



IIMC-CRC-2017-07

IIMC CASE RESEARCH CENTER (IIMCCRC)

NIMRUJI JAMMULAMADAKA

NOVEMBER 2017

INNOVATION AT LV PRASAD EYE INSTITUTE: AFTER STEM SUCCESS

NIMRUJI JAMMULAMADAKA

After the spectacular global success achieved by Dr. Sangwan's team in developing the highly affordable and efficacious stem cell therapy SLET (refer **Exhibit 1** for glossary) for treating blindness caused by problems in eye cornea, the senior leadership at LV Prasad Eye Institute (LVPEI), the Hyderabad based eye hospital was contemplating future research directions in the spring of 2016. Dr. Gullapalli Nageswara Rao, LVPEI Chairman, was seriously thinking about the future research focus. Efforts in treating cornea problems had paid off, and it seemed that only an incremental effort was required for addressing other issues of cornea. Retinal problems appeared to have received comparatively lesser attention, and there was a vast need in that area, so were eye cancers. Trends and changes in lifestyle and life expectancy were leading to new issues. The board meeting was coming up the following week, and he had to have a recommendation by then. As he was thinking about the cornea experience sitting in his office, the last decade and half of efforts in developing SLET flashed by in his thoughts. Dr. Sangwan's team had begun these efforts in a non-descript way in the year 2000.

LVPEI

After spending few years at the University of Rochester's hospital as a faculty in cornea surgery, Dr. Rao felt the strong urge to return to his home country India, and provide similarly excellent eye care. Typically, in India quality healthcare was available only to the rich who could pay for it, the rich could

Prof. Prof. Nimruji Jammulamadaka of the Indian Institute of Management Calcutta developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.

Copyright © 2017, Indian Institute of Management Calcutta.

even travel abroad for it. The poor often had no access to treatment. They often went to government hospitals, which were unable to provide quality care due to various reasons. Dr. Rao wanted to provide excellent quality irrespective of patient's ability to pay. As Dr. Rao said,

"We become doctors by learning on the bodies of poor patients who come to government hospitals. Once we become doctors we often forget about them, and pursue our careers. By doing what we can for the poor at LVPEI, we are giving back in some small way."

DO NOT COPY, DISTRIBUTE OR POST