

Eliminating Cornea Blindness:

**A Solvable Problem, Leveraging
Innovative Business Practices**

**Presentation for
Purposeful Planning Institute**



Khartik, cornea recipient and super hero
Hyderabad, India

About SightLife

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Overview

- SightLife is the largest eye bank in North America, recognized as industry leader
- 40+ year-old nonprofit social enterprise, based in Seattle
- Founded as the Northwest Lions Eye Bank to serve corneal recovery needs of Washington State – now also serving Alaska, Northern Idaho, Montana, and Northern California
- Eye banks recover, process and distribute corneal tissue for transplantation to restore sight to people with damaged or diseased corneas

Mission

We serve as a global leader and partner to **eliminate corneal blindness.**

SightLife Domestic Operations

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Domestic Operations

- Serves Washington, Northern Idaho, Alaska, Montana and Northern California

Domestic Stats

- 5,400 corneal grafts in 2011
- Corneal tissue to 30 countries
- #1 graft provider in Japan, providing 40% of all tissue grafts in country to over 60 surgeons
- Actively serve over 300 surgeons worldwide, including the top-tier thought leaders in cornea, cataract, and refractive surgery

SightLife Global Programs: The Issue

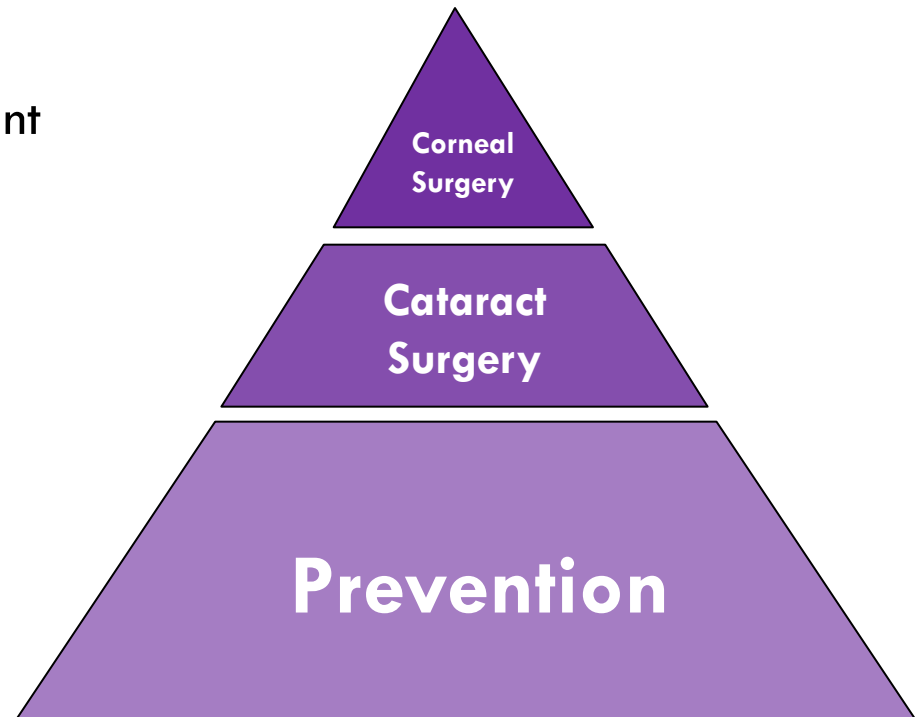
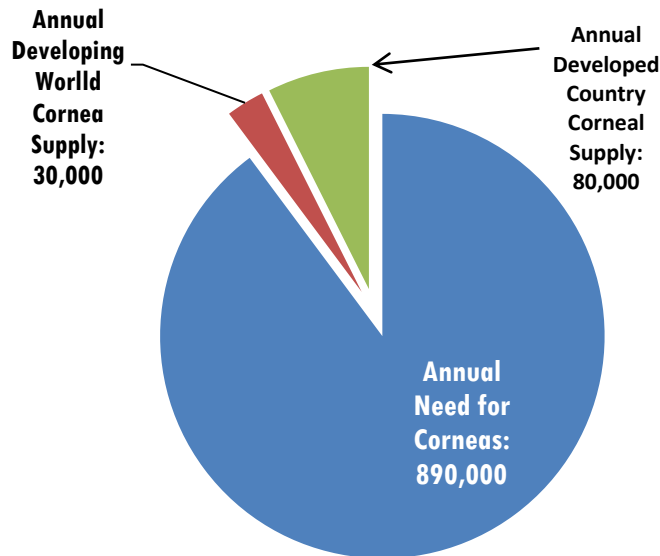
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The Global Issue

- 10 million people blind in both eyes with curable cornea blindness
- 90% live in developing countries

The Problems

- Lack of corneal tissue for transplant
- Lack of healthcare infrastructure



SightLife Global Programs: Our Solution

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Our Solution

We believe that by putting the right leaders and infrastructure in place, over one million transplantable tissues annually can ultimately be available for transplant throughout the world.

We estimate that **it will take approximately one million cornea transplants a year** (provided through an estimated 400 - 900 eye banks) to meet the worldwide demand for corneas and **end curable cornea blindness.**



Capacity Building Strategy

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We believe that building the capacity of eye banks in developing countries to serve their own communities is the key to eliminating corneal blindness globally.



Rigorously Prioritize



Rapid Replication/Scaling - “Eye Bank in a Box”



Build Relationships with Shared Commitments



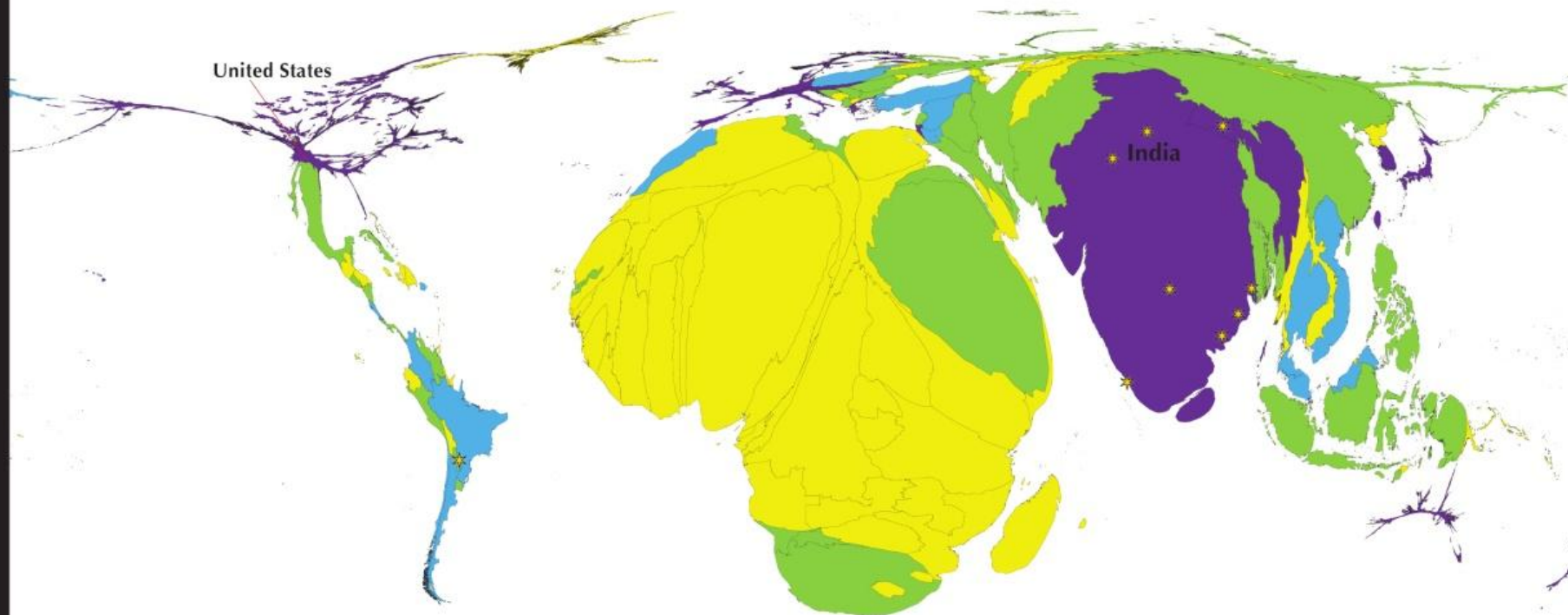
Build Leadership



Prioritizing the Need

Where the World's Corneal Blind Live

*Size of countries reflects the population of corneal blind.
Colors represent readiness for eye banking and corneal transplantation.*



Country Readiness



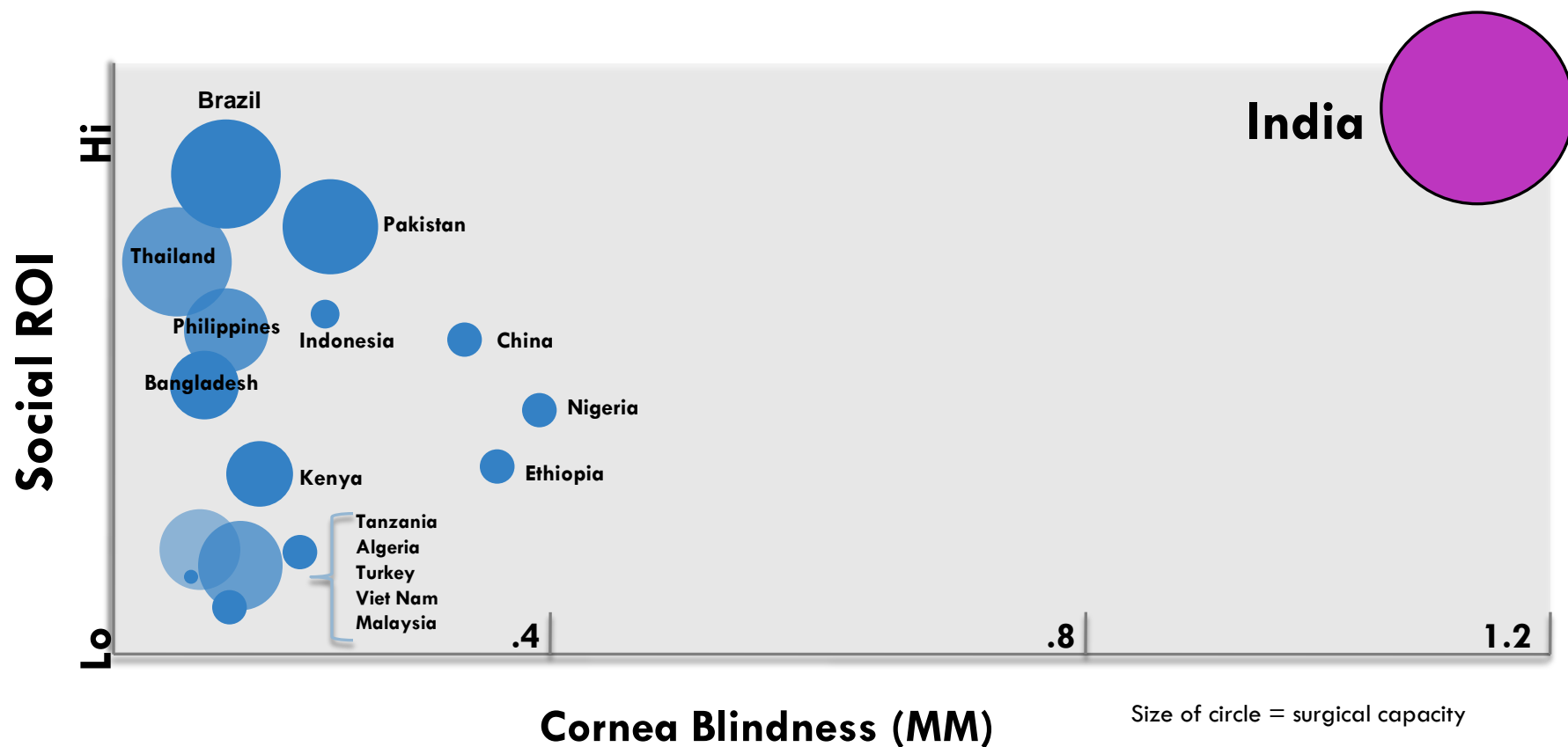
90% of the 10 million people with curable cornea blindness live in developing countries.

★ current SightLife global eye bank partners



Prioritizing the Need

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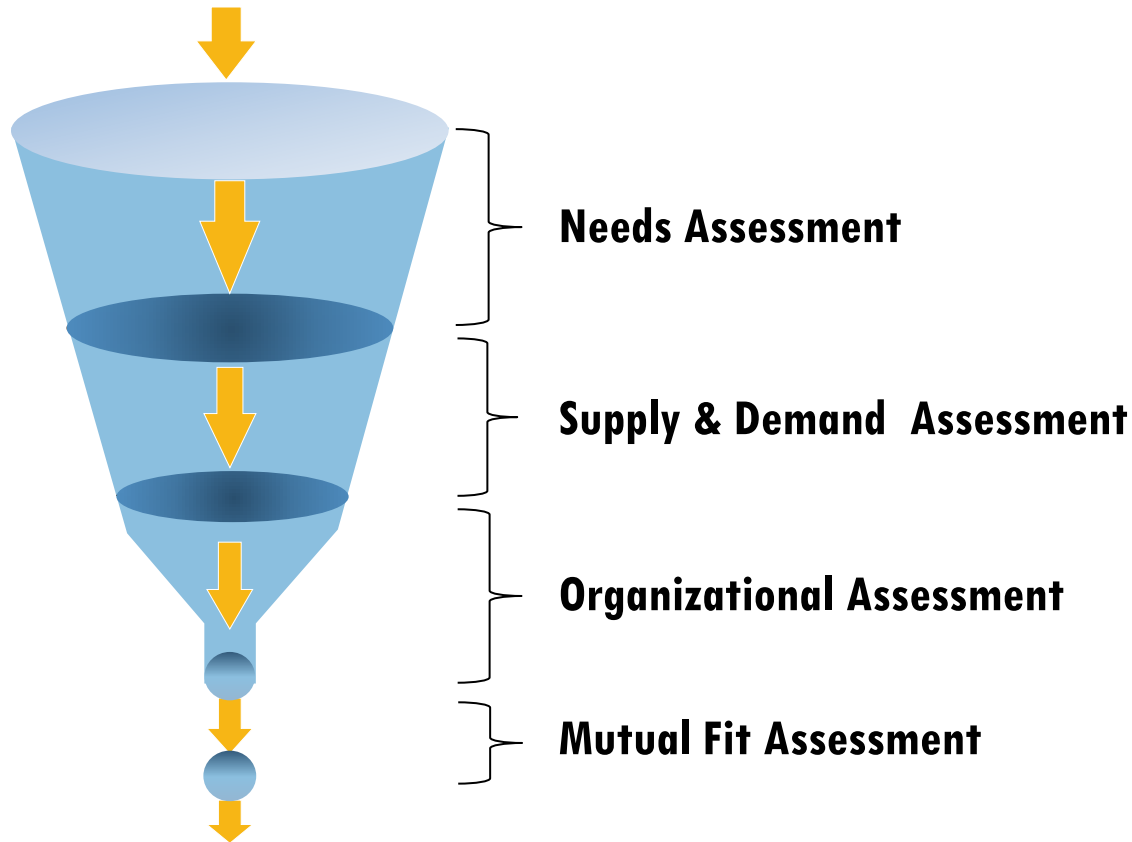




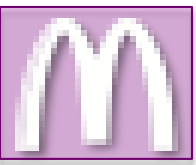
Prioritizing the Partners

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Potential Eye Bank Partners



SightLife Eye Bank Partners



Rapid Replication and Scaling of the Model

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- Rapid replication, not “remaking the wheel”
- Local community owned, run and branded
- Reflects best practices
- 80% common and 20% locally relevant standards

Eye Bank Management System	Human Resource Systems	Standard Operating Procedures
Leadership Development	Technical Training	Equipment Requirements
Quality Assurance Systems	Financial Analysis & Budgeting	Networking/ Best Practices Programs
Facility Design	Strategic Planning	Procurement Systems
Consulting Services	Surgeon Training	Distribution Systems



Commitment from Our Partners

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Professional Leadership Team

- Led by a non-clinician professional manager
- Governed by a strong board and a dedicated medical director
- Able to lead rapid growth and change

Community-Focused

- Equitable distribution of corneas to community

Scalable

- Committed to rapid growth with a focus on hospital recoveries

Sustainable

- Covers expenses with processing fee for corneas
- Committed to becoming self-sustaining within 3 – 5 years



Investing in Leadership

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**“Leadership first,
everything else is a
detail”**



Investing in Leadership

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SightLife Academy
Helping the World to See

About us | How we do it | Partners | Get involved | Donate

SightLife Academy
Helping millions to see again ... eliminating curable corneal blindness ... lofty goals that can be made possible by developing leaders and managers to establish and grow sustainable community eye banks throughout world. SightLife Academy is dedicated to developing those professional leaders through a rich and on-going learning experience. SightLife Academy includes ...

The Learning Portal
Conferences & Seminars
Classroom Training
Fellowship Program

Latest Academy News

- SightLife Academy launches in January 2011 with an initial offering of over 30 online courses, with subjects ranging from presentation skills to managing workplace stress to MS Excel.
- Planning is underway for the SightLife Annual Meeting (SAM) with Global Partners, which will be held at the end of January in Jaipur, India.
- The 2011 SightLife Academy Fellowship details are being finalized. Details and applications for fellowships will be available online soon.

Learn
Learn skills and strategies, via online Harvard University courses and others, that you can immediately apply in your work

Apply
Apply and practice new skills and strategies and identify what is most effective for the work you do and the team you work with

Impact
Increase your impact on eliminating corneal blindness as you and your team soar to new heights

About us
Our mission at SightLife is to end cornea blindness. [Learn more here.](#)

Get the newsletter
Stay informed, find out how you're making a difference, and read the amazing stories of people

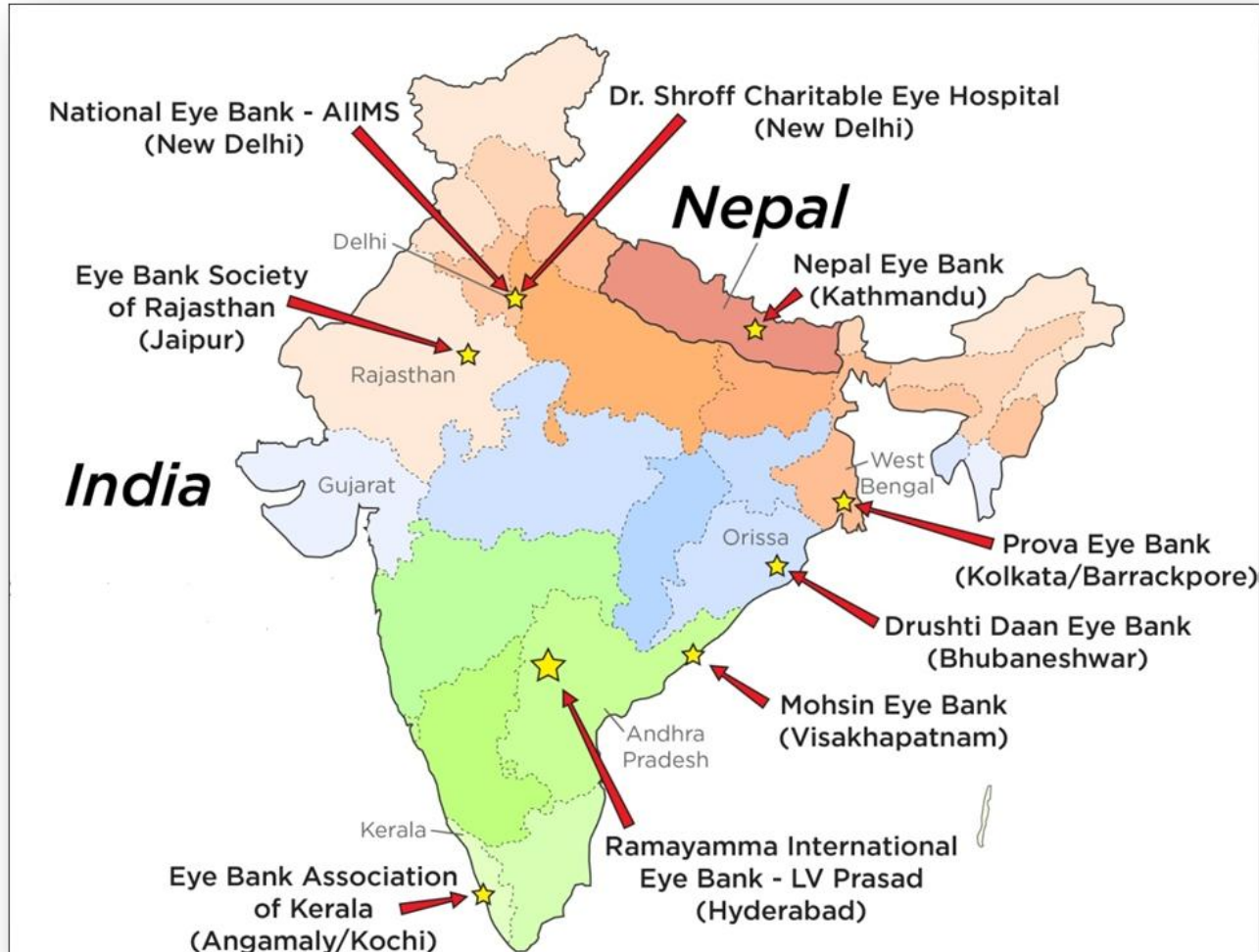
SightLife Academy Website



Senior Leadership Academy Meeting in
Kolkata, India; September 2011

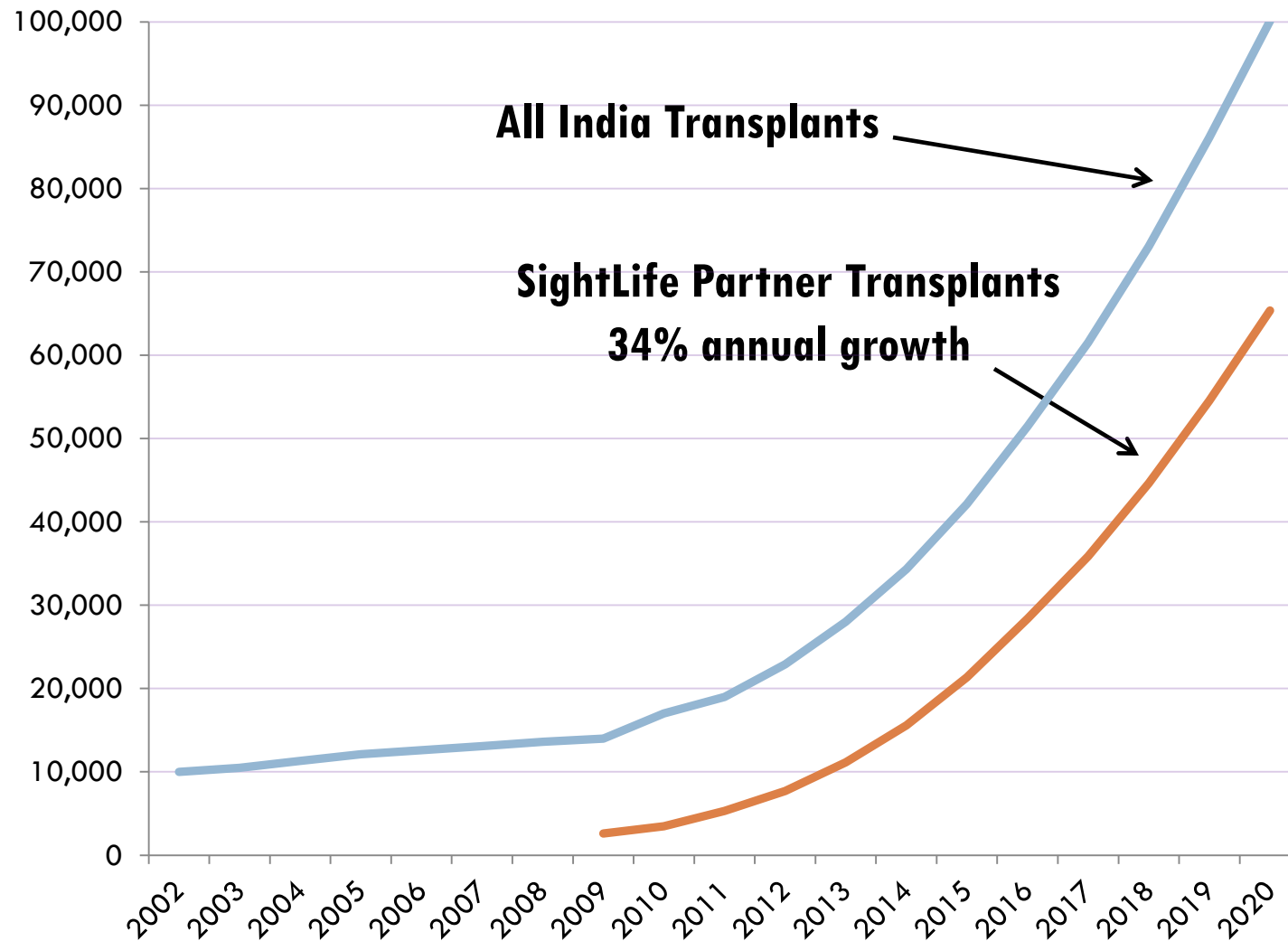
Current Global Program Partners in India

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Scalable Success in India

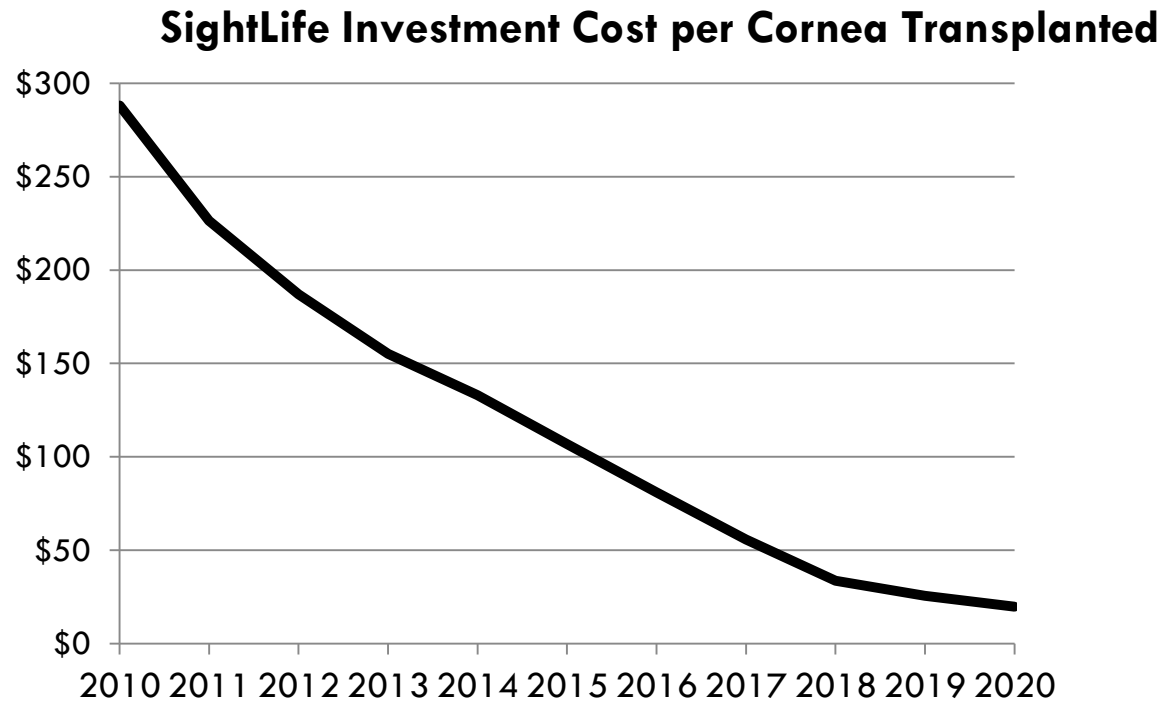
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Sustainable Success in India

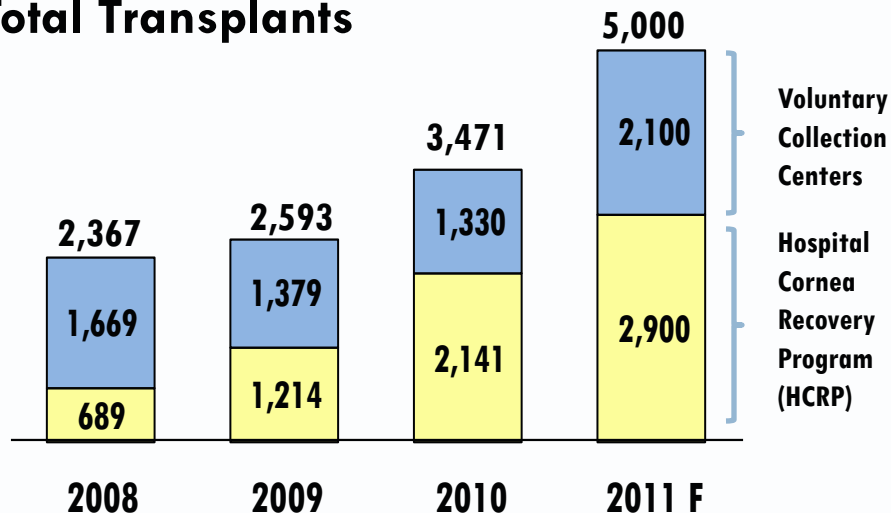
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- Eye banks sustainable within five years
- Country supply ramping to 100,000 transplants by 2020
- \$18 million to be invested in India eliminates bilateral corneal blindness by 2025



Results To Date: Our Performance Dashboard

Total Transplants

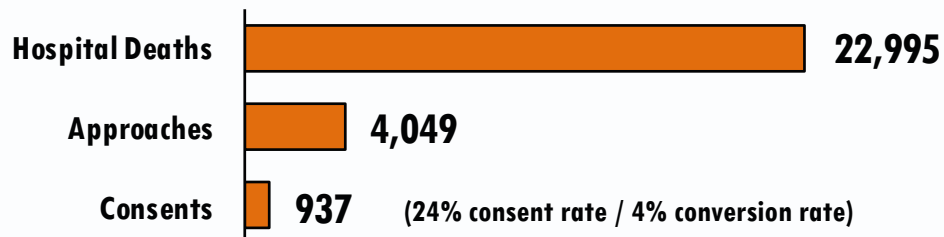


% Growth	10%	34%	44%
Utilization %	54%	61%	54%
SL Partners	0	6	11

Key Accomplishments

- 10 partners added in 2 years
- 34% year-over-year growth in 2010
- Raised counselor consent rate from 15% to 24%
- Hired and trained 10 eye bank managers
- Doubled counselor staff in eye banks
- Added 7 new hospitals for HCRP
- RIEB (Hyderabad) established as SightLife Centre of Excellence for international training
- 3 Partners gain first EBAI Accreditation
- Leadership development (Mgr, Board, and Medical Dir) participating in 5 SightLife conferences

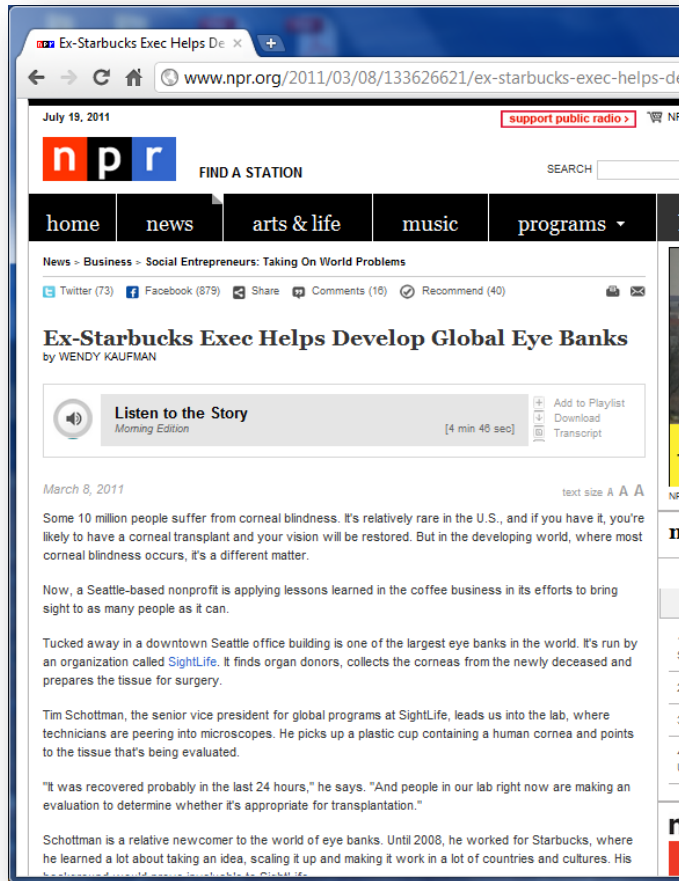
2010 HCRP Results - Totals



Local Processing Fee (rupees)	1,500
Export Processing Fee	2,633
Export %	27%

Recognition for Innovation

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NPR's Morning Edition Feature, April 2011



Inc. Magazine Social Entrepreneurship Issue, May 2011

Global Partnership Program Budget

SightLife estimates it will take an average of \$350,000 over an approximate five-year period to build a Global Program Partner eye bank to the point of self-sustainability. Every eye bank is different and will require a different level of resources. The chart below represents a typical cost breakdown for a typical Global Program Partner eye bank.

Ave Cost for 5 Yr Investment	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative	Cost % by Area
Total Cost %	36%	25%	18%	13%	8%	100%	
EB Leadership & Staffing Costs	\$30,000	\$30,000	\$22,000	\$14,000	\$8,000	\$104,000	30%
Training/Development/Consulting	\$50,000	\$40,000	\$30,000	\$20,000	\$10,000	\$150,000	43%
Management IT Systems	\$15,000	\$5,000	\$3,000	\$3,000	\$3,000	\$29,000	8%
Equipment & Facilities	\$25,000	\$5,000	\$1,000	\$1,000	-	\$32,000	9%
Country Investments & Surgeon Training	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$35,000	10%
TOTAL PROJECT COSTS	\$127,000	\$87,000	\$63,000	\$45,000	\$28,000	\$350,000	100%

SightLife Team

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Monty Montoya, President and CEO

20-year eye banking professional, industry leader

Bernie Iliakis, Chief Operating Officer

16-year eye banking professional, international technical expert

Tim Schottman, Chief Global Officer

17-year Starbucks executive, accomplished business scaling expert

Tim McLaughlin, Chief Financial Officer

Former CFO Eddie Bauer, Controller AT&T Wireless

Sandy Jeghers, Chief Marketing Officer

Former major hospital CEO in WA and CA

Scott Garrepy, Chief Development Officer

20-year development professional, past president of AFP WA

SightLife Partners

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We believe that we have the right vision, people and plan in place to eliminate curable cornea blindness worldwide. But we know we can't do it alone.

SightLife partners will be key to our achieving this goal. They include:

- ❑ Other North American Eye Banks
- ❑ NGO's
- ❑ Foundations
- ❑ Surgeons
- ❑ Organizations
- ❑ Individuals
- ❑ Foundations
- ❑ Corporations



Thank You

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Tim Schottman | Chief Global Officer

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Karthik (age 8), transplant patient, and his mother at LV Prasad Eye Institute in Hyderabad