

ABSTRACT

Factors for scaling up of affordable health care service organizations

Scaling up of organizations that offer affordable healthcare services to the underprivileged sections can strengthen the provision of healthcare services in the developing world. Healthcare context poses a unique challenge for scaling up because of multiple constraints at various levels, such as organizational, community, health care service delivery, and governance and policy levels. In spite of these constraints, some healthcare organizations are able to scale up their services and sustain the pace of growth over long term, while balancing the tradeoff between affordability and quality.

Extant literature on scaling up of healthcare services has been atheoretical and has had a uni-dimensional focus on scaling up of health programs initiated by the government that target specific diseases or population groups. This research broadens the conceptualization of 'scaling up' of affordable health care services beyond specific health programs to include healthcare services offered by the *organizations* focused on providing services to the underserved population, irrespective of whether they are public, private or in form of Public Private Partnership (PPP). Accordingly, the focus of this research was to examine the factors for scaling up for growth of affordable health care service organizations in India.

This dissertation adopts a multiple case study design to examine the scaling up of affordable healthcare service organizations. The four organizations selected for the study ensured diversity across multiple dimensions such as the level of health care (primary health; secondary and tertiary health; comprehensive specialized care; and pre-hospital emergency care); the context (urban, semi-urban, rural and tribal contexts), and organizational forms (charitable trust, public private partnership and private limited company). The diversity across the cases enabled enhancing the generalizability of the theoretical insights drawn from the research. The data was collected using variety of methods. Primary data was collected by semi-structured interviews with the top management, document reviews and observations. The secondary data sources in form of cases, reports and documents in the print and the electronic media were also incorporated to enrich the primary data. The triangulation of data through various sources not only enhanced

the validity of the data but also enriched the theory development by providing multiple perspectives on the issue

The findings of the research highlight significant insights into the process of scaling up of health care services for masses. Seven different factors at various levels were identified, which were crucial for successful scaling up of these organizations, namely, (1) Ideology based leadership, (2) The big idea, (3) Innovative design of the HR system, (4) Organizational Identity, (5) Inculcation of organizational values and culture, (6) Inter-organizational relationships and institutional entrepreneurship, and (7) Connection with influential people. The 7 factors are presented in form of the 7 ‘I’ model for scaling up. While there are areas of overlap between the seven factors, each factor is presented separately as each of them relates to different aspect of scaling up. Further, as the factors affect the process of scaling up at various levels and address different issues in scaling up, different theoretical lenses are used to examine each factor.

Table: The seven factors for scaling up of affordable health care organizations

Factor	Level	The key findings
“Ideology” based leadership	Individual (Founder)	The ideological perspective of the leaders (founders) based on the Indian value systems drove the organizations to create social value
The Big “Idea”	Organizational- Conceptual/ design	The design of a broad organizational mission and vision drove the organizations to scale up their services
“Innovative” design of HR systems	Organizational- Conceptual/ design	Innovative HR system implementation in the organizations enabled the organizations to overcome HR challenges in the process of scaling up
“Identity” of the organization	Organization	The organizations created an identity of a social enterprise, which in turn enabled the organizations to access key resources for scaling up
“Inculcating” organizational values and culture	Organization	The organizations were able to successfully scale up without selling out on their values and culture by systematically inculcating organizational

		values and culture in the employees.
“Influential” people	Environmental	The organization’s connections with the influential people facilitated the organizations to overcome politico-social barriers to scaling up.
“Inter Organizational Relationship”/ Institutional piggybacking	Environmental	The organizations formed inter-organizational relationships (IOR) with other organizations and institutions which facilitated the scaling up process.

The study provides a comprehensive multilevel analysis of the factors for scaling up of affordable healthcare service organizations, contributing to a richer and deeper theoretical understanding of the scaling up process. The dissertation has implications for policy as well as for management practice as it provides valuable insights for scaling up of affordable healthcare service organizations in the context of developing countries where healthcare delivery systems are weak.