a 501(c)3 non-profit in the US or the equivalent in the country where the project will take place.
- Past recipients of IBM's Smarter Cities Challenge and Corporate Service Corps grants are eligible.
- **Language:** Because the IBM Health Corps project will be jointly scoped by the Health Corps Program Team and the applying organization, the application must be submitted in English, and the executive sponsor and project leader must speak English as well. This will facilitate conversations that lead to the development of a strong project. The three-week project need not be conducted in English.
- **Location:** Applications are welcome from all geographies across the globe. If you have questions about whether the proposed location of work meets IBM's requirements for safety and accessibility, please contact the IBM Health Corps team.

Selection Criteria

The IBM Health Corps engagement is a partnership between the organization and IBM Corporate Citizenship that brings the knowledge and assets of the organization together with IBM's unique expertise and tools to create impactful solutions to health challenges. A key objective of the host organization selection process is to assess the organization's potential to work collaboratively with IBM Health Corps and its capacity to make progress on IBM Health Corps' recommendations following the three-week engagement. Organizations are encouraged to consider the following selection criteria when submitting an IBM Health Corps application:

Organization Commitment, Culture, and Capacity

- Exhibit buy-in from your executive leadership
- Demonstrate a track record of innovation and achievement on key strategic priorities and health disparities
- Show your organization's readiness and ability to take action on the proposed challenge following the three-week engagement, including the authority to act and having positive working relationships with other stakeholders and partners that are involved in the ecosystem of the challenge proposed
- Describe your organization's capacity to monitor progress and measure outcomes from the Health Corps engagement

Quality of Proposed Project

The project should demonstrate potential for an impactful health solution, and the strongest projects will utilize the experiences and assets of both the organization and IBM. Proposed projects should:

- Outline a critical strategic challenge to be explored rather than a known solution to be implemented
- Explain how successfully addressing the topic will improve the health of the target population, and ultimately reduce health disparities
- Emphasize the role of data and analytics in the project; outline plans for providing access to all relevant data
- Ideally, the project should be geographically based where:
 - The challenge can be observed firsthand
 - The organization's staff may already be working on the challenge
 - IBM Health Corps can connect directly with stakeholders (e.g., organization's staff, partner organizations, policy makers) via in-person interviews

Selection Process

Phase I: Complete Application

- Submit the **online written application** at www.ibmhealthcorps.org.
- **Dates:** March 15, 2016 – April 20, 2016

Phase II: Project Scoping Discussion with IBM Health Corps program team

- A select number of applicants will be invited to participate in a **project scoping discussion** with the IBM Health Corps program team. This will be conducted in English by telephone.
- **Expected discussion length:** 1-2 hours

Phase III: Finalist Interviews

- A subset of applications that show the most promise to yield impact from collaboration with IBM Health Corps will be selected for **finalist interviews**.
- **Expected interview length:** 1 hour

Phase IV: All Applicants Notified

- Applicants will be informed of their selection status.

Contact Us

Info@ibmhealthcorps.org

Application for IBM Health Corps

Instructions: Please complete each section. The application must be submitted in English. Responses to questions with shorter word limits can be written in list or bullet format, and do not need to be in complete sentences.

Section 1: Organization Background

- 1 Organization: Name, address
- 2 Contact Person: Name, title, contact email address, contact phone number
- 3 Organization sector (select either: Government/public sector or Non-governmental organization (NGO)/non-profit)
- 4 Organization type (select all that apply: Ministry of health/public health department; Other government agency; Health provider (e.g. clinic, hospital, physician practice); University/research institution; Community, regional, or national nonprofit organization; Other)
- 5 Organizational background: Please provide a brief overview of your organization including history, mission and goals, population(s) served, programs offered, and geographic reach (max. 250 words)
- 6 Organizational governance: Please provide a brief overview including your leadership structure, oversight and the size of your staff (max. 200 words)
- 7 Financial: Please provide a brief overview including your annual budget, spending breakdown per service and major sources of funding (max. 100 words)

Section 2: Organization Priorities and Leadership

- 1 What were your organization's top strategic priorities in 2015? (max. 100 words)
- 2 What are your organization's top strategic priorities in 2016? (max. 100 words)
- 3 Describe your organization's major impact/achievements in the past two to four years. You are welcome to include web links to supporting materials that further illustrate these achievements. (max. 250 words)
- 4 Who are your primary partners in achieving your organization's mission (e.g., Ministry of Health, other NGOs, academic institutions)? Briefly name the partners and describe each of these relationships. (max. 150 words)
- 5 Executive sponsor for potential IBM Health Corps engagement: Name, title, Main responsibilities in the organization (max 100 words) Please refer to the "Responsibilities of Host Organization" section in the Application Guide for more information about this role.

Section 3: Project Proposal

Instructions: Submit your project idea for a three-week on site project with IBM Health Corps. Please refer to the “Proposed Project” section in the Application Guide for guidance. If you have additional strong ideas, you may submit up to two additional proposals. Please complete the full list of questions for each project idea submitted.

- 1 Summary of proposed project:** Describe the nature and extent of the need/problem you seek to address. The problem should reflect a health disparity related to healthcare access, delivery, and/or the social/environmental determinants of health. In your response, please answer the following questions: What are the current gaps and challenges that your organization faces when addressing this challenge? What do you seek from an IBM Health Corps engagement? (max. 250 words)
- 2 Is this need/problem in your 2016 strategic plan?** Please comment on what work your organization has done to date to address this issue. (max. 60 words)
- 3 Project Assets:** What assets and resources have you already allocated to addressing this challenge? (e.g. funding, staffing resources, technology resources) (max. 100 words)
- 4 Potential Impact:** What short-term outcomes and long-term impact do you envision achieving as a result of a successful collaboration with IBM Health Corps on this issue? What will be the impact on the population you serve? (max. 150 words)
- 5 Role of Data and Technology:** What is the value that data and technology could bring to addressing this challenge? Please include information on the relevant data sources for this project. (max. 100 words)
- 6 Project Stakeholders:** Who are your external partners that are key to achieving success in this project, and what roles will they play in the work? (e.g., regulatory agencies, policy makers, funders, health delivery systems, other NGOs) (max. 100 words)
- 7 Project Location:** Where would the IBM project team be based during the three-week engagement? The project location should ensure access to stakeholders and your organization’s staff for interviews, and the opportunity to observe the challenge first-hand. (max. 50 words)

Letter of Support

Please submit a letter of support from your organization’s executive leader (e.g., Minister of Health, CEO, Executive Director). This letter should demonstrate the leader’s commitment to the proposed project(s), and explain how the project(s) will advance the organization’s ability to achieve its mission. The letter should be uploaded as part of your application at www.ibmhealthcorps.org.

About IBM Corporate Citizenship

IBM's comprehensive approach to corporate citizenship aligns with our values and maximizes the impact we can have as a global enterprise. We focus our community engagement and corporate service programs on specific societal issues, including the environment, community economic development, education, health, literacy, language and culture. These are areas of urgent societal need where we can apply IBM's technology and talent to solve problems.

Through IBM's Corporate Service Corps and Smarter Cities Challenge – two pro bono Corporate Citizenship programs that immerse IBMers in NGOs and city governments for three to four weeks to tackle critical problems – IBM has seen an increasing need for support on complex community health and population health issues. Examples of past IBM Citizenship projects addressing health issues include:

- **Mother-to-child HIV transmission (MTCT):** In Ghana in 2014, the prevalence of HIV was four times higher than in developed countries, and the rate of MTCT exceeded 15%. IBM Corporate Service Corps partnered with [Ghana Health Services](#) to modernize the health data management system and develop a predictive analytics model to facilitate a strategic approach to direct interventions and investment that will accelerate elimination of MTCT.
- **Resilience Building:** IBM Corporate Service Corps partnered with [International Medical Corps](#) in the [Wolayita Zone of Ethiopia](#) to develop a data collection model and protocol for capturing household information to be used for evaluating vulnerability and designing interventions around health, sanitation, and livelihood.
- **Food Insecurity:** With the majority of [Birmingham, AL, USA](#) residents lacking access to affordable, nutritious food, IBM Smarter Cities Challenge worked closely with the city to develop a comprehensive strategy to eliminate “food deserts.” From this engagement, Birmingham is creating mobile food markets “on wheels”, using data to design city routes that will efficiently cover the most in-need areas.

With this growing need for support on improving health outcomes, IBM Health Corps was created. IBM Health Corps implemented two pilot projects in 2015:

- **Health Care Workforce Planning:** In South Africa, 44% of the population lives in rural areas, however only 12% of the country's doctors work in rural healthcare facilities. IBM Health Corps partnered with [Africa Health Placements](#) (AHP), a nonprofit in South Africa, to create an advanced and sustainable system for data collection and analysis to improve the planning and placement of scarce healthcare human resources.
- **Physical Inactivity:** IBM Health Corps worked with the [Borough of Calderdale, UK](#) to increase levels of physical activity and improve health in two wards with a life expectancy 10 years below neighboring areas. Using data and IBM analytics, the Health Corps team helped Calderdale assess the effectiveness of existing interventions, scale successful ones, and address service gaps.

References

- ¹ Jamison, D.T. et al. “Global health 2035: a world converging within a generation.” *The Lancet* (2013); 382: 1898-955.
- ² Boyle, CF, Levin, C, Hatefi, A, Madriz, S, & Santos, N. “Achieving a “Grand Convergence” in Global Health: Modeling the Technical Inputs, Costs, and Impacts from 2016 to 2030.” Published Oct 9, 2015; DOI: 10.1371/journal.pone.0140092

