



## Growth and Paradigm Shifts in mHealth: Lessons learned and Opportunities

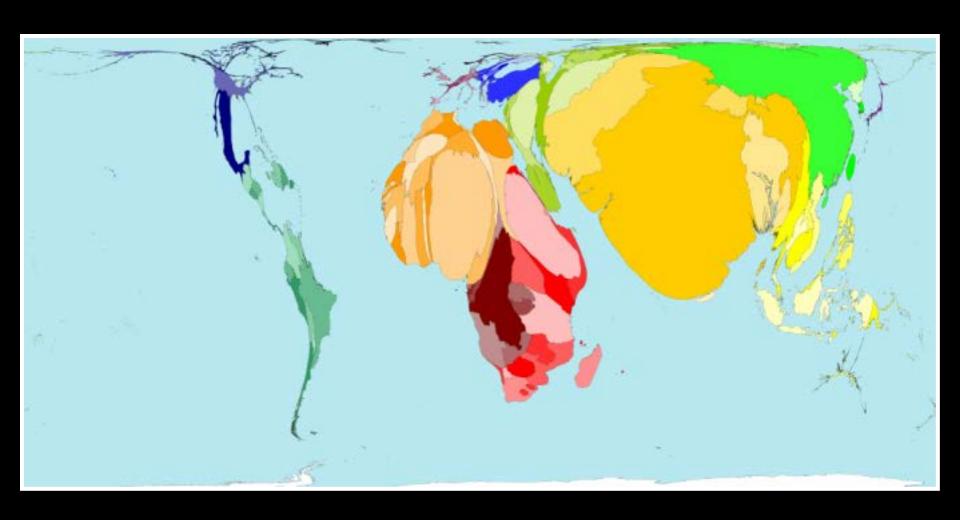
### Alain B. Labrique, PhD, MHS, MS

Director, JHU Global mHealth Initiative
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Program in Global Disease Epidemiology and Control
Department of International Health &
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February 17, 2014 mHealth Working Group



## The World is Rapidly Changing



Euclidean map of 10 million of the 850 million Facebook users friend networks

© Paul Butler, FB

The World in **2013** 

# FACTS AND FIGURES

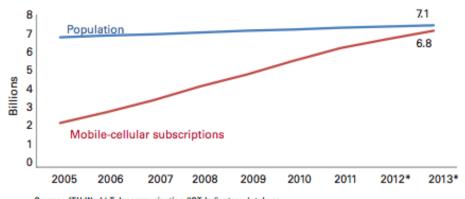


"I am pleased to present the latest ICT Facts and Figures which show continued and almost universal growth in ICT uptake. Every day we are moving closer to having almost as many mobile- cellular subscriptions as people on earth. This is exciting news. The mobile revolution is m-powering people in developing countries by delivering ICT applications in education, health, government, banking, environment and business. Let us all celebrate this mobile miracle that I have no doubt will hasten our pace towards sustainable development."

Brahima Sanou, Director of the ITU Telecommunication Development Bureau

### 6.8 BILLION MOBILE-CELLULAR SUBSCRIPTIONS

As the number of subscriptions approaches global population figures mobile-cellular growth slows



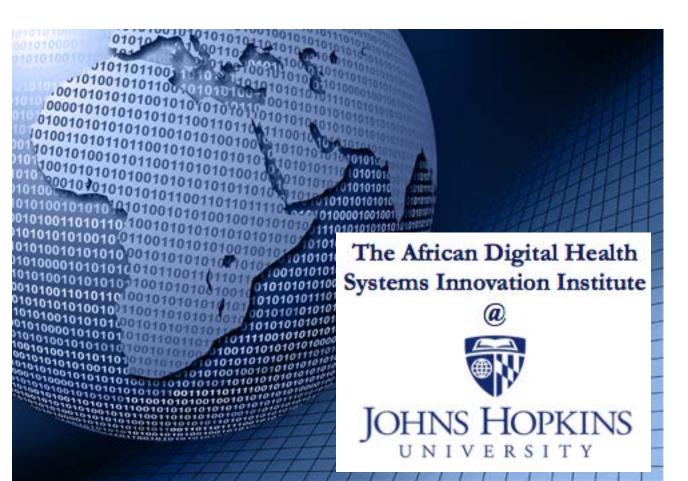
Source: ITU World Telecommunication /ICT Indicators database

Note: \* Estimate

In 2013, there are almost as many mobile-cellular subscriptions as people in the world, with more than half in the Asia-Pacific region (3.5 billion out of 6.8 billion total subscriptions).

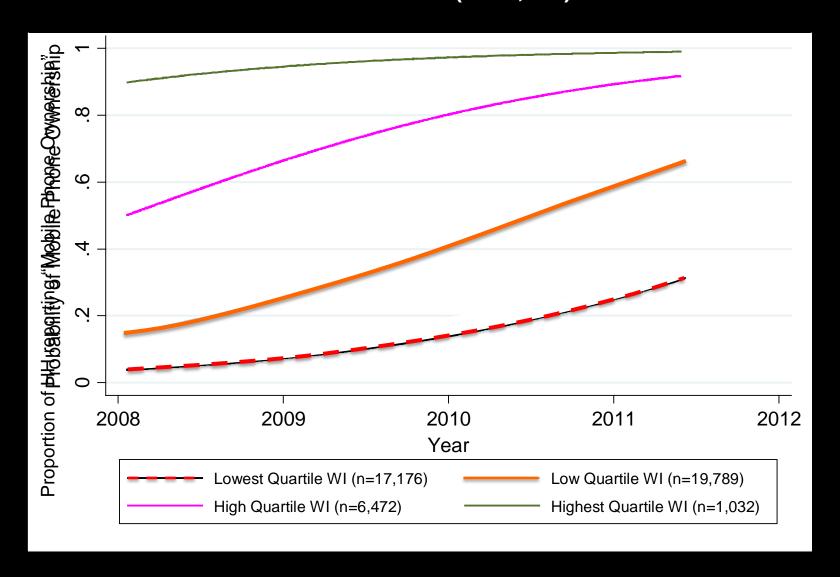
### The African Digital Health Systems Innovation Institute





### Mind the Gap!

Household Mobile Phone Ownership over time in rural Bangladesh, by "Wealth Index" (n=44,469)















**JOHNS HOPKINS UNIVERSITY** 

**Global mHealth Initiative** 





















World Health

Organization



## mHealth: The Five C's

Harnessing ubiquitous information and communication technology to collect data, count events, connect individuals, compress time and Create opportunities to improve health.



## mHealth is not monolithic:

This impacts -- evaluation, indicators, business models, opportunities and strategies for scale.



Education and Awareness
Messaging in support of
public health and behavioral
change campaigns.



Support
Mobile phones to support
provider decisions and as a
point-of-care device.



Disease and Epidemic
Outbreak Tracking
Sending and receiving data on
disease incidence, outbreaks and
public health emergencies.



Supply Chain Management Using mobile solution to improve stock-outs and combat counterfeiting.



Remote Data Collection
Collecting real-time patient
data with mobile
applications.



Remote Monitoring
Maintaining care giver
appointments or ensuring
medication regime
adherence.

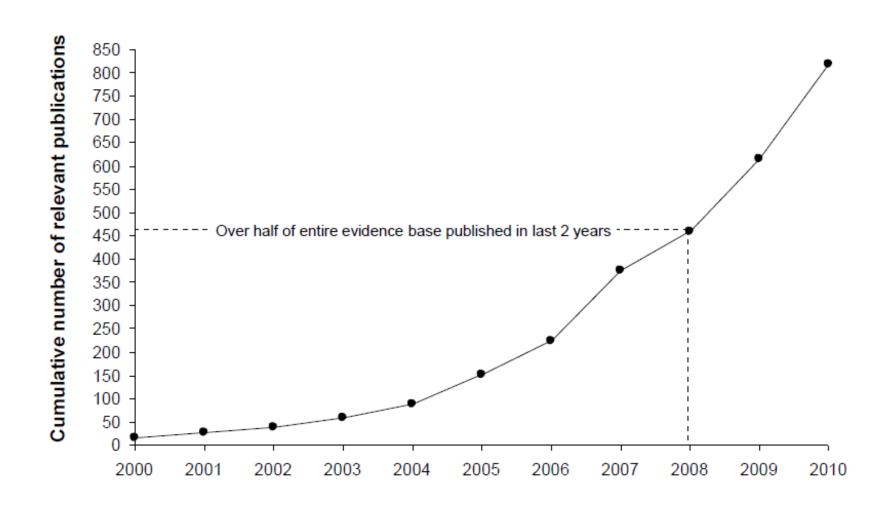


Healthcare Worker
Communication and
Training
Connecting health workers
with sources of information.

## mHealth doesn't work in a Vacuum



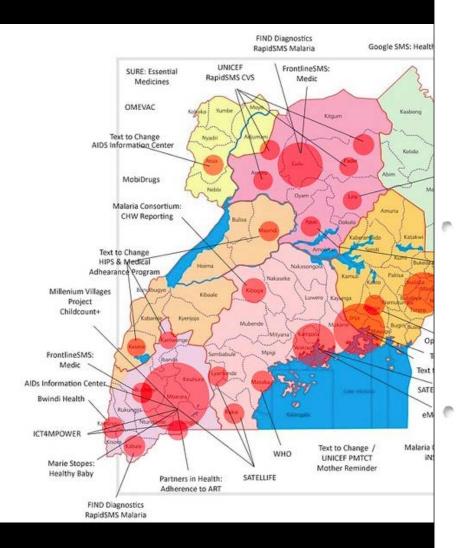
## mHealth is an "Emergent" Field







## **Pilotitis**



340874/231563/9 Telephone: General Line: 256 - 41 - 340872 Permanent Secretary's Office: 256 - 41 - 231584 Fax: IN ANY CORRESPONDANCE ON THIS SUBJECT PLEASE QUOTE ADM. 45/273/01

Ministry of Health P.O. Box 7272 Kampala Uganda

THE REPUBLIC OF UGANDA

17th January, 2012

All Technical Programmes of MOH All Hospital Directors All District Health Officers All Medical Superitendants All key Stakeholders

### RE: COORDINATION AND HARMONISATION OF EHEALTH INITIATIVES

Reference is made to the above subject.

The Ministry of Health recognizes the critical role of Information and Communication Technologies in improving the quality of health care, enhancement of human resource development, use of evidence based decision making and ultimately the attainment of the Millennium Development Goals.

While the potential advantages of ICT for development are enormous, we need to put in place an enabling environment guided by a clear eHealth Policy and Strategic Framework.

In order to jointly ensure that all eHealth efforts are harmonized and coordinated, I am directing that ALL eHealth projects/Initiatives be put to halt until:

- a. Approval is sought from my Office
- b. Sustainability mechanisms and Ownership have been agreed upon
- c. Interoperability with the National DHIS2 has been achieved
- d. Institutional Structures are utilized
- e. eHealth TWG has reviewed and recommended its Approval

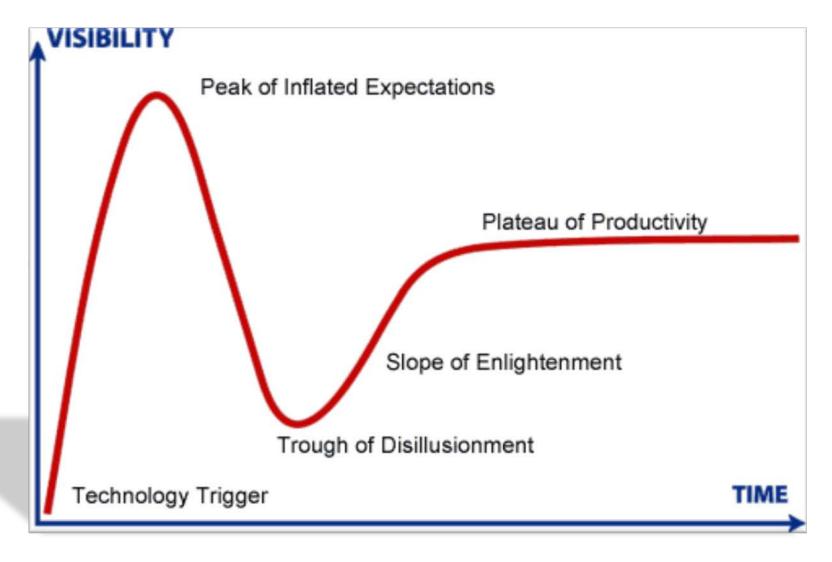
This directive takes immediate effect.

Dr Jane Ruth Aceng

DIRECTOR GENERAL HEALTH SERVICES

Ag. Permanent Secretary

# The Gartner "Hype" Cycle

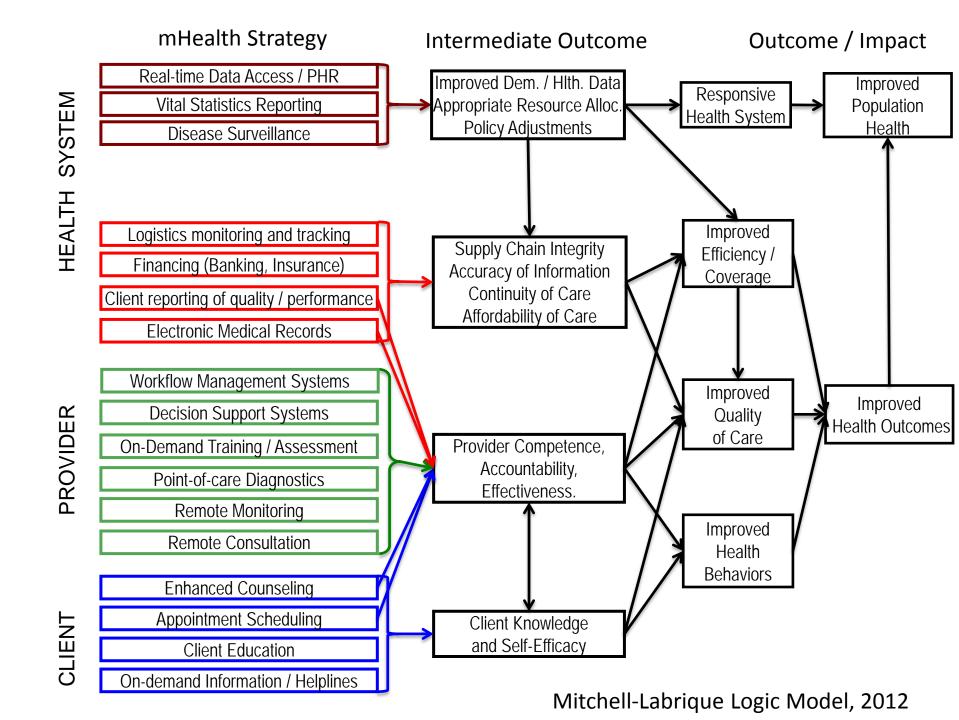


Fenn J, Maskino M: When to Leap on the Hype Cycle. Gartner Group 2008.

# Streamlining the Conversation



The mHealth Alliance's **Evidence Working Group** (EWG) focused on the identification and promotion of research to generate credible evidence to support and identify if, how and to what extent mHealth and eHealth solutions can contribute and increase health impact, particularly in low and middle-income countries (LMIC).



# Patient Knowledge and Self-Efficacy

- INFORMATION
- DEMAND CREATION
- SUPPORT SYSTEMS

ARTICULATING

mHEALTH

STRATEGIES

AS

HEALTH

SYSTEMS

INNOVATION

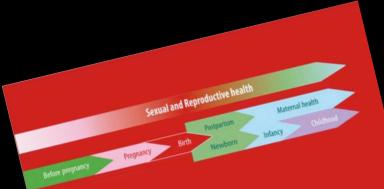
Provider
Competency and
Accountability

- WORK MANAGEMENT
- DECISION SUPPORT
- ENUMERATION
- SURVEILLANCE

Health System Adequacy

- SUPPLY CHAIN
- STAFF AND FACILITY PERFORMANCE MONITORING
- REFERRAL SUPPORT

Preventive and Curative Public Health Interventions of known efficacy exist and are well described



Packages of Interventions

Family Planning, Safe Abortion care, Maternal, Newborn and Child Health





ESSENTIAL
INTERVENTIONS,
COMMODITIES
AND GUIDELINES

for Reproductive, Maternal, Newborn and Child Health





A GLOBAL REVIEW OF THE KEY INTERVENTIONS
RELATED TO REPRODUCTIVE, MATERNAL, NEWBORN
AND CHILD HEALTH (RMNCH)







mHEALTH:
A Health Systems Catalyst

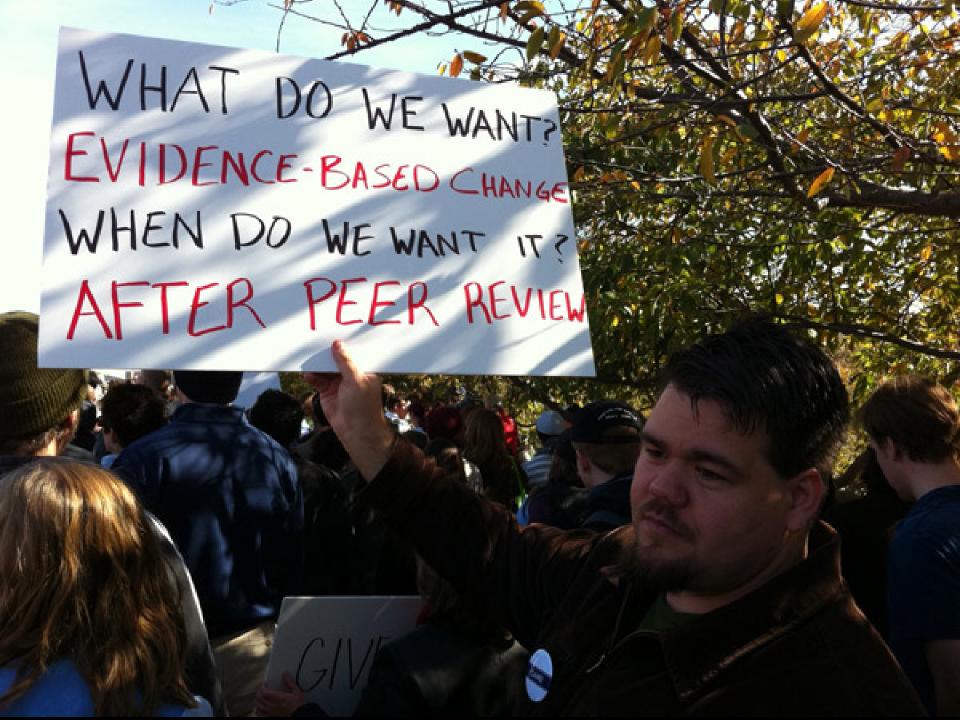
EFFECTIVE COVERAGE



Shift focus from "Does mHealth work?" to "Does mHealth optimize what we know works?"



OF KNOWN
EFFICACY



# Why "Evidence"?

- 1. Two decades of Emphasis on EBD!
- 2. Health investments in global health are driven by more than market forces
- 3. Limited resources = Need for stringent, costeffectiveness based planning
- 4. Donors: Increased transparency / scrutiny
- 5. Population-side demand for improved quality
- 6. e-Health / ICT induced political fatigue

# Healthy mSkepticism

# The Bellagio eHealth Evaluation Declaration 2011



"Rigorous evaluation of e- & m-Health is necessary to generate useful evidence and promote the appropriate integration of technologies to improve health and reduce inequalities."

informed by rigorous and focused evaluation. Used appropriately, eHealth has the potential to catalyze, support and monitor health improvements at scale, and to accelerate achievement of national and global development goals, including the United Nations Millennium Development Goals. If used improperly,

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If used improperly, eHealth may divert valuable resources and even cause harm... implementation must be guided by evidence...

te use of scale-up /ironments -up.



"mHealth tools and interventions must be backed up by rigorous scientific development, evaluation, and evidence generation to enhance meaningful innovation and best practices, and to validate tools and methods for health professionals, consumers, payers, governments, and industry."

Careers in Behavioral and Social Sciences

More Events >>

advancements, but also alternative study designs and methodologies that ensure that research studies are able to provide timely information within a rapidly evolving field. Evaluation methods that incorporate principles of existing study methodologies, including randomization, step-wedge design, n-of-1 trials, and Practice-Based-Evidence (PBE) methodology were discussed, in addition to methods that borrow from engineering, including Multiphase Optimization Strategy (MOST) and Sequential, Multiple Assignment Randomized Trials (SMART). Ethical issues related to collection, storage and use of real-time masses of identifiable

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Essay



## Scaling Up mHealth: Where Is the Evidence?

Mark Tomlinson¹s, Mary Jane Rotheram-Borus², Leslie Swartz³, Alexander C. Tsai⁴.5

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#### What Is the Problem?

There are over 6 billion mobile phone subscribers and 75% of the world has access to a mobile phone [1]. Service and care providers, researchers, and national governments are excited at the opportunities mobile health has to offer in terms of improving access to health care, engagement and delivery, and health outcomes [2]. Interventions categorized under the rubric "mobile health" or "mHealth"broadly defined as medical and public health practice supported by mobile devices [2] span a variety of applications ranging from the use of mobile phones to improve point of service data collection [3], care delivery [4], and patient communication [5] to the use of alternative wireless devices for real-time medication monitoring and adherence support [6].

A recent World Bank report tracked more than 500 mHealth studies, and many donor agencies are lining up to support the "scaling up" of mHealth interventions [7]. Yet, after completion of these 500 pilot studies, we know almost nothing about the likely uptake, best strategies for engagement, efficacy, or effectiveness of these initiatives. Currently, mHealth interventions lack a foundation of basic evidence [8], let alone a foundation that would permit evidence-based scale up. For example, in Uganda in 2008 and 2009 approximately 23 of 36 mHealth initiatives did not move beyond the pilot phase [9]. The current enthusiasm notwithstanding, the scatter-shot approach to piloting mHealth projects in the absence of a concomitant programmatic implementation and evaluation strategy may dampen opportunities to truly capitalize on the technology. This article discusses a number of points pertinent to developing a more robust evidence base for the scale up of mHealth interventions.

The Essay section contains opinion pieces on topics of broad interest to a general medical audience.

The issues raised are raincall. and method

Industry mHealth s concern. A in South A for scale un low- and MICs). Ma industry re searchers, 1 [10]. It is h a quite dil scale up 1 share, rath growing inv inantly mo some cauti code of pr ships will h evolution ( discuss late

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promise is that mobile tech solve one of the most difficult problems facing global health efforts that of structural barriers to access. Travel, especially to remote areas in LAMICs, is expensive,

**Summary Points** 

- Despite hundreds of mHealth pilot studies, there has been insufficient programmatic evidence to inform implementation and scale-up of mHealth.
- > We discuss what constitutes appropriate research evidence to inform scale up.
- > Potential innovative research designs such as multi-factorial strategies, randomized controlled trials, and data farming may provide this evidence base.
- > We make a number of recommendations about evidence, interoperability, and the role of governments, private enterprise, and researchers in relation to the scale up of mHealth.

reminders to improve attendance at health care appointments [13,14]. Yet, none of the studies included in these reviews was conducted in resource-limited settings.

Citation: Tomilinson M. Rotheram-Borus MJ, Swartz L. Tsai AC (2013) Scaling Up mHealth: Where is the Evidence? PLoS Med 10(2): e1001382, doi:10.1371/journal.pmed.1001382

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Competing Interests: MT is a member of the PLOS Medicine Editorial Board, AT receives salary support from

Abbreviations: EBI, evidence-based intervention; LAMIC, low- and middle-income country; mHealth, mobile health; MOST, Multiphase Optimization Strategy.

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Letter to the Editor

### H\_pe for mHealth: More "y" or "o" on the horizon?

ARTICLE INFO

Key words: mHealth Evidence Evaluation ABSTRACT

Objective: Efforts in the domain of mobile health, or mHealth, have been criticized for the unfettered proliferation of pilots and a lack of a rigorous evidence base to support these

Results: We identified 215 unique mHealth studies that were registered in the clinicaltrials.gov database, of which 8.4% (n = 18) were observational in nature while the remaining 91.6% (n = 197) were interventional. Of the 215 studies, 81.8% (n = 176) studies used a classical randomized trial design and 40 new studies were added to the database between May and November 2012 alone. Based on these results, we posit that the field is entering a new 'era' where a body of rigorous evaluation of mHealth strategies is rapidly accumulating.

Over the past decade, a growing 'mHealth' movement has been exploring and identifying opportunities to improve the delivery of, and access to, health services and information. There are currently 6 billion mobile phone subscriptions permeating 87% of the world's population, fueling the interest in mHealth solutions as a sea changer for global health [1]. A broad ecosystem has emerged around using mobile technologies to catalyze healthcare, across the economic spectrum, from sophisticated high-income settings to rural populations where basic health needs are often unmet. Technologies used in this space range from simple voice-only phones to highly sophisticated portable computing devices, resulting in a breadth of solutions being developed and tested globally. At the core of most mHealth strategies lies a mix of conventional approaches that optimize processes and meaningful data utilization, to novel systems that depend on emergent sensor technologies to provide diagnostic insights

http://dx.doi.org/10.1016/j.ijmedinf.2012.11.016

and personalize care. mHealth can be used to incentivize action, improve timeliness of data collection and utilization. improve access to and communication with clients, provide information on-demand, improve adherence, reduce attrition to clinical follow-up, and document system-client interactions to improve accountability by identifying and acting on missed contacts. There is widespread recognition of the potential inherent in these technologies, across development investors, national governments, global health agencies and the telecommunications sector.

The first 'era of mHealth' has been characterized by a global proliferation of proof-of-concept projects. A number of foundations, government agencies and telecommunication operators (e.g., the Bill and Melinda Gates Foundation, USAID, and Vodafone, among others) have provided seed funding mechanisms to help stimulate innovation and experimentation over the past five years. Hundreds of projects,

# Need for Ecosystem-wide Structure / Systematic Approach to Evidence Synthesis





### **Core Functions**

**Convening:** Host open meetings with presentations by/for members on selected mHealth topics, providing a forum to discuss accomplishments and lessons learned. Establish technical sub-groups as needed to address specific areas, issues or concerns.

**Knowledge Sharing:** Promote sharing among working group members of experiences, lessons learned and resources.

**Promising Practices:** Identify, develop, promote and advise the best available approaches to the development, implementation, and evaluation of mHealth projects and practices. Create tools and resources that enable adoption of promising practices and their adaption to local circumstances.

**Collaboration:** Identify and facilitate opportunities for joint activities and partnerships among mHealth Working Group members in multiple sectors.

Capacity Building: Enhance skills and organizational capacities in mHealth at all levels.

**Advocacy:** Engage decision makers and stakeholders working in global health and development at the global and national levels to mobilize planning and resources for mHealth.





#### Recommendations:

Recommendations for addressing the evidence gaps and enhancing the field of mHealth for MNCH include the following:

- Stakeholders who use evidence, particularly those who influence the research agenda, need to advocate, promote, mandate and ultimately fund activities that would close the identified evidence gaps.
- Greater efforts should be made to identify, capture and disseminate evidence, focusing on the numerous studies and projects in mHealth and MNCH that exist but are not reflected in the literature nor widely shared with the global health community.

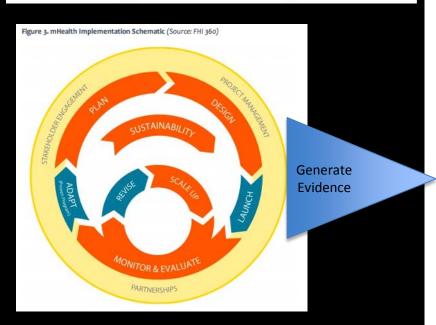
- The technical and research communities that have been driving the mHealth agenda ought to frame the evidence in language that resonates with the global health community, paying particular attention to the global health trends that have become priorities to major donors.
- Gaps in the evidence around mHealth and MNCH should be viewed as opportunities for future research.







### The mHealth Planning Guide: Key Considerations for Integrating Mobile Technology into Health Programs





#### PUBLICATIONS MATRIX OF MHEALTH IMPLEMENTATION RESOURCES FOR The mHealth Planning and Implementation Guide: How to Integrate Mobile Technology into Health Programming LAST UPDATES: SEPTEMBER 20, 2013

PUBLICATION TITLE & HYPERLINK PLANNING & IMPLEMENTATION TOPICS

	YEAR	Case Studies	Program Planning	Landscape Analysis	Target Population	Technology Design	Content Development	Prototyping	Project Management	Partnerships	Beta & Program Testing	Monitoring & Evaluation	Scale-up	Sustainability	Implementation Lessons
GSMA mWomen Marketing Handbook	2013				х		X			Х	X	X	Х	X	X
Lessons Learned: ICTs for Supply Chain Management in Low-Resource Settings		Х			Х	Х	Х	Х			X		х		х
M4RH Cost Considerations		X	X			X			X						X
m-Enabled Inclusive Business Models: Applications for Health		X				Х				Х	X		X	X	X
mHealth Compendium, Edition Two		X								Х		X			Х
mHealth innovations as health system strengthening tools; 12 common applications and a visual tramework		X	x	Х		Х									
Operational Challenges in the Cambodian mHealth Revolution		X	X	Х	Х	Х	X								
Patient Privacy in a Mobile World: A Framework to Address Privacy Law Issues in Mobile Health		x	X	х	х	Х			х	х		X			
Planning an Information Systems Project: A Toolkit for Public Health Managers			Х			Х			Х		Х				
PLOS Medicine – February 2013 Issue		X				Х					X	X	Х	Х	X
Scaling Mobile for Development A Developing World Opportunity - Final Report, Sildedeck, and Interim Report		X		Х	х	Х							х	x	
Scaling Up Mobile Health: Developing mHealth Partnerships for Scale		X								X			Х		Х
Sustainable Financing for Mobile Health (mHealth)		X		Х						X		X	Х	X	X
The State of Standards and Interoperability for mHealth among Low- and Middle- Income Countries				X		Х				Х			×	×	
The Truth About Disruptive Innovation			Х	Х	Х	Х									Х
Total Cost of Ownership Model for CommCare			X			Х			Х					X	
A Development and Evaluation Process for mHealth Interventions: Examples From New Zealand - Abstract and POPLINE	2012				Х			Х			Х	X			
Applying a framework for assessing the health system challenges to scaling up mHealth in South Africa		X	X	X									х		x
Factors that promote or inhibit implementation of e-health systems: An explanatory systematic review			х						Х						x
GSMA mWomen Research Toolkit			X	Х	Х		Х								
Leveraging Mobile Technologies for Maternal, Newborn, and Child Health: A Framework for Engagement		Х	х							Х		Х			х
MAMA Global Monitoring and Evaluation Framework		Х	X						Х	X		Х	Х	Х	Х
mBCC Field Guide: A Resource for Developing Mobile Behavior Change Communication Programs		Х	х	Х	х	Х	Х	х		Х		Х	х	x	
mHealth Compendium, Edition One		Х								X		Х			Х
National eHealth Strategy Toolkit				Х		X				X		Х			
The Economics of eHealth and mHealth				Х								X		Х	
Building Partnerships that Work: Practical Learning on Partnering in mHealth	2011	Х							Х	Х					Х
mHealth: New Horizons for Health through Mobile Technologies		X	X	X								X			X
Scaling Mobile Health: Elements Necessary for the Successful Scale Up of mHealth in Developing Countries		Х											х		Х
The Use of Information and Communication Technology in Family Planning, Reproductive Health, and Other Health Programs: A Review of Trends and Evidence		Х	х			Х							х		х
Barriers and Gaps Affecting mHealth in Low and Middle income Countries	2010	X	х	х								X			х
Human-Centered Design Toolkit	2009		X		Х	Х	Х							Х	
Sizing the Business Potential of mHealth in the Global South: A Practical Approach	CA	X	Х	Х						X				Х	
mHealth: A Developing Country Perspective	2008	Х	X	Х										Х	X
Towards the Development of an mHealth Strategy: A Literature Review	- CN	X	Х	Х		X				X		Х			Х





Home Vision

FR

Milestone

**Partners** 



### Call to Action

Call to Action Sets Course to End Preventable Child Deaths/ The Sustained Effort: A Promise Renewed

On June 14-15, 2012, over 80 countries represented by governments and a multitude of partners from the private sector, civil society, and faith-based organizations gathered at the Child Survival Call to Action — a high-level forum convened by the governments of Ethiopia, India and the United States, in collaboration with UNICEF... Read more »

Evidence Review Teams (ERT)

PLBC I

Advances in Science, Technology and Innovation

Concep

Expected Outo Behavior Char Click here to What are the effective and sustainable interventions that utilize advances in science, technology and innovation to promote and support behavior and social changes that are needed to accelerate reductions in under-five mortality and optimize healthy and protective child development to age five?



Epidemiologic Reviews

The Author 2010. Published by Oxford University Press on behalf of the Johns Hopkins Bloomberg School of Public Health. All rights reserved. For permissions, please e-mail: journals.permissions@oxfordjournals.org.

DOI: 10 Advance

#### Text Messaging as a Tool for Behavior Change in Disease Prevention and Management

#### Heather Cole-Lewis\* and Trace Kershaw

\* Correspondence to Heather Cole-Lewis, Yale University School of Epidemiology and Public Health, P.O. Box 208034, New H CT 06520-8034 (e-mail: heather.cole-lewis@yale.edu).

Accepted for publication January 25, 2010.

Mobile phone text messaging is a potentially powerful tool for behavior change because it is widely inexpensive, and instant. This systematic review provides an overview of behavior change interved disease management and prevention delivered through text messaging. Evidence on behavior change at outcomes was compiled from randomized or quasi-experimental controlled trials of text message inte published in peer-reviewed journals by June 2009. Only those interventions using text message as the mode of communication were included. Study quality was assessed by using a standardized measure. Sarticles representing 12 studies (5 disease prevention and 7 disease management) were included. Integrit ranged from 3 months to 12 months, none had long-term follow-up, and message frequency va sufficiently powered studies, 8 found evidence to support text messaging as a tool for behavior change exist across age, minority status, and nationality. Nine countries are represented in this review, but it is presented in this review, but it is provided to the provided of the

cellular phone; health behavior; intervention studies; review

Abbreviations: HIV, human immunodeficiency virus; mHealth, mobile health.

#### BACKGROUND

By the end of 2008, there were an estimated 4 billion mobile phone subscribers worldwide. Since there were only 1 billion subscribers in 2002, it is apparent that use of this technology is growing rapidly (1). Ninety-five percent of countries in the world have mobile phone networks, and the majority of these countries have more mobile phone than landline subscriptions (2, 3). In nearly a third of the countries, the number of cell phones in use is greater than the number of people living in those countries (4).

Mobile phones have had a considerable impact in developing countries (3, 5, 6). Communication by mobile phone is less expensive than alternative options such as landline telephones or standard Internet (1, 7). Millions of people across Africa and Asia who never had access to traditional phone communication now use mobile phones on a regular basis (3, 5, 8). Additionally, across the world (in both developing and developed countries), people are gaining access to the Internet via mobile phones. For many, the mobile

phone is currently the primary mode of act net, which the Pew Internet & American I gests will be the case for the entire world be a recent survey, 23% of Americans report Internet via their mobile phone on a typic a 64% increase from 2007 (10). United Na port that the widespread use of mobile tec strates feasibility for the use of it communication technologies throughout the important, given the potential of these tech as catalysts for reaching the Millenniu Goals for 2015 (8).

Mobile technology has already been around the world; its utilization is growin, not just for interpersonal communication bu aspect of communication infrastructure f cluding finance, education, and marketing Mobile technology is also increasingly thealth and prevent disease (11, 13–17) (mHealth) is the use of mobile phone technology.

Epidemiol Rev

OPEN & ACCESS Freely available online



# The Effectiveness of Mobile-Health Technologies to Improve Health Care Service Delivery Processes: A Systematic Review and Meta-Analysis

Caroline Free<sup>1\*</sup>, Gemma Phillips<sup>2</sup>, Louise Watson<sup>3</sup>, Leandro Galli<sup>4</sup>, Lambert Felix<sup>5</sup>, Phil Edwards<sup>3</sup>, Vikram Patel<sup>3</sup>, Andy Haines<sup>3</sup>

1 Clinical Trials Unit, London School of Hygiene & Tropical Medicine, London, United Kingdom, 2 Department of Health Services Research and Policy, London School of Hygiene & Tropical Medicine, London, United Kingdom, 3 Department of Population Health, London School of Hygiene & Tropical Medicine, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department of Primary Care and Public Health, Imperial College, London, United Kingdom, 5 Department o

#### Abstract

Background: Mobile health interventions could have beneficial effects on health care delivery processes. We aimed to conduct a systematic review of controlled trials of mobile technology interventions to improve health care delivery processes.

Methods and Findings: We searched for all controlled trials of mobile technology based health interventions using MEDLINE, EMBASE, PsycINFO, Global Health, Web of Science, Cochrane Library, UK NHS HTA (Jan 1990–Sept 2010). Two authors independently extracted data on allocation concealment, allocation sequence, blinding, completeness of follow-up, and measures of effect. We calculated effect estimates and we used random effects meta-analysis to give pooled estimates. We identified 42 trials. None of the trials had low risk of bias. Seven trials of health care provider support reported 25 outcomes regarding appropriate disease management, of which 11 showed statistically significant benefits. One trial reported a statistically significant improvement in nurse/surgeon communication using mobile phones. Two trials reported statistically significant reductions in correct diagnoses using mobile technology photos compared to gold standard. The pooled effect on appointment attendance using text message (short message service or SMS) reminders versus no reminder was increased, with a relative risk (RR) of 1.06 (95% CI 1.0.5–1.07,  $I^2$  = 6%). The pooled effects on the number of cancelled appointments was not significantly increased RR 1.08 (95% CI 0.89–1.30). There was no difference in attendance using SMS reminders versus other reminders (RR 0.98, 95% CI 0.94–1.02, respectively). To address the limitation of the older search, we

Conclusions: The results for health care provider support interventions on diagnosis and management outcomes are generally consistent with modest benefits. Trials using mobile technology-based photos reported reductions in correct diagnoses when compared to the gold standard. SMS appointment reminders have modest benefits and may be appropriate for implementation. High quality trials measuring clinical outcomes are needed.

Please see later in the article for the Editors' Summary.

Citation: Free C, Phillips G, Watson L, Galli L, Felix L, et al. (2013) The Effectiveness of Mobile-Health Technologies to Improve Health Care Service Delivery Processes: A Systematic Review and Meta-Analysis. PLoS Med 10(1): e1001363. doi:10.1371/journal.pmed.1001363

Academic Editor: Tony Cornford, London School of Economics, United Kingdom

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Funding: We gratefully acknowledge funding from the UK Department of Health, Global Health Division. The funders had no role in study design, data collection and analysis, decision to publish, or preparation of the manuscript.

Competing Interests: VP is a member of the Editorial Board of PLOS Medicine. The authors have declared that no other competing interests exist.

Abbreviations: ECG, electrocardiogram; m-Health, mobile-health; MMS, multimedia message; PDA, personal digital assistant; RR, relative risk; SMS, short message sending

\* E-mail: caroline.free@lshtm.ac.uk

PLOS Medicine | www.plosmedicine.org 1 January 2013 | Volume 10 | Issue 1 | e1001363

#### **PRISMA 2009 Flow Diagram**

n1 = Original search + updated search + trial registries

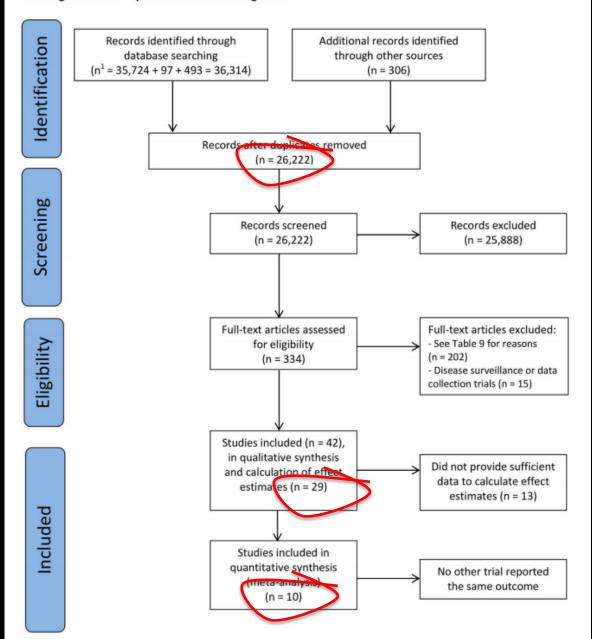


Figure 1. PRISMA 2009 flow diagram. doi:10.1371/journal.pmed.1001363.g001



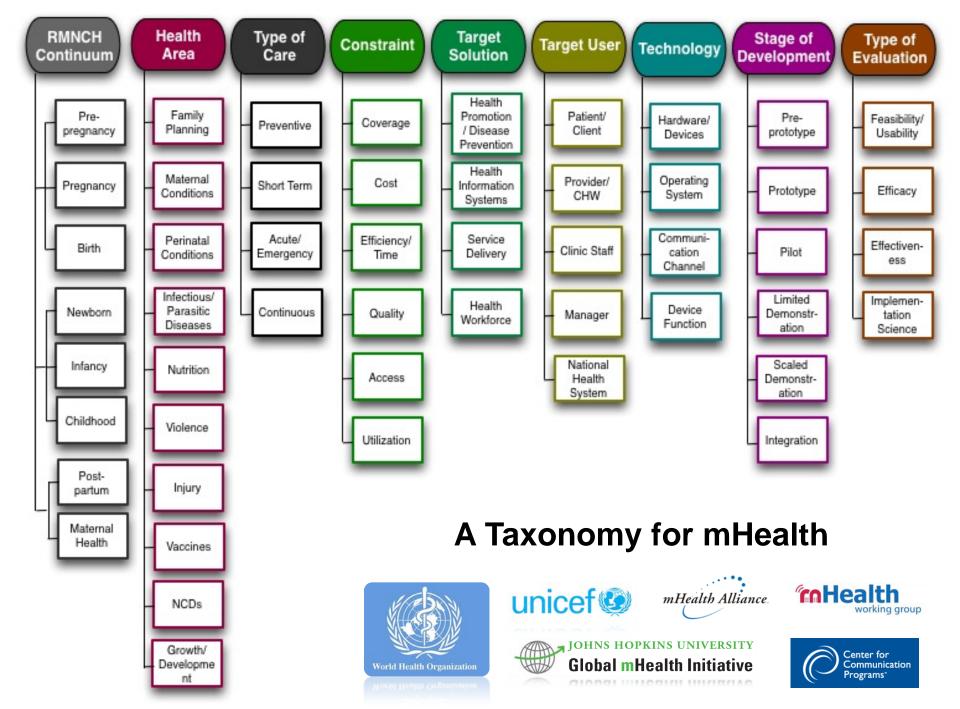
# mHealth Technical Evidence Review Group for RMNCH

http://bit.ly/who-mterg

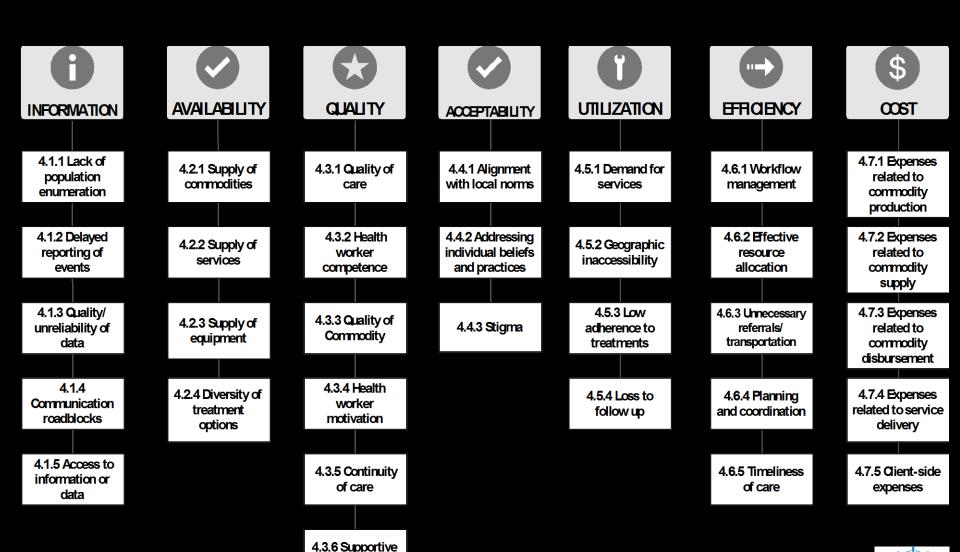
"Providing governments and implementing agencies objective, evidence-based guidance for the selection and scale of mHealth strategies across the reproductive, maternal, newborn and child health continuum"

# Step 1: Develop a common vocabulary

Help <u>us</u> as innovators, researchers, funders talk about mHealth...



## What is the problem we're trying to solve?



supervision



TECHNICAL CONCEPT

#### mHealth innovations as health system strengthening tools: 12 common applications and a visual framework

Alain B Labrique, "Lovanya Vasudevan," Erica Kochi, <sup>b</sup> Robert Fabricant, <sup>c</sup> Garrett Mekk<sup>e</sup>

This new framework lays out 12 common mHealth applications used as health systems strengthening innovations across the reproductive health continuum.

The tapid productation of mitealth projects—albeit mainly plot riform—has generated sounderable enthusians among governments, doors, and implementers of health programs. In many missances, theeplot projects have demonstrated conceptually how mitealth can also also seek that the projects have demonstrated conceptually how mitealith can also also seek that the projects have demonstrated to state that hander effective contage of health interventions.

Large-scale implementation or integration of these miletalts inconsume into health programs has been limited, however, by a sharing empiral codescent supporting their value in terre and exist performance, and health outcomes, "I document to lime and milder income countries for manners and exist noncone countries for manners that health outcomes to the product of the miletalt page and conpeting priorities, impeding their didn't page and competing priorities, impeding their didn't page and competing priorities, impeding their didn't page and competing to the control in the product of the product of the page and the product of the product of the page and the page

Current larger-scale effectiveness and implementation research initiatives are working to address the evidence gaps and to demonstrate the impact of milealth investments on health system targets. To Other efforts are underway to writhesize such findings. To mbleath initiatives, rather than on specific initionals inclinately as "International agrocies and research organizations have also endowedone to frame inclination content of beath surveyanceous within the broader content of beath surveyance goals or health outcomes." The term "health system" includes all activates in which the primary includes all activates in which the primary purpose is to promote restore, or maintain health. Some chements of a framework or evaluating health system to it is extensively reliant pite goals of the health system to it is executed houselves the proposed previously, which we believe can serve a a model for articulating and possibly in militable heistitutes and proclaims.

Applying a brills nystem sens to be evaluation of mittedth instances requires different indicators and methodologies, shifting the ascensioner from whether due mittedth instantive works' to precess evaluation or grows indicators of the bright outcomes of instruct. This new way of thinking would facilitate selection of mittedth shoot what are appropriate in altertal facilitations. In other words, it would three people to this desting, be selected to the contraction of the selection of the select

could overcome these health system constraints.<sup>8</sup>
Presenting milealth as a range of tools for overcoming known health system constraints, as a health systems "catalyst," may also improve communication







UNDP · UNFPA · UNICEF · WHO · World Bank Special Programme of Research, Development and Research Training in Human Reproduction







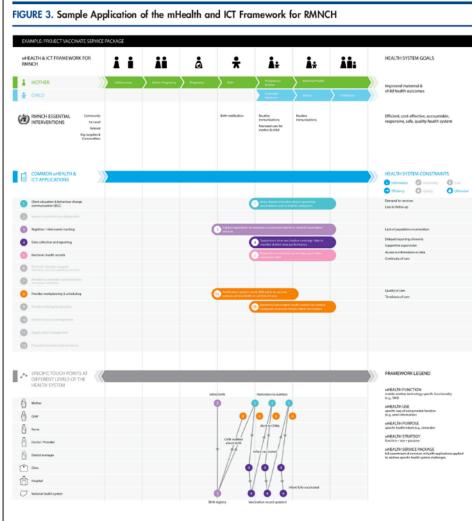












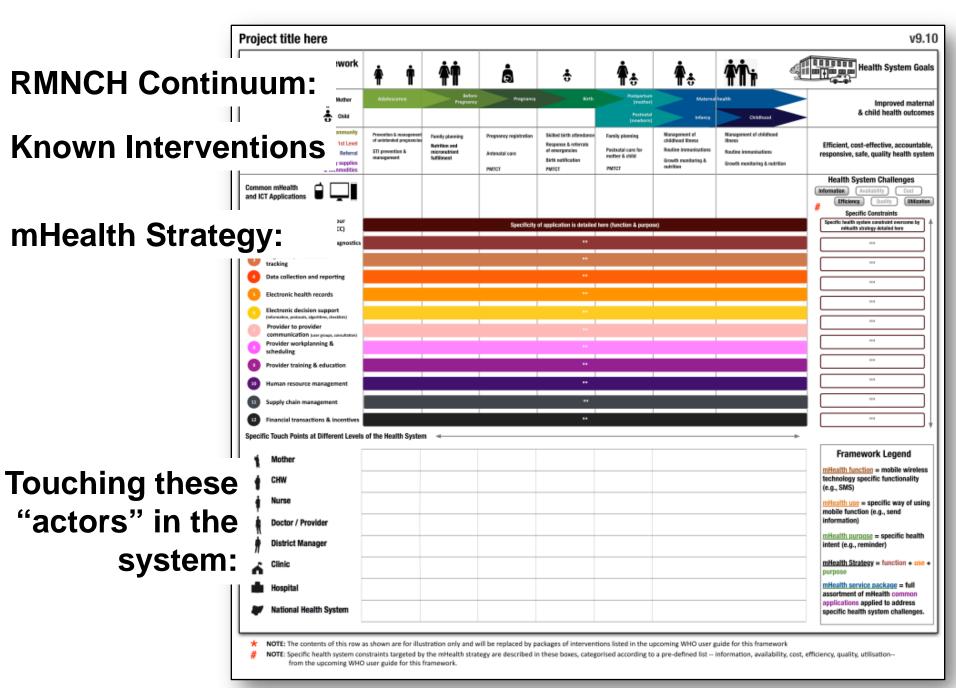
Abbreviations: CHW, community health worker; ICT, information and communications technology; RMNCH, reproductive, maternal, newborn, and child health.

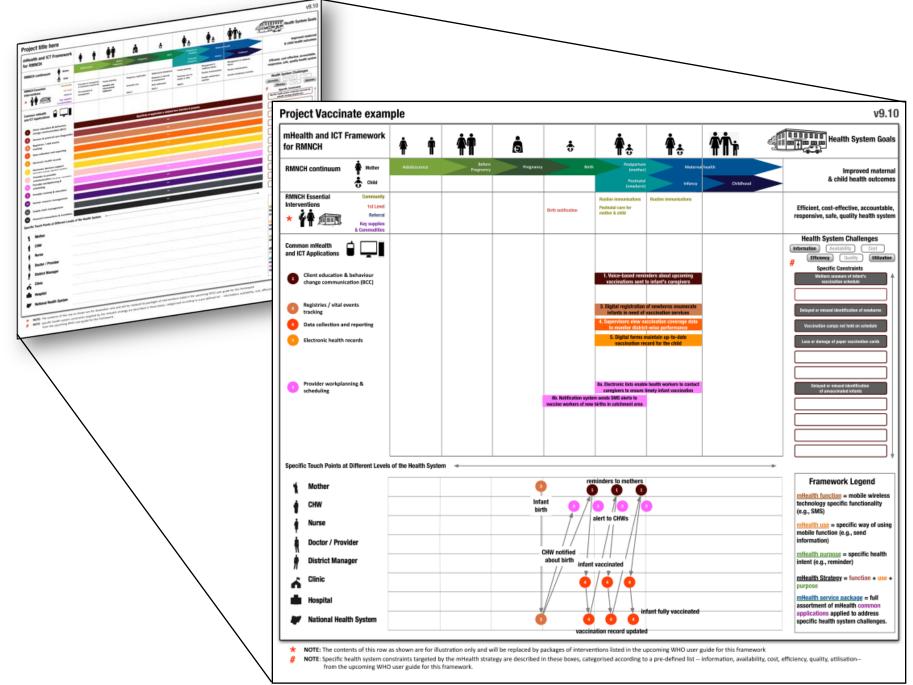
The fictional "Project Vaccinate" is an mHealth system that integrates 6 of the 12 common mHealth applications to identify newborns and support families and community health workers in ensuring timely and complete vaccination.

Global Health: Science and Practice

# 12 Common Applications of mHealth

1	Client education & behaviour change communication (BCC)	7	Provider-to-provider communication User groups, consultation
2	Sensors & point-of-care diagnostics	8	Provider workplanning & scheduling
3	Registries / vital events tracking	9	Provider training & education
4	Data collection and reporting	10	Human resource management
5	Electronic health records	•	Supply chain management
6	Electronic decision support Information, protocols, algorithms, checklists	12	Financial transactions & incentives





Labrique, Mehl, Vasudevan et al. 2013 (MS in Review)

# Step 2: Develop repositories of m-evidence and m-activities

Help to identify, collate and grade the quality of information on mHealth strategies



MHEALTH EVIDENCE TAXONOMY



SIGN IN

REGISTER



**Browse All Records** 

Advanced Search

About

**Partners** 

#### Search the world's mHealth Evidence

Currently indexing almost 6000 global evidence sources

Search

#### What is mHealth Evidence?

mHealth is the use of mobile information and communication technologies for improving health. It can be used for a wide range of purposes, including health promotion and illness prevention, health care delivery, training and supervision, electronic payments, and information systems. Many believe that it has the potential to shift the paradigm on when, where, how and by whom health services are provided and accessed.

But mHealth is a young field and much of the evidence on "what works" is still emerging. Even the evidence that exists can sometimes be difficult to find.



#### **BROWSE MHEALTH EVIDENCE TOPICS**

- · Beneficiary Age Range
- Care Model
- Health Domain
- Health System Constraint
- Location
- · mHealth Application
- Special Population
- · Stage of Development
- · Stage of Evaluation
- Target User
- Technology

#### VIEW MOST RECENT RECORDS

- Temporal motifs reveal homophily, gender-specific patterns, and group talk in call sequences.
- Tobacco smoking surveillance: is quota sampling an efficient tool for monitoring national trends? A comparison with a random cross-sectional survey.
- Mobile Phone-based Syndromic Surveillance System, Papua New Guinea.
- Design and Test of a Hybrid Foot Force Sensing and GPS System for Richer User Mobility Activity Recognition.
- · Mobile phone tracking: in support of modelling traffic-

### mHealthEvidence.org



#### **FEATURES**

- Full text search of more than 6000 records
- Advanced search functionality using keywords, MESH terms, PubMed ID # or dates
- > Ability to browse the mHealth Evidence Taxonomy
- Ability to save searches and set up saved search alerts
- Quick link specific records under "My Documents"
- Social media integration via Facebook, Twitter, etc.

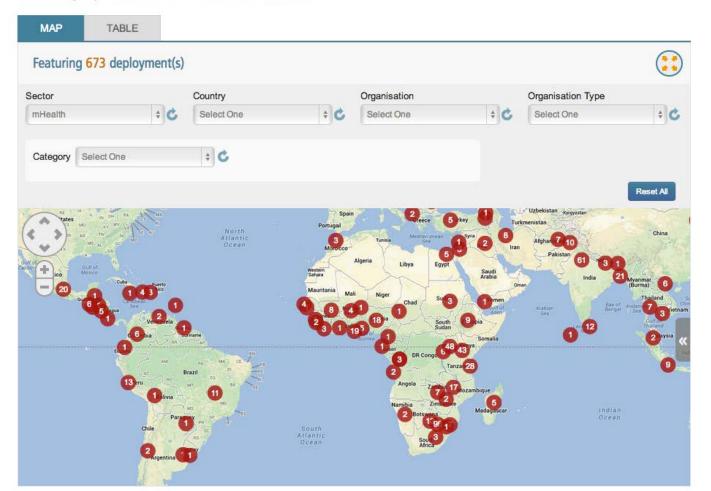
### Mobile for Development Intelligence



#### **Products & Services**

Search for mobile-enabled products and services in the developing world, using geographic and sector based filters. View the results on an interactive map or summary table, and click through to find out more about a specific product or service.

Want to add your product or service? Send us an email - Contact us





### **MREGISTRY.ORG**

A Global mHealth Registry











		search for place or address	Q	0
	0	MANAGE TO SE	- V	
longitude (x.y °)			Map	Satellite
	3	NORTH EUROI AMERICA	The same	
		Aslantic Ocean Consultation		
altitude (m)	:			
		SOUTH AMERICA	Indian Ocean	ALISTI
accuracy (m)	0			1
		Google	-	Terms of Us
Brief Project D	occription /	Ontional		
You may provide mo				
What stage of	activity are	you in?*		
	al Stage			
Conceptu	and Fundrais	ing		
		A-2		
Planning	Implementat	tion		



# Step 3: Facilitate the review and synthesis of evidence

Help to understand when sufficient information exists to recommend mHealth as part of the standard of care

# mTERG Criteria for Grading mHealth Information Quality



dia centre

**Publications** 

Countries

**Programmes** 

**About WHO** 

#### Sexual and reproductive health

#### Use of mobile technology for health (mHealth)



The use of mHealth has emerged as an important innovation with tremendous potential to strengthen health systems in low- and middle-income settings, through improved access to knowledge and information, by improving service delivery and reducing response time to crises.

HRP/Mark Leong

#### WHO mHealth Technical and Evidence Review Group (mTERG) for reproductive, maternal, newborn and child health

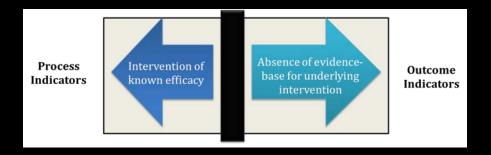
The WHO mTERG represents a WHO-convened group of recognized global experts at the intersection of mHealth, reproductive, maternal, newborn and child health, across research and programme implementation foci. Through a transparent process of discussions, research review and systematic evaluation, the mTERG works to establish methodologies and build consensus recommendations to enable the identification of mHealth strategies for which there is substantial evidence of health system value.

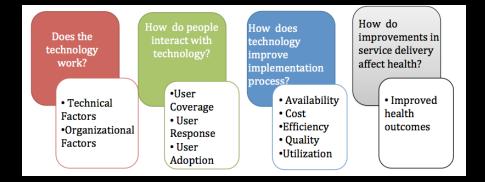
The mTERG is comprised of experts representing ministries of health, academic and research institutions, implementing organizations, and professional associations.

Table/	Category of Standards	Total Score per
Criteria no.		Standard
6.2	Overarching Standards	
1	Theoretical Framework	3
2	Technological Considerations	4
3	Problem Focus	1
	Total	8
6.3	Feasibility/Usability Standards	
1	Feasibility	3
2	Usability	4
3	Technology	3
4	Formative Qualitative and Quantitative	4
	Research	
5	Generalizability	2
	Total	16
6.4	Efficacy/Effectiveness Standards	
1	Research Question	1
2	Study Design/ Methods	4
3	Sampling	3
4	Population Context	3
5	Analyses	2
6	Results	4
7	Limitations	4
8	External Validity	3
9	Antagonistic Bias	2
10	Economic Evaluation	18
	Total	44
6.5	Implementation Science Standards	
1	Program Description	2
2	Delivery Arrangements	2
3	Governance arrangements	2
4	Financial arrangements	3
5	Research evidence	2
6	Health Information Systems	2
7	Evaluation of implementation activities	4
8	Sampling	1
9	Population/Context	2
10	Analyses	2
11	Results	4
12	Limitations	2
13	Reporting Bias	1
	Total	29

# Step 4: Create tools to help with structured evaluation, common indicators moving forward

# Develop Common Indicators and Measurement Standards for mHealth Projects





#### Does the Technology Work?

Metric Area	Indicators	
Technical		
Factors		
Connectivity	% of target population with mobile phone signal at time of interview	
Power	% of target population who have current access to a power source for	
	recharging a mobile phone device	
Skilled local staff	% of mHealth programs with current access* to local technical support for troubleshooting	
	% of users who report having access to local technical support systems for troubleshooting	
Maintenance	% devices that are not currently operational (misplaced/broken/not working)	
Functionality	% of mobile devices that are operational in the language of the users	
	% target population who are literate in the language used by the mHealth strategy	
	% of target population who report ever use of Short Message Service (SMS) capabilities	
	% of data fields from original paper based system that technology captures	
Organizational		
Factors		
	Total hours of initial training attended by program staff in use and deployment of technology	
	Total hours of refresher training attended by program staff in use and deployment of technology	

Additional criteria to be considered at this stage include:

Needs Assessment: Does the platform address an identified public health need?

Software Considerations: Does the software comply with current industry standards?
 Adaptability: Can the platform be adapted to incorporate different data needs? Can the platform be modified by locally available developers?

#### How do People Interact with the Technology?

Metric Area	Indicator
Jser	% of users who demonstrate proficiency in use of intended mobile application
Coverage	% intended users observed using the tool in preceding reference period of time
	No of transmissions sent by intended users over reference period of time
	% of transmissions successfully sent* in 'x' period of time
User	% of users who rate technology as "easy to use"
Response	% of users rating technology "transmits information as intended"
	% of users who report satisfaction with the content of health information received through mobile device
	% of users motivated/intend to use technology
User Adoption	% of messages/amount of data transmission sent from server that are responded to appropriately** by end user within reference period of time
	Number of messages/forms/amount of data transmission sent by end-user within reference period of time
	% of data fields/forms that are left missing/incomplete over specified period of time
** 'Approp	. I transmission is reflective of the network coverage in the user area riately' could refer to completion of intended action to reflect that the message has been cknowledgement of message

What are the claims you're trying to make?

What indicators do you have to support these claims?

What are the data sources for the indicators you have chosen?

Are the data sources adequate to create these indicators?

Do we need to readjust the claim or develop an M&E plan to improve data sources?



OVATE EVALUATE
LE UP IMPROVE
LTH RESEARCH
LUATE SCALE UP
ROVE INNOVATE
LUATE SCALE UP







Innovations CATALYST

### Supporting pregnant women and new mothers in South Africa

Cell-Life's MAMA SMS

Despite very good coverage of artentatic care and over 94% of deliheries being attended by a skilled birth attendant, the materies mindaily ratio in South Africa is estimated at 3.10 deaths per 1.00 0.00 Ne births (7). HM provisione is also high among women of chilchearing age; 27% of women aged 29–24 years are HMpositive, as an 35% of women aged 29–29 and 29% of those aged 30–34 (2). Prevention of mother-to-child transmission of HM (PMTCT) can be over 95% accessful if HM, positive pregnant women and mothers follow the treatment regimen and step in the programme (3). However, due to hearify burdened systems, antenstal are and PMTCT programmes face many challenges as they work to provide women with support and follow-up-care. More support is needed to strengthen PMTCT programmes, norwaye HM stelling and treatment, and avoid loss to follow-up-

The MAMA SMS service is an evidence-based free messaging service that extends the support provided at health facilities, providing pregnancy, postnatal and buly care information to women. The service aims to help keep women healthy throughout their pregnancies and to encourage HIV testing and adherence to PMICT prognammes.

#### How MAMA SMS works

The MMAL SMS service is available here to progrant women and flowe with bubbles aped up to three months. The service is a wheritised using potent and paraphles it shall facilities, and health-care workers are trained to explain the service to Celent, who can then register using their mobile phones. Sky SMSs are send to such women in her preferred local larguages, among them 20th. Zhouo, Secothe, English and Afrikaams. The content of the messages is based on an extensive liberature review including Willow of South Affician discovered produced in the review in the days Willy and South Affician women. Thermes include: clinic attendance, HIV testing, proporting for briefs, moderation adherence, married and second produced in the second second produced and second sec

#### Supporting national public health programming

Among the stated commitments of the South Mirican Missional Department of Health are reducing material and cells formatify, constating by Wan AIDS, and derivating the burden of demans from sharershois. Within the health services, specific objectives include reducing vertical transmission. In apport of progress towards achieving Millermain Development Goods 4, 5 and 6.7 the MAMA SMS service is designed to enhance the health-care services other old caring the antennatal and postbatic periods, with an emphasion on Hiff prevention and PMICT in Lausgort and from randown prongs of PMICT, manalyprimary prevention of Hiff is asserted in Lausgort and from statematic propage of PMICT, manalyprimary prevention of Hiff is asserted in the Committee of the Committee LE UP IMPROVE
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ROVE HEALTH







Innovations CATALYST Innovati-Evaluate-Scale up-Improve health

# SMS printers aid early infant diagnosis of HIV/AIDS in Nigeria CHAI'S SMART

Half of al Infants born with HIV will die before they reach two years of age if left untreated. Early Infant diagnosis and immediate breatment with antietrovieral therapy (ART) are critical (r). Despite a dramatic, eight-fold increase in early infant diagnosis across sub-Saharan Africa since 2006, the 2009 Children and AIDS: fourth sitockatking report showed that almost 50% of Infants tested for HIV never receive their test results (2). Early Infant diagnosis of HIV requires a suphisticated virtological test (PGIV) that can only be performed at a handful of laborities in Nigeria, creating challenges for communicating the results back to the health facilities and thus delays in providing timely freshmed.

To address these challenges, the Clinton Health Access Initiative (CHAI) partnered with two engineering companies to develop a new technology – SMS printers – that can strengthen early infant diagnosis services by reducing the turnaround time for test results by more than half.

#### How SMART work

SMART stands for SMAF Prietre to Accelerate Return of Test Results for Early Intent Disposals of ERMINIST. THE SMART programme addresses a critical barrier to senty infant disposals (EED by Invenzing) simple mobile technology and design to more rapidly communicate RVI test results from the lichoratories back to the health facilities. Nearly every district in Riginal has network coverage for mobile telectoday, we mit remote areas lacking reads and electricit; Using mobile SSK Sectionlogy and mail, Lattery-operating printers, health Statistics can receive and printed ED test results without having computers and Internet access and without waiting for a head copy to be delivered. Opposition of the SIMS prietrics can easily be taught to unskelled health workers in very remote areas. These devices require limited maintenance and only thormal gapeer as a consumable. The ability to instantly transfer results from the lish to the health facility is SSRS has deviced and editional to the demonstrated to reduce burstern and time significantly, thereby helping correprieses and clinicians to promptly initiate the saming ART and resulting in fewer infants being tot to follow-op size to the SIMS and several part of the SIMS prietrics of the promptly initiate the saming ART and resulting in fewer infants being tot to follow-op size to follow-op morning of the saming ART and resulting in fewer infants being tot to follow-op size to state of the saming ART and resulting in fewer infants being tot to follow-op size of the saming and the saming

#### Supporting national public health programming

In Nigeris, there are an estimated 230 000 HF positive pregnant women who are at risk of infecting the bubbles in the absence of adequate care. The Occurrent of Nigeris, in collaboration with a range of partners, is coordinating an againstein response by realing up prevention of antennals be-different Admission of METOT programmes. In partnership with the Federal Ministry of Health, CAMI in expanding the SAMATI programmes have beep pace with the rapid expansion of early infant diagnosis in Nigeria, which has grown them 24% better 100°C hor over 380 000° 2011. The SAMATI programme addresses one of the primary objectives of the national PMTCT scale-up plant (2010–2015): the owner that at least 90°C at AII NF exposed intents have access to sarry infant diagnosis survices (4.0 Beyond enabling progress bowerds this target, the SAMATI technology also provides aggregated data acrous as all less where SAMATI the obser indiperent child with 480 of the Comment of the track PMTCT performance indicators nationally once the programme has been scaled us.

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ROVE INNOVATE
LUATE SCALE UF
PROVE HEALTH





**Assisting community health** 

MOH's RapidSMS and mUbuzima

The Ministry of Health (MOH) of Rwanda has made remarkable gains in maternal

and child health. The maternal mortality ratio has been reduced from one of the

world's highest in 2005 at 750 deaths per 100 000 live births down to 487 in

2010, and the under-5 mortality rate has been reduced by half during the same

period (1,2). To achieve these results, national policy has focused on improving

Approximately 45 000 CHWs have received training in how to monitor and promote

maternal and newborn health, identify potential risks and promote antenatal care

at health-care facilities. However these CHWs often work in remote areas, without

community-level health care through community health workers (CHWs).

workers in Rwanda

#### How RapidSMS and mUbuzima work

The first component of Reamda's mithelith system, RepiciSMS, provides a simple test-messaging both that CRMs can be be conduct crutter an unrealization of health sevents during the course of a security of the control of the course of a security of the course of the co

#### Supporting national public health programming

As part of the Government of Remarki's tremendous effort to reduce maternal and newborn deaths, this haurched event major infatives to provide basic health services to soverne and children. These initiatives include Emergency Obstatric and Newborn Care (EmONC), Integrated Management of Newborn and Childrood Revisions (MNCL), and Integrated Community Health Packages. The MNCE in-leading states in errorghtom these monoster programments by equipping CMNF with both to better monitor and respond to health events and better connect women and children with health states. MOH membring data for Muserus Destrict feet by ear immediately before and after the miskedth polit project began (June 2010) indicated positive results: an increased proportion of facility-based distorters, an increased united or first antamatical care visits, and reduced numbers

\*MOG 4 is to reduce child mortality; MOG 5 is to improve maternal health (www.unmillenniumproject.org/goals/gti.htm)



PCR -- polymerase chain reaction



COMPLEXITY OF ENGAGED ECOSYSTEM



**INCREMENTAL CHANGE** 

**DISRUPTIVE INNOVATION** 

Degree to which the mHealth strategy changes the status quo

# Case Study 1: A Systems Approach

# Rural families use mobile phones during severe pregnancy crises N=11,451 (2007-2010)

	Number	%
Total number of "Near Miss" events	611	5%
Those using mobile phones	337	55%
†Phone used to:		
call provider	241	72%
request medical advice	193	57%
arrange transport	110	33%
request financial aid	70	72%
train and one of		•

<sup>&</sup>lt;sup>†</sup>Total greater than 337. Categories are not exclusive.









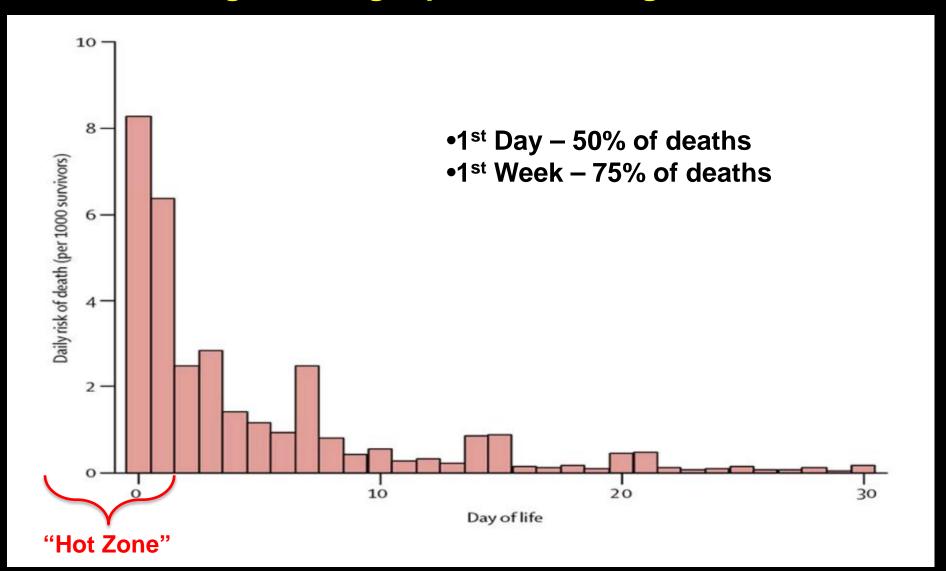
# **168,231** Woman Survey —

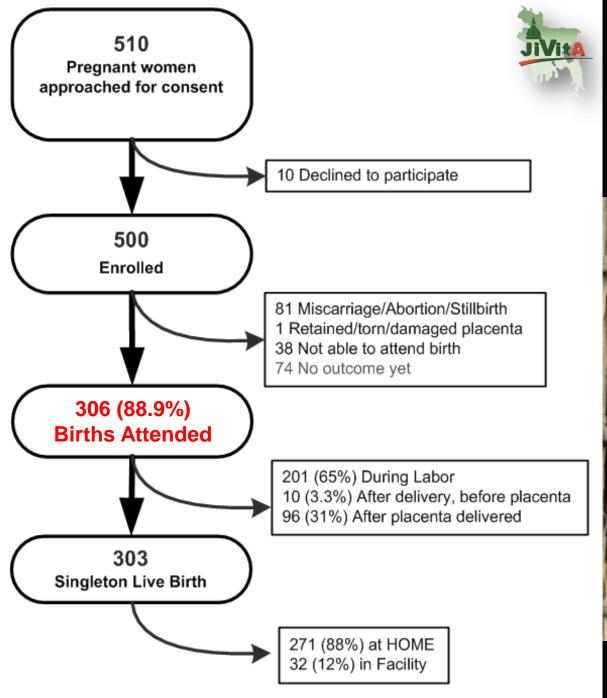
Gaibandha, Bangladesh (January-March 2012)

- 71% Households own phones
- 20% Used a phone in past 30 days for emergency health purpose
- Phone owners 2.8 times more likely to use phone for health call

ONLY 23% Electricity in home!

# Challenges in averting neonatal mortality – being at the right place, at the right time...



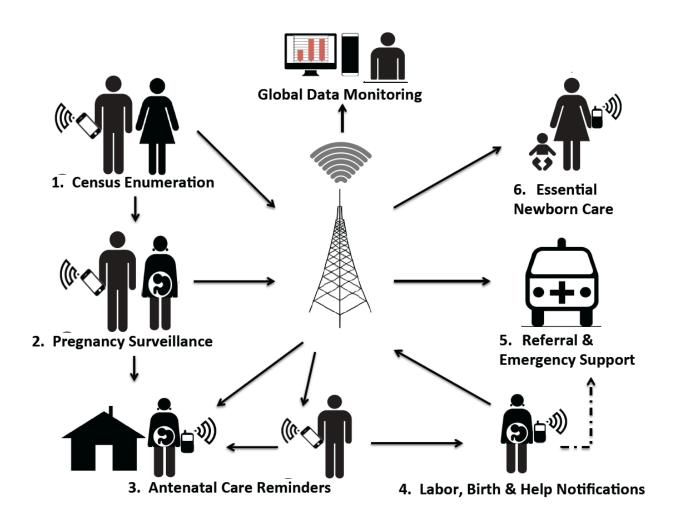


# m-Labor Notification System Pilot Study



Source: Gernand, JiVitA Data 2011 (Unpublished)

### mCARE: Community-Health Worker System to improve delivery of **ANC/PNC** and increase client demand





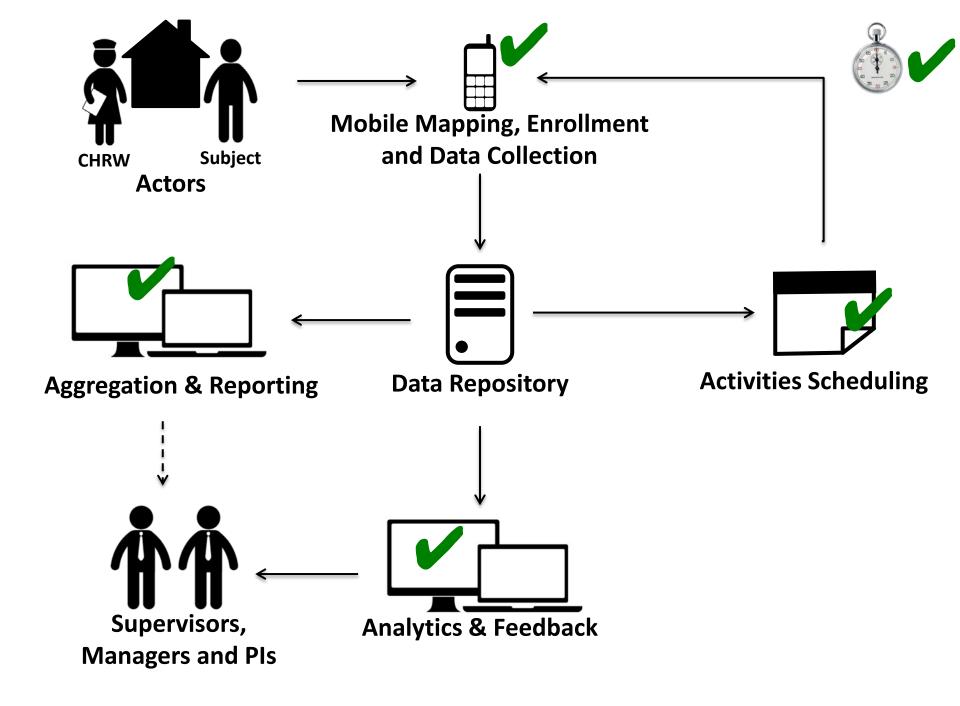








**UBS Optimus Foundation** 



# Smart Scheduling of Daily Activities, by Priority









# **Census Enumeration**

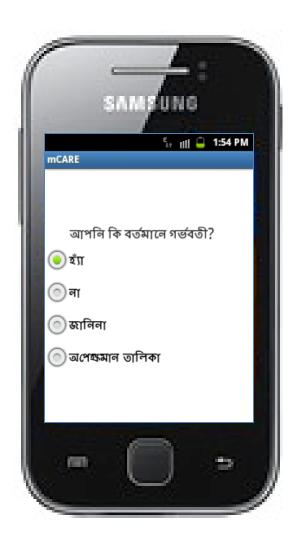








# Assessing pregnancy status



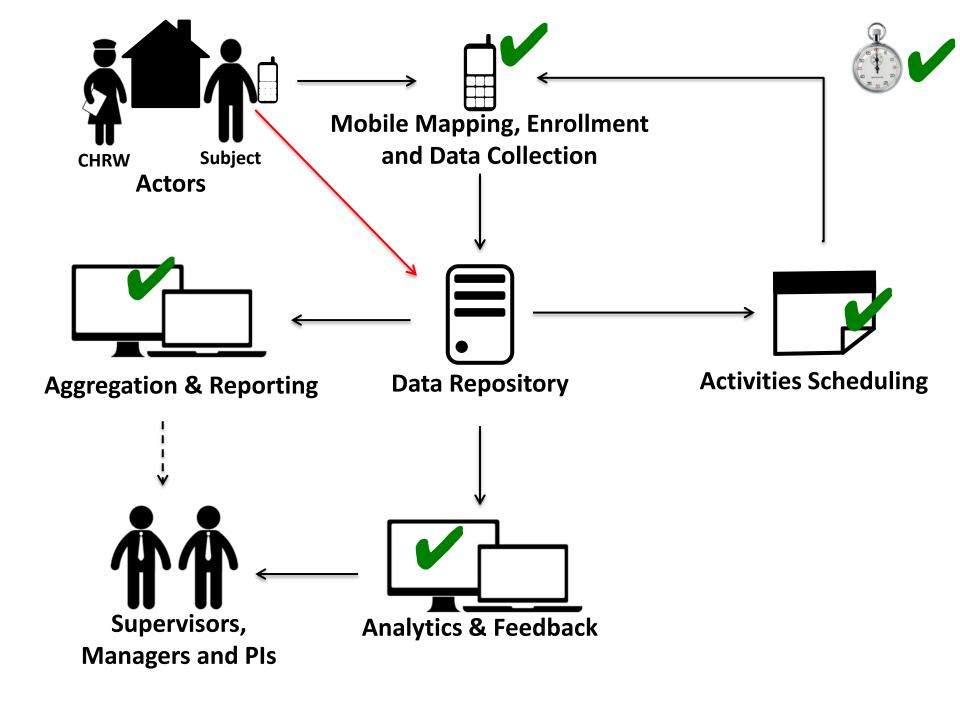




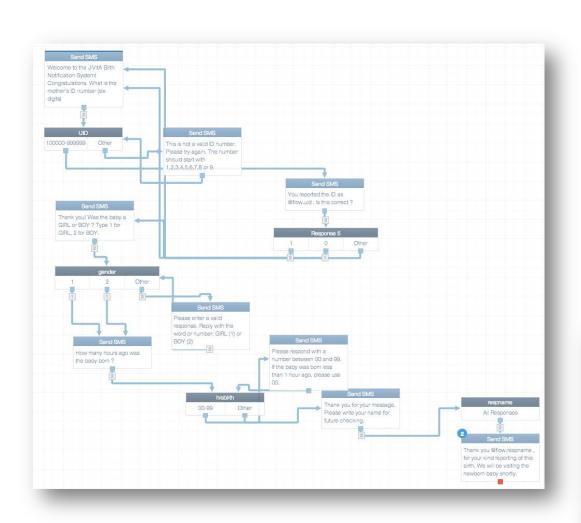


#### Potential cost-savings for ONE task = 13 FTEs!

Format	Time to Complete	Population Size of Women of Repro. Age	Number of Visits per Year	Total Time Spent (hrs) per year	Time per worker (hrs, n=596) per year	Time per worker (work days, 8hrs)
Paper	8 minutes per	X 140,000		/60= 194,133	326	41
	encounter		weeks = 10.4			
Mobile	5.5 minutes	140,000	1 per 5	133,467	224	28
	per encounter		weeks = 10.4			
Difference	2.5 minutes	-	-	60,666	102	13



#### Birth Notification in "real-time"

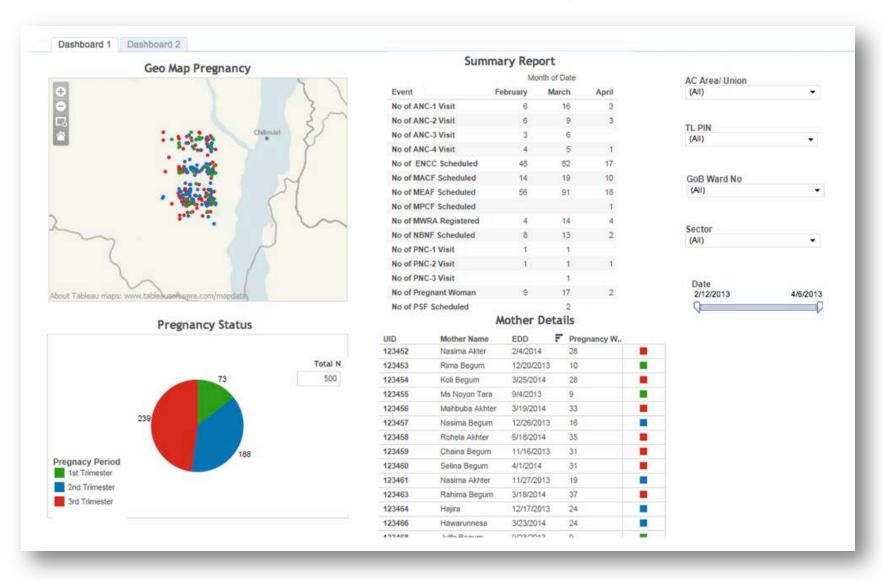


#### Try it:

Text / SMS "birth" to 1(443) 393-2228



#### Online Secure Monitoring Dashboard



## "Smart" Registries











#### Interactive Registries



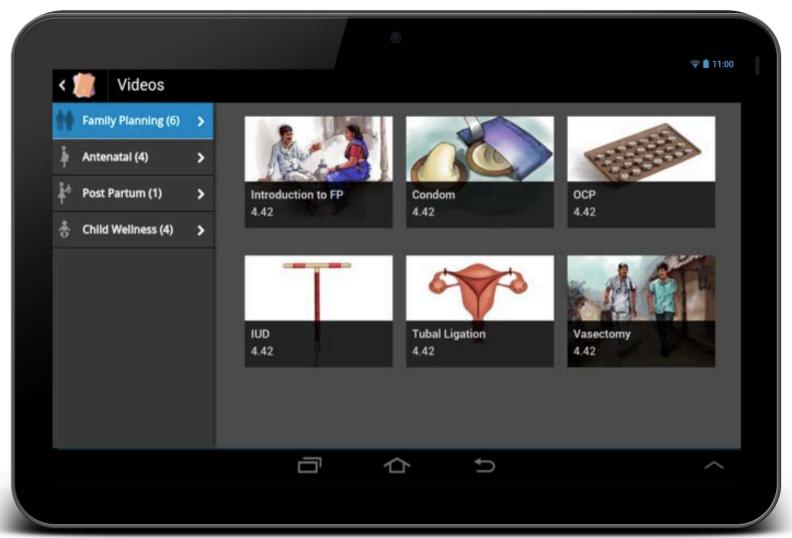








### Multimedia BCC / Counseling











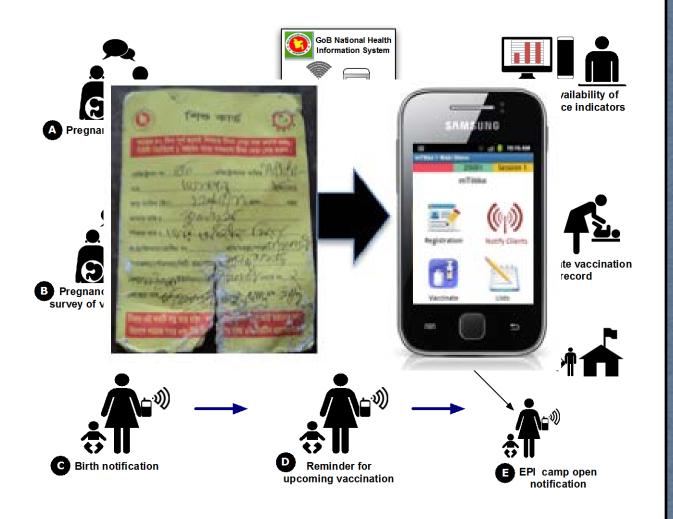
# Case Study 2: "Vertical" Systems Approach

(with a slight 'horizontal' twist)



#### mTikka:

Virtual Vaccine Registry and Immunization Improvement System



# **Partners:** ′mPo₩er JOHNS HOPKINS UNIVERSITY Global mHealth Initiative



#### **Lessons Learned**

- 1. Mobile Health is not monolithic.
- 2. mHealth Evidence Ecosystem is growing
- 3. Emerging 'best practices': participatory design, end-user engagement, early stakeholder engagement
- 4. Need to define the value proposition(s) of the strategy who will pay, for what, and WHY?
- 5. Stickiness is important! (Good design / Fun / Incentives)
- 6. System-focused mHealth strategies need to integrate into or optimize existing workflows.
- 7. Shift from innovation in silos to 'SYSTEMS' integration
- 8. mHealth is a **uniquely** collaborative space. Use this truth to work smarter, faster, better (and sleep well at night).

# Two last thoughts

## A phone... as a phone!



#### **Victor Hugo**

(1802-1885)

"There is nothing more powerful than an idea whose time has come."

# Global mHealth Initiative

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