



# Introduction to the MSF Innovation Round-Up 2020



This 2020 MSF Innovation Round-Up Report is a continuation of a small MSF Innovation workshop held at the end of 2020 with several leads from across the movement. This workshop served as a space for sharing learning of innovation successes and failures and a platform to discuss what may be next for the MSF Innovation ecosystem.

During this session it became clear that the participants shared a desire to more systematically communicate their value and activities to the wider movement, to more effectively root innovation efforts in field needs, and to identify a reporting mechanism to support progress and monitor key indicators over time. Two tangible action ideas in particular emerged to help to address these points - first, to generate an annual MSF innovation report and second, to establish a shared web page showcasing MSF Innovation and direct to relevant resources.

This highlevel 2020 round-up document aims to start the conversation and collaboration leading to the first full report in 2021 and is by no means a definitive standard for how we may track developments year-on-year, but rather a baseline to better understand where we are now and how we may want to proceed.

As we consider what the upcoming first iteration of the MSF innovation annual report may look like at the end of 2021 it is clear we still have a number of questions to discuss as a group including what metrics should be used to measure collective progress, how do we define 'innovation' at MSF (anything that is new to MSF?) and how should the website and annual report fit with existing efforts such as MSF Makes and Who What?

**Methodology:** This document was populated by 'innovation' leads across the movement and curated by the MSF Sweden Innovation Unit.

# MSF 2020 Innovation Round-Up Contributors

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# Transformational Investment Capacity (TIC)

## What is one key learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?

The TIC's lessons learned analysis in 2020, analyzing almost 1000 recommendations made during the 30 selection committees,

1. Strong project management,
2. Baking in change management,
3. Applying a transformational mindset and approach,
4. Enabling Partnerships,
5. Leveraging technology, and
6. Ensuring cost effectiveness.

While not surprising, the challenge and opportunity in transforming is less about knowing what to do, but rather executing on these 6 keys to success. The lessons learned document is shared on the TIC Sharepoint Site.

## What were your core project focus areas in 2020?

- (1) HR, learning development (2) Medical research and development (3) Operations improvement and technology (4) Efficiency gains

## How many new projects did you launch in 2020 (provide examples)?

- **10 new TIC projects were approved:** Travel Optimization and Harmonization, SHARP - SHared Application Reporting Platform, Efficiency In Support to Operations, Intersectional Critical Incident Response e-Training, Anti-Racism - Building Awareness and Changing Practices, Empowering Field Staff via Multimedia Design Lab, Telemedicine Field-Focused Acceleration, A new era of working with community organisations , Evaluating the use of hydroxychloroquine to prevent COVID-19 in health care workers in low-resource settings, and tackling Mis/Disinformation
- **6 TIC project extensions were approved:** TEMBO Phase 2, Field Medical Simulation Labs Phase 2, Strengthening Board Governance Phase 2, MSF Academy OPD and Infection Prevention Control, MSF Environmental Toolkit Phase 2b, Mentoring & Coaching Phase 3

# Transformational Investment Capacity (TIC)

## How many projects did you bring to field implementation in 2020 (provide examples)?

- A significant portion of the 48 active TIC projects in 2020 involved field staff. For example, **Point-of-Care Ultrasound, MSF eCARE, TEMBO, MSF Academy, LEAP, Mentoring and Coaching, GEO MSF, Climate Smart MSF, Cancer Care in Low Resource Settings, and Safe Water Optimisation Tool** were just some of the projects that expanded their field implementation in 2020.

## Describe one notable innovation effort your unit launched this year and the impact it achieved

- All 48 active projects in 2020 leveraged innovation to achieve transformational impact in MSF.
- In addition to the Lessons Learned analysis and workshop (June 2020), the TIC also launched an **analysis of Impact/Outcome Metrics to better capture the impact** that the TIC and TIC projects have made towards our social mission.
- Key findings to date indicate an opportunity to improve the way transformational project teams articulate the theory of change and indicators that show both progress towards and impact achieved.

## Briefly describe the strategic aspirations of your innovation unit in 2021

- In 2021, the TIC will continue with its dual objectives:
  - Drive **transformational impact** on MSF's ability to deliver medical care and humanitarian care
  - Drive impact and value by **fostering transformative and innovative mindset and culture**
- The TIC will emphasize **Strategic alignment of TIC proposals and projects with MSF's priorities** (as identified in Operational Center/section Strategic Plans and MSF-wide initiatives (Climate change, Equity Diversity & Inclusion, Efficiency, the MSF We Want to Be)
- The TIC will also emphasize **engaging field operation and MSF's global south units** in a greater way

Website: <https://msf-transformation.org/>

SharePoint (MSF access only): <https://msfintl.sharepoint.com/sites/msfintlcommunities/tic>

## What is one key learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?

- The use of digital tools for the support of patients and the training of national teams within the framework of the 3D program. The 3D team deployed, remotely, the project of TFO in Gaza following the request of the field team to cope with an influx of injuries.
- At the same time, and in order to continue to ensure the management of patients in rehabilitation during the lockdown linked to the Covid-19 in Amman, the national team produced videos for the patients to ensure the follow-up of the rehabilitation.

## What were your core project focus areas in 2020?

- The 3D program which uses 3D technology to equip MSF patients with prostheses and compression masks;
- The Antibioogo App which is a mobile application to fight the spread of antimicrobial resistance and ensure equal access to correct diagnosis worldwide;
- The COVID-19 Alert Application in Niger to structure the response to prevent the spread of the Covid-19 outbreak ;
- SMS Afia Yetu Application in Goma to strengthen the monitoring of patients with chronic diseases



**How many new projects did you launch in 2020 (provide examples)?** Two news projects : COVID-19 Alert Application in Niger to structure the response to prevent the spread of the Covid-19 outbreak ; SMS Afia Yetu Application in Goma to strengthen the monitoring of patients with chronic diseases

**How many projects did you bring to field implementation in 2020 (provide examples)?** Two projects : COVID-19 Alert Application in Niger to structure the response to prevent the spread of the Covid-19 outbreak ; SMS Afia Yetu Application in Goma to strengthen the monitoring of patients with chronic diseases

**Describe one notable innovation effort your unit launched this year and the impact it achieved.** Within the framework of the project COVID-19 Alert Application in Niger we have created an original partnership between The MSF Foundation (program manager and sponsor), Epicentre (scientific stakeholder in Niger), Medic Mobile (technical stakeholder in USA) and the MOH in Niger (application beneficiary).

**Briefly describe the strategic aspirations of your innovation unit in 2021** Two strategic aspirations for 2021 : rehabilitation (burns and others MSF activities) and access to diagnostics (digital tools, AI, rapid diagnostic test)

**Website:** <https://fondation.msf.fr/en>



## What is one key learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?

- Almost every time someone approach us to help them in developing a solution, the understanding of the problem and the needs of the people involved are overlooked, or not well defined. Too often selected solutions are based on unverified assumptions. While it can be perceived as frustrating by others, it is fundamental to invest in framing the problem and the assumptions we make for its solution, before investing in any solution at all. MSF internal funding mechanisms don't allow for such investment to be made regarding innovation. Waiting for people with the power to change such situation to do something about it, MSF JIU resources are being prioritized for this.

## What were your core project focus areas in 2020?

- Neonatal medical care; digitized data management; procurement and logistics; system design and organizational change.

## How many new projects did you launch in 2020 (provide examples)?

- 9 new projects launched: Virtual Field Visit for Technical Advisors, Impact of fumes from small-scale incinerators, SEEAP Operations support facilitation, MSF Korea Business Plan Development, MSF Korea working culture definition, MSF Norway Benchmarking Unit Support, TEMBO Module on Framing the Problem, Online Welcome Days for MSF Japan, Short-Term and Interim norms for MSF Japan.
- 5 carried over (or evolved) from 2019: Open Research Data Initiative (former Health Data Sharing), Procurement of Medical Items from Asia, Field Staff Onboarding, Neonate Warming Solution, Innovation Mentoring.



## How many projects did you bring to field implementation in 2020 (provide examples)?

- Field Staff Onboarding – concluded;
- MSF Korea Business Plan support
- MSF Korea Office Culture support
- Innovation Mentoring Pilot with MSF OCBA – concluded.
- Framing Problem Module on TEMBO
- MSF Norway Benchmarking Unit Support – phase 1 – concluded.

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## Describe one notable innovation effort your unit launched this year and the impact it achieved.

It is difficult to measure impact in a so short timeframe however, there are few notable efforts:

- Procurement of Medical Items from Asia:
- The Phase I pilot project is due to be completed by March 2021, however as of today, with a limited pharmaceutical item list of 82 priority items, more than 1,000 manufacturers have been identified in the region. Of those, according to their production quality and capacity to address more items procured by MSF, 44 have been shortlisted and contacted. The pilot project enabled the creation of a database of Asian manufacturers. From a preliminary analysis a first potential candidate for MSF quality assurance validation has been identified. If validated, MSF may be able to save up to **400,000 € /year** according to current consumptions from this single supplier alone.
- Neonate Warming Solution:
- The release by UNICEF and NEST360 in March 2020 of the **Target Product Profile** for conductive warmers raised the humanitarian industry expectations. However, the focus of this TPP is mainly on quantitative criteria that are close to the medical device industry, but it is shortcoming in identifying more qualitative requirements. This same issue is faced by technical advisors in MSF. Qualitative requirements are the ones that can ensure the identification of a device that is effective for MSF scope and adapted to MSF contexts. We will work in 2021 in close collaboration with key stakeholders in OCBA in order to produce more comprehensive product requirements.

## Briefly describe the strategic aspirations of your innovation unit in 2021

- MSF JIU is instrumental for the achievement of MSF Japan Strategic Plan 2020-2024:
- MSF Japan Pillar: **Transforming MSF Operations and Institutions**
- MSF Japan Strategic Objectives: Creating new med-ops solutions and models
  - Making MSF's organization fit for the future
  - Implementing SEEAP as a regional partnership.

## MSF Japan Innovation Unit strategic objectives:

- Becoming the partner to encourage risk taking outside the daily business of MSF institutions.
- Providing a safe space to think about high impact solutions.
- Promoting methodologies to reinforce MSF Innovation processes.
- investing on current specializations: Data Management, Neonatal Medical Care, Procurement and Logistics, System Design and Organizational Change.
- Cultivating local and regional opportunities.

Website: <https://www.msf.or.jp/innovation/>



# MSF Sweden Innovation Unit

## What is one key learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?

- One key learning for the SIU is more a confirmation around the importance of co-creation and co-sharing on all levels. Especially in these times of isolation, it has become even more clear that together we need to understand what is the problem, what do we want to achieve and how and who will work around it.

## What were your core project focus areas in 2020?

- Sustainable energy (Solar AC, SOX, etc.), digital Health (DST/Telehealth toolkit, digital HP), Design Thinking Workshops... Partnership support/collaborations. It is clear that digital health or digital in general became a major focus for 2020 , partly because there is no other way and we were from one day to another forced to adapt our ways of working

## How many projects did you bring to field implementation in 2020 (provide examples)?

- Many of the ordered Solar AC units seem to have been installed during 2020 (rough estimate by our energy referent partner, around 100 units throughout MSF projects by the end of the year) providing an estimated CO2 reduction of 150 tons/year.



## How many new projects did you launch in 2020 (provide examples)?

- Around 6 projects ranging from Telehealth toolkit, PPE local production to MSF Calc. We also took over the management (from Manson Unit) of the TIC Innovation Portal projects of MSF Makes and Whowhat. Besides cases we also worked with other activities such as mappings: Digital health mapping (COVID-19), Planetary Health, Sustainable energy as well as processes and stakeholders of Digital Health Promotion.

## Describe one notable innovation effort your unit launched this year and the impact it achieved.

- Although still not launched, the DST for TB project paved the way for digital support therapy/patient support apps within MSF. Besides the strong field and patient centred approach to assure relevant and sustainable design of the application, the process to develop such tool was in focus revealing gaps in the process that also includes DPIA, legal aspects, etc., as well as putting guiding precedent and legal templates in place for others. In the same way, the Telehealth toolkit developed with OCG and Canada Telemedicine unit provided practical support to field teams – as well as stronger processes in place.

## Briefly describe the strategic aspirations of your innovation unit in 2021.

- We are still in discussions within the team but it is clear that a big focus will be around both working in areas like digital health , Climate smart and medical innovation and at the same time use continue to promote a systematic approach to innovation in MSF by facilitating NWH workshops, contributing to Pediatric days, scientific days, hosting the innovation club and other.
- On a transformational level we would like to strive more and more towards establishing a MSF Innovation network where we can share our successes to the inside and outside where in a more united way and also have better and clearer ways where we work together. One other focus will be in defining and measuring in a better way what are our successes, when do we talk about impact , we are looking into better indicators to measure what innovation contributes in general to MSF

## **What is one key learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?**

Need to focus on translation / embedding of innovations within field programmes, not only scaling, and the culture change this entails. Our metrics for monitoring innovations neglect both embedding aspect, individual capacity building, and organisational change.

## **What were your core project focus areas in 2020?**

At the Manson Unit core there has always been a focus on:

- (1) incremental innovation in standard medical programmes, which we frame as implementation science within a MEAL frame / learning cycle approach
- (2) dissemination & developing communities of practice through initiatives such as Scientific Days and
- (3) Field empowerment for incremental innovation through Sapling Nursery. We maintain a small portfolio of modestly disruptive innovations such as Digital health promotion, MSF Makes etc

**How many new projects did you launch in 2020 (provide examples)?** Hard to quantify as most of our innovations are embedded in standard programme support, this is our modus operandi

**How many projects did you bring to field implementation in 2020 (provide examples)?** As above. Probably about 7-8 small circumscribed projects

implemented, but most of our innovation activities are embedded.

**Describe one notable innovation effort your unit launched this year and the impact it achieved.** Integrated social science assessment within initial Covid19 response development. Achieved highly contextualised Covid programming in >

10 missions

**Briefly describe the strategic aspirations of your innovation unit in**

**2021.** Better metrics for measuring impact of innovation, both individual projects as well as impacts on individuals and at an organisational level.

**Pictured: Raphael Brechard, MSF geographical information systems manager, explains to the local community the flight plan of an unmanned aerial vehicle in Makhanga Island, Malawi.**



**Website:** <https://msf.org.uk/medical-support> ; <https://msf.org.uk/msf-research-and-innovation>

# OCG Medical Innovations

## What is one key learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?

- Working in silos is the enemy of innovation. Best results came when those facing the challenge are fully involved in seeking the solution alongside those who coordinate, support or innovate.

## What were your core project focus areas in 2020?

- Medical technologies (U/S); focus on smaller, less world changing, but important for field, focus on existing solutions Because of the COVID-19 pandemic, 2020 was mostly focused on digital platforms, PPE improvements, and Digital Health promotion tools.

## How many new projects did you launch in 2020 (provide examples)?

- OCG works through idea aggregation platforms that incorporate new initiatives that can pass through several stages of development. On More than 17 ideas that were submitted, 14 have been subject for review and follow-up. Some of them that passed the first stage include the following:





# OCG Medical Innovations

Idea	Status
Covid-19 Awareness Game App	Deployed
Remote patient support & monitoring through VOT	Deployed
MSF TeleSimBox – simulation training at distance	Pilot ongoing
Hotlines -Telehealth toolkit for two way communication	Toolkit disseminated
MSFeCARE COVID-19 app	Under review
Xtenda strap – Solution for poorly fitting KN95 Respirators	Under review

## How many projects did you bring to field implementation in 2020 (provide examples)?

- **Remote patient support through Video Observed Therapy (VOT)** – Implemented in Eswatini, Shiselweni DRTB Project. Scale-up and local migration planned for 2021
- **COVID Challenge Game** - Health promotion Awareness app – Deployed & used in more than 19 countries with 2000+ downloads since release. Top downloads include Lebanon, India, Mexico, Kenya, Iraq, Yemen, USA and Europe.
- **TeleSimBox** - Remote simulation training module – piloted with success in Magaria project in Niger, and in process to roll out in Bunia DRC. Outcome to be shared during MSF Paediatric days 2021

## Describe one notable innovation effort your unit launched this year and the impact it achieved.

- **Telehealth toolkit development** – an example of need-based initiation and inter-sectional open collaboration (with the SIU and Canada Telemedicine Unit) from inception to rollout. The initiative can be example of how to leverage appropriate resources inside the movement to maximize efficiency and produce innovations with high field value.

## **Briefly describe the strategic aspirations of your innovation unit in 2021**

OCG will invest in 2021 in three complementary axes that will contribute to the alignment of innovation to the sections mid-term strategic objectives:

1. Continue the focus on patient centred initiatives – with ongoing work on digital platforms, data analysis tools, algorithms and point-of-care devices that put the patient and frontline health workers as key stakeholders.
2. Revitalized networking and support systems for innovation that will strategically incorporate decentralized units, other MSF sections and external actors in a way that minimize duplication and maximize value.
3. Accelerate neglected initiatives like planetary health, field connectivity and capacity building solutions

Website: <https://thinkup.msf.org/>

SharePoint: Under construction

# OCB Project Management Office

(supporting all OCB HQ Projects, whether considered 'innovative' for the MSF movement or not)



## What is one key (re-) learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?

- Governance, governance, governance – get project governance right and the rest falls into place :)

## What were your core project focus areas in 2020?

- Field ReCentralisation: Place the centre of decision-making as close to the beneficiaries as possible <https://msfintl.sharepoint.com/sites/GRP-BRU-FieldRecentralisation>

## How many new projects did you launch in 2020 (provide examples)?

- 100s. Large-scale projects launched in 2020 include Community of Practice for Health Promoters, Global Onboarding (to the organisation) of new staff

## How many projects did you bring to field implementation in 2020 (provide examples)?

- 100s. Large-scale examples include TEMBO learning and development platform, Snapshot – Online operations monitoring dashboard replacing Situation Report sent as a word attachment to email

## Describe one notable innovation effort your unit launched this year and the impact it achieved.

- The OCB PMO spearheaded the digital transformation, spurred on by Covid, shifting many meetings/workshops online, bringing efficiency, inclusiveness, democratisation ... hopefully this shift is permanent

## Briefly describe the strategic aspirations of your innovation unit in 2021

- OCB PMO aspires to support the launch of an international Portfolio Management Committee chaired by the Core+ on Project Management

## **What is one key learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?**

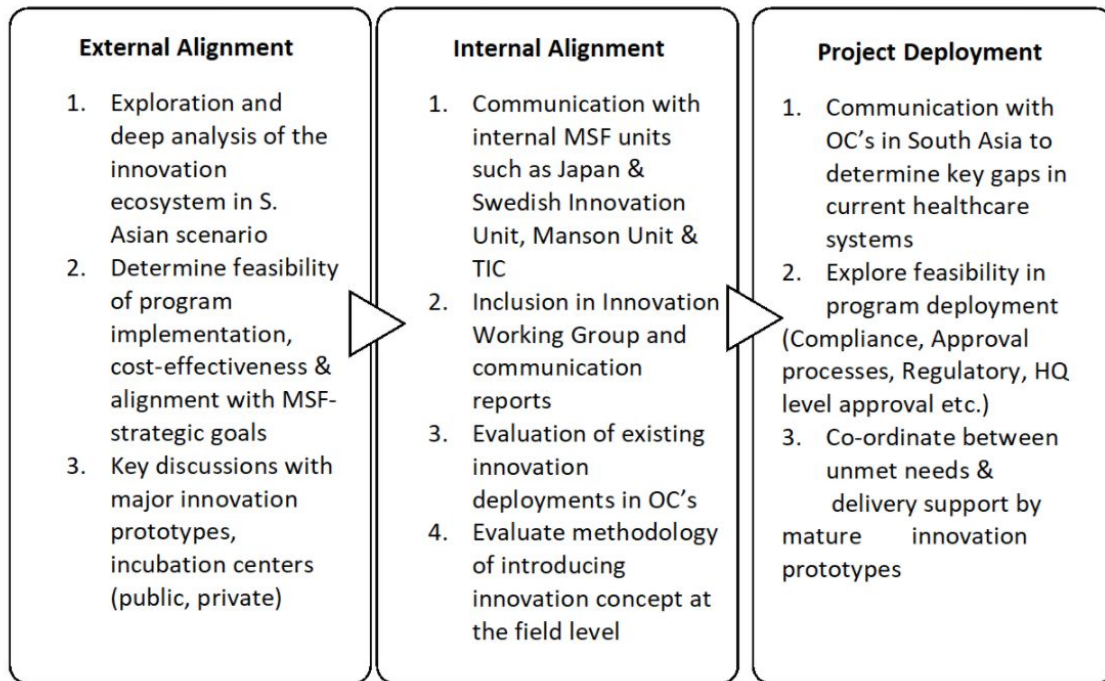
One of the key learnings that I made during this entire exercise was untapped potential of the innovation ecosystem in South Asian healthcare scenario. In case of India, the innovation sector has a turnover of \$200 million for improving quality, affordability and accessibility to healthcare services. In such a scenario, one of my key learnings was to explore opportunities to identify and liaise with mature innovation prototypes that align with MSF requirements (both medical and compliance requirements).

From MSF's perspective, my learning was that greater focus on investing in validated, mature innovation prototypes/ strategies would be more beneficial than internal designing of innovation strategies or models.

One of the perspectives that I received from Japan Innovation Unit was that the coordination with missions was challenging (more as a top-bottom approach). In contrast, a more decentralized approach could help in supporting the unmet needs and contextualize according to the project requirements.

## What were your core project focus areas in 2020? How many new projects did you launch in 2020 (provide examples)?

Our key focus for 2020 was to identify the best strategic approach for engaging with Operations and coordinating with the relevant mature innovation potential partners. Since this was the first time that we were introducing the innovation concept in S. Asian scenario as an office, we spent major part of our time researching about the innovation ecosystem (both internal and external) as follows:



## **How many projects did you bring to field implementation in 2020 (provide examples)?**

We were focusing on 3 key projects related to innovation in South Asia:

1. MSF-OCB Mumbai: Approval received for project deployment. Tentative time for deployment is Q3/Q4. Partnership is between MSF-Mumbai TB program in Govandi sub-district and QURE. AI, a mature India-based tech platform that uses Artificial Intelligence (AI) to improve diagnosis of TB through active contact tracing.
2. MSF-OCA Myanmar: Program exploration for innovation deployment related to teleconsultation and strengthening FHWs through application-based pre-coded treatment algorithms for managing simple cases, diagnosis danger signs and following up with infected cases.
3. Health Information System (HIS): Partnership engagement between PHD-OCA and MSF-India finalized. Section of data management system will be shifted to India to provide operational support and engage with India-based deployment partner. Long term strategy is to invest in the Indian ehealth ecosystem and explore other potential engagement opportunities.

## **Describe one notable innovation effort your unit launched this year and the impact it achieved.**

Since this was the first year of our innovation efforts, we are still in the process of exploring what are the key potential opportunities in Asia depending on unmet needs. MSF-OCB Mumbai- QURE partnership was one of the first achievements along with the HIS project approval.

## **Briefly describe the strategic aspirations of your innovation unit in 2021**

We have developed a roadmap for MSF- India related to innovation, 2020-23. Some of the key objectives include:

1. Identify newer low cost and easily scalable technologies that have potential to grow as disruptive innovations and facilitate opportunities for their growth.
2. Programmes Unit, Executive Office: By end 2022 we are working within an engagement strategy that supports relationship building and identification of current trends in healthcare innovation and their potential use in OC's and introduced a MOU to support the Programmes Unit with effective partnership working with identified internal and external stakeholders.
3. By end of 2023 have identified, liaised with, and mentored a portfolio of major innovative prototypes with the highest potential for scalability. To ensure robustness of the approach we have worked with key stakeholders to develop and implement adaptable ways in which to manage this process from inception to evaluation post-implementation which consider the needs of both local and global contexts.
4. By end 2023 we have enabled the formal deployment of at least three of the prototypes or innovations at the field level, and monitoring of the project performance post-implementation.



# MSF Canada Telemedicine Unit

**What is one key learning that has helped guide the work of your team in 2020 that other innovation groups may benefit from?** Adapting strategy and work based on the lessons learned from other digital projects (Symphony, Telemedicine transition challenges, Tembo, etc)

**What were your core project focus areas in 2020? How many new projects did you launch in 2020 (provide examples)?** Provide specialist second opinion to field medical team for complicated medical case management through a secure asynchronous platform,

- Provide videoconferencing and secured medical messaging solutions and specialist support for clinical case discussions, tele-consultation and case follow up based on specific field needs,
- Explore Knowledge production and Learning opportunities based on Telemedicine cases to inform the development of related strategy and projects,
- Transition legacy asynchronous Telemedicine services to an upgraded platform,

# MSF Canada Telemedicine Unit

**How many new projects did you launch in 2020 (provide examples)?**

4 projects were launched in 2020:

- Implement Tele mental Health in the Middle East,
- Support COVID 19 response through services scale up and increasing access to the services for the team employed locally,
- Developed a Telehealth Toolkit in partnership with OCG and the SIU,
- Launch a TIC project (OCB) for Telemedicine acceleration,

PRODUCED BY THE MÉDECINS SANS FRONTIÈRES (MSF) SWEDEN INNOVATION UNIT

OCTOBER 2020

## PRELIMINARY REPORT: THE MSF TELEHEALTH TOOLKIT



A HANDS-ON GUIDE FOR THE PRE-LAUNCH DECISION-MAKING,  
IMPLEMENTATION, AND EVALUATION OF TELEHEALTH FOR RESPONSE TO THE  
PRIMARY AND SECONDARY IMPLICATIONS OF COVID-19  
PHASE ONE

# MSF Canada Telemedicine Unit

## **Describe one notable innovation effort your unit launched this year and the impact it achieved.**

Provision of Tele mental Health support to local team using secured video conferring and secure medical messaging has increase access to rarely medical expertise and with MSF experience,

- Developed knowledge related to mental health issues, diagnostic and management working with teams in remote location,
- Increase compliance to MSF protocols,
- Allow information sharing in secured manner

## **Briefly describe the strategic aspirations of your innovation unit in 2021**

Provide robust, field focussed Telemedicine solutions, made available to all projects in need of Telemedicine services, made available to MSF medical personnel. The program will also start providing direct and indirect learning opportunities to users. In 2021 Telemedicine will also work toward more systemic and collaborative approaches, developing internal and external partnerships.

Website: <https://www.doctorswithoutborders.ca/telemedicine>

SharePoint (MSF access only): <https://msfintl.sharepoint.com/sites/GRP-MSF-Telemedicine/SitePages/Home.aspx>

The logo features two overlapping circles. The left circle is white with a black outline and contains several wavy white lines. The right circle is solid red. The text 'MSF INNOVATION' is written in white, bold, uppercase letters across the top of the red circle, and 'ROUND-UP 2020' is written in white, bold, uppercase letters across the bottom of the red circle.

# MSF INNOVATION ROUND-UP 2020

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