

Global Health, Local Solutions

2021 IMPACT REPORT



A bigger, bolder Medtronic LABS

Medtronic LABS is a health systems innovator that develops community-based, tech-enabled solutions for underserved patients, families, and communities across the world.

We combine hyper-local services with cutting-edge technology to provide sustainable healthcare solutions that produce measurable patient outcomes for all.

In low and middle-income countries, two-thirds of all deaths are due to non-communicable diseases (NCDs), and yet, only 1% of health spending goes toward NCD care. In this equation, it is the poor and vulnerable who suffer disproportionately. Medtronic LABS is here to change this narrative.

Transformative change doesn't happen in a vacuum. Our approach integrates three elements — digital technology, field operations, and partnerships — to promote human flourishing.



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Reflections

Dear friends and supporters,

2021 has been a momentous year for Medtronic LABS. Coming out of a challenging 2020, we emerged with an expanded mandate to move the needle of chronic disease across the world.

We established landmark partnerships with governments, health systems, funders, and communities as we expanded into 5 new geographies in Africa and Asia and deepened our impact in Kenya, Ghana, and India.

By combining cutting-edge digital technology, community-based field operations, and multi-stakeholder partnerships we aim to be the leading health systems innovator for community-based, technology-enabled healthcare delivery.

Two years into the COVID-19 pandemic, inequalities remain starkly present. At the same time, we have much reason to hope. Our hope starts with our employees and partners who work tirelessly to improve health every day. We're excited to build the health systems of the future, together.

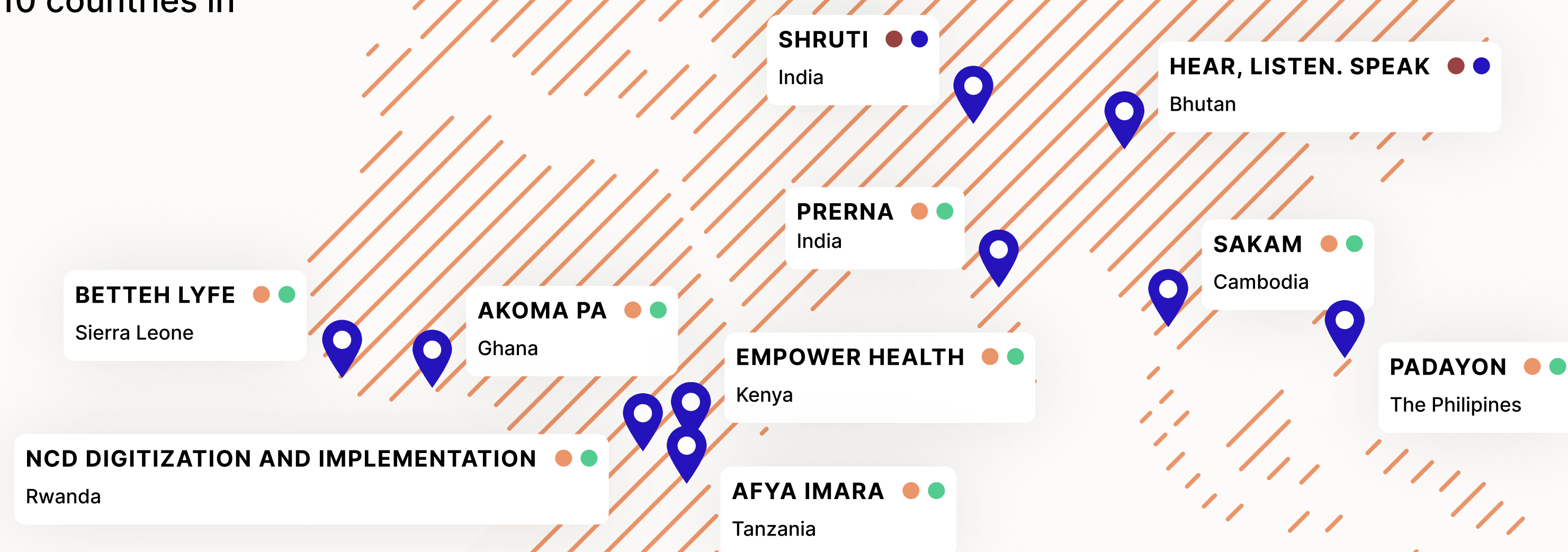
Thank you,

Medtronic LABS

Year in Review

In 2021 Medtronic LABS established over 7 major cross-sector partnerships across 10 countries in Africa and Asia.

- Diabetes
- Hypertension
- Hearing Loss
- Disability



Our Impact in 2021

Significant growth occurred in 2021. Three key impact initiatives; lives improved, patients screened, and capital deployed collectively contributed to reduce the burden of non-communicable diseases.

Crowding in capital to support health system transformation

- In 2021, Medtronic LABS crowded in over \$10M USD in funding to support our health system partners to support non-communicable disease-focused work in low and middle incomes countries.
- Generated \$4M USD of funding to support Medtronic LABS' program implementation.
- Deployed over \$7M USD of Medtronic LABS' capital alongside our partners to support innovative digital technology, program management, program design, and technical assistance.

2021

10,453

Lives Improved

219,838

Patients Screened

1,016

Health Workers Trained



45%

Growth



185%

Growth

Cumulative

40,109

Lives Improved

1,137,422

Patients Screened

3,125

Health Workers Trained

Our Impact by Disease Area*

**Cumulative*



Hypertension & Diabetes

10,889

Lives Improved

199,485

Patients Screened

2,324

Health Workers Trained

Hearing loss & Disability

29,220

Lives Improved

937,937

Patients Screened

801

Health Workers Trained

Partnerships

Partnerships are in our DNA. We know that health system transformation can only come from aligning all levels — donors, governments, healthcare providers, and communities — in valuing health equity and measurable patient outcomes.

This year we established landmark partnerships for technology-enabled, community-based NCD management.

We expanded our work into 6 new countries: Tanzania, Sierra Leone, Rwanda, Bhutan, The Philippines, and Cambodia.

In Kenya and Ghana, our work is poised for national scale. In India, we continued to drive growth in both the public and private sectors.

KENYA

Empower Health

This year we solidified our partnership with the Ministry of Health of Kenya to take our Empower Health program to national scale. Over the next three years, our program will roll out in over 100% of the counties in Kenya and be fully integrated into the digital health ecosystem.

HEALTH SYSTEM PARTNERS

- Ministry of Health, Kenya
- County and Local Governments

FUNDING & THOUGHT PARTNERS

- World Diabetes Foundation
- Novo Nordisk
- Path





GHANA

Akoma Pa

We launched an ambitious partnership with the Christian Hospital Association of Ghana, the second-largest healthcare provider in the country. With generous support from GIZ, we are building the largest scale non-communicable disease program in West Africa.

HEALTH SYSTEM PARTNERS

- Christian Health Association of Ghana

FUNDING & THOUGHT PARTNERS

- GIZ, Federal Ministry of Economic Cooperation and Development, Germany (BMZ)
- Novo Nordisk

TANZANIA

SIERRA LEONE

Afya Imara & Betteh Lyfe

We created a multi-country partnership with the newly formed Sanofi Global Health Unit to transform chronic disease management. We aim to manage hypertensive and diabetic patients across Tanzania and Sierra Leone and launch in two additional countries this year.

HEALTH SYSTEM PARTNERS

- Christian Social Services Commission (CSSC)
- Christian Health Association of Sierra Leone (CHASL)

FUNDING & THOUGHT PARTNERS

- GIZ, Federal Ministry of Economic Cooperation and Development, Germany (BMZ)





RWANDA

NCD Digitization and Implementation

Together with the Ministry of Health and the Rwanda Biomedical Center (RBC), we launched a two-pronged partnership focused on program implementation and digitization of the non-communicable disease strategy.

HEALTH SYSTEM PARTNERS

- Rwanda Biomedical Center (RBC)
- Ministry of Health, Rwanda

FUNDING & THOUGHT PARTNERS

- Patrick McGovern Foundation

BHUTAN

Hear, Listen, Speak

In a multi-stakeholder partnership, we're bringing our established Shruti program outside of India. Through this partnership, we aim to screen and treat every child in Bhutan for hearing loss and hearing-related disability.

HEALTH SYSTEM PARTNERS

- Royal Government of Bhutan

FUNDING & THOUGHT PARTNERS

- UN Technology Bank for Least Developed Countries
- MedEL
- GN Resound



INDIA

Shruti

We launched a partnership with the state government of Kerala to launch the Shruti program in the public health system to screen and treat school children for ear disease and hearing loss.

PARTNERS

- Government of Kerala

THE PHILIPPINES

CAMBODIA

Padayon & Sakam

We teamed up with Sanofi Global Health Unit and Reach 52 to bring Medtronic LABS' innovative group-based subscription service to underserved patients in new geographies.

HEALTH SYSTEM PARTNERS

- Reach 52

FUNDING & THOUGHT PARTNERS

- Sanofi Global Health Unit, Medtronic LABS

Implementation Excellence

As our programs grow, we continually raise the bar on the efficiency and effectiveness of our programs. Taking best practices from private and social sectors, our implementation excellence maintains continuity and support across partners and geographies.



Delivering health-system-wide impact requires clear implementation frameworks executed through sensitive multi-stakeholder management. Our frameworks are designed to address partner and patient expectations while maintaining a balance between standardization for efficiency and local customization for deeper impact.

Garima

Head of Implementation Excellence



MEDTRONIC LABS

Community-based Field Operations

Our field operations teams implement Medtronic LABS' programs alongside our health system partners. Field operations includes training the health system workforce on our digital technology platform, clinical guidelines, and program design. They work alongside facility and community health leadership to plan and execute field screenings, regular home visits, open enrollment days, and more. Our teams live and work in the regions and districts we serve, often having deep roots within the communities we serve.



There can be no successful intervention without the active participation and ownership of the communities being served. Our programs at LABS are driven by the community members themselves, and our impact is felt and shared by all. I love community work: I can see the positive change with my own eyes!

Debbie

Head of Field Operations, Ghana



Progress cannot be achieved when we are satisfied with the status quo. Field operations are the engine that powers our work with agility and drives our programs towards continuous improvement. Everything we do is centered in a common vision to make healthcare affordable and accessible to all.

Shubham

Head of Field Operations, South Asia

Working with Governments

Partnering with governments to strengthen public health systems is the key to sustainable population health impact. We've built a track record of partnering with national, state, and local governments to deliver impact aligned with government priorities and patient needs. Each partnership is built around mutual trust, shared values, clear communication, and measurable results.



At Medtronic LABS we believe in scalability, sustainability, and impact of the programs we implement with partners and governments. For our programs to achieve this, it is crucial to work within existing healthcare systems upon which we build meaningful health system transformation through evidence-based policymaking approaches.

Eric

Head of BD and Partnerships, Africa

Technology & Innovation

Meet SPICE, our new and improved technology platform for community-based population health.

This year, we redesigned our entire off-line first technology platform with key features that enhance customization, interoperability, and flexibility.

As we strengthen our technology backbone, we also are working towards sustainability. We're building directly with Ministries of Health and plan to become the first-ever global good for community-focused chronic disease management.

Our technology platform powers our multi-layered programs.

How we think about our technology and innovation suite:

Modern Technology Platform

Our SPICE Platform is at the core of our model. We build technology without compromise.

Point-of-care Technologies

Our technology integrates with any point-of-care device to enable clinical management directly in the community.

End-to-end Patient Services

Everything we do ladders up to hyper-local patient experiences designed with and for the communities we serve.

Field Operations

Our community-based teams are integrated with existing health systems staff for efficient and effective program implementation.

Design at LABS

We put communities at the center of our technology and service innovation. Leveraging methods grounded in human-centered design, service design, systems thinking, and anthropology we focus on what matters to patients. We work with, not for, the stakeholders we serve.



Awareness of structural barriers is a key factor when designing for health systems in varied geographies. The design and innovation team at LABS find solutions that are expansive enough to address structural barriers and yet are simple enough to be adopted by stakeholders at all levels. Constant iterations, cross-functional communication, and co-creation with end beneficiaries are foundational tools that we use while building solutions at LABS.

Vinay

Head of Design

Patient Stories

Margaret, 83
Kenya

DIABETES & HYPERTENSION

Margaret is an elderly woman living with both hypertension and diabetes. She comes from a humble background with no formal employment due to her age. Her community does all they can to help her, but she still lacks basic needs.

When a LABS tele-counselor first connected with Margaret, we learned about her struggles. We learned that she hadn't had a meal for four full days. Imagine, a diabetic patient without a meal in four days. We knew we had to intervene right away.

At the facility, a clinician put her under observation and treatment. The facility, a rural health center, didn't have all the medications available, but Medtronic LABS operational staff managed to source the drugs for Margaret and pool enough funds from the community to pay for her medications and food.

Margaret's story is representative of the systemic barriers to access that so many of our patients struggle with and how the Medtronic LABS team goes above and beyond to support patients to achieve better outcomes.

Next, we dispatched a LABS-trained community health worker to her home to give her an assessment. Her blood glucose and blood pressure were dangerously high, so we transported Margaret to the nearest facility.



“

There are patients in my community who can't even move due to complications like stroke. Considering how far most facilities are and the challenges of accessibility due to poor roads, these hamper consistency in seeking care. The community health workers and peer educators help monitor our conditions in our village and even our homes. This is very encouraging as it allows us to live confidently knowing we have a caring community supporting us in our chronic disease management.

Benjamin, 65
Kenya

DIABETES & HYPERTENSION

Parwathamma, 60

India

DIABETES & HYPERTENSION

Parwathamma is a 60-year-old domestic worker, the sole breadwinner for her family.

Before joining the Medtronic LABS program, Parwathamma was not taking her medications regularly and her levels were out of control.

When she joined the program and attended the patient support groups, she started to understand different aspects of her chronic conditions and the complications that could result in uncontrolled diabetes and hypertension.

With the support of Medtronic LABS, she was able to act to take control of her own health. She now takes her medications without fail and attends the group education sessions to learn about lifestyle.

With the help of Medtronic LABS, Parwathamma gained control of her diabetes and hypertension, and we continue to maintain her blood pressure and blood sugar levels.



I am happy that somebody is asking about my health and is keeping a check on me. When I went for a check-up, nobody bothered to talk to me or listen to me, but here I can talk as much as I like, and my health coach listens. Previously I had to take time off then wait in line for a check-up, here, health coaches come to us. The doctor personally talks to me and that feels good. I have made changes in my diet too. I used to eat a lot of rice — at least three times a day. But now I have started buying less rice and I buy vegetables and fruits. I've saved money and I feel better.

Nirmala, 45
India

DIABETES





I'm thankful that I was able to learn from my health coach. She guided me in changing my poor habits to healthy ones. I was struggling before, but now I know how to properly manage my condition.

Angel, 54
The Philippines

HYPERTENSION



I discovered that I had diabetes during a screening event. I was immediately referred and saw a doctor that prescribed medications for my diabetes. I'm thankful that my blood sugar gradually went down from 206 mg/dl to 112 mg/dl.

Joshua, 70
The Philippines

DIABETES



I deeply touch the lives of patients every single day. I'm grateful for the many moments when I'm able to help patients achieve better health, happiness, and fulfillment. There are so many success stories, I don't even know where to begin.

Lucy
*Counseling Lead & Clinical Nutritionist,
Kenya*

Our Team

Our impact starts with our people. In 2021, we invested in building our team of talented field operations leaders, digital technologists, designers, strategists, and more. At Medtronic LABS, we're building differently. There is no "central level", no head office, but rather dedicated cross-functional teams that collaborate across geographies to achieve our common purpose.

140

Total employees

92%

Of our employees live and work
in the geographies we serve

> 50%

Of our leadership positions are
held by women

Meet our talented leadership team





Chief Executive Officer

Ruchika Singhal



Chief Strategy & Product Officer

Anne Stake



Chief Operating Officer

Kaustubh Bhatnagar



Head of BD & Partnerships
Africa

Eric Angula



Head of Field Operations
Sierra Leone

Idrissa Cole



Head of Design

Vinay Hasija



Head of Field Operations
Ghana

Debbie Mangortey



Head of Human Resources
Africa

Catherine Muthoni



Head of BD & Partnerships
Ghana

Adwoa Ohene



Head of Implementation
Excellence

Garima Sahai



Head of Technology

Kelly Shelden



Head of Product Strategy

Tyler Teisberg



Head of Field Operations
South Asia

Shubham Agarwal



Head of Market Development
South Asia

Krishna Chandran



Head of Field Operations
Tanzania

Hellen Lutta



Head of Finance

Victoria Davis



Head of Business Operations

Betsy Khan



Head of Global Partnerships

Megha Kumar



Head of Supply Chain
Africa

Wangui Ndegwa



Head of BD & Partnerships
Shruti

Kavinder Beniwal



Head of Field Operations
Kenya

Charles Ruto



Head of Field Operations
Rwanda

Jean Uwayezu

What's Next?

We're at an inflection point at Medtronic LABS. By the end of 2022, we will be the largest technology-enabled, community-based NCD program with over 200,000 patients enrolled in our programs. Our technology and innovation will be integrated with some of the largest health systems in Africa.

In 2022, we remain focused on solidifying multi-stakeholder partnerships with governments and health systems to deliver patient-focused, outcomes-driven healthcare. We will also launch the first-ever global good for community-focused chronic disease management to expand the reach of our technologies.

As we grow, we're asking ourselves: what will it take to truly move the needle, because we cannot be satisfied until we've addressed barriers to access for the 5B people who currently lack access to healthcare.

We know we cannot accomplish this alone. Additional capital from both private and public sources is needed to fund the epidemiological transition to non-communicable diseases. We hope to build a movement to transform health systems for a more resilient future.

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