



UNIVERSITY OF
Global Health
EQUITY

IMPACT REPORT | 2019

2019 IMPACT REPORT

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MISSION

To radically change the way health care is delivered around the world by training generations of global health professionals who strive to deliver more equitable, quality health services for all.

VISION

Our vision is a world where every individual—no matter who they are or where they live—can lead a healthy and productive life.

Building on 30 years of experience.

For over three decades, Partners In Health has delivered high-quality health care and social services across 10 countries and in some of the world's most underserved communities. An initiative of PIH, we are building on these lessons learned to train the next generation of global health professionals—doctors, nurses, researchers, and public health and policy experts—into leaders and changemakers.



A Message from Vice Chancellor Dr. Agnes Binagwaho



This has been a transformative year for the University of Global Health Equity (UGHE). I feel a deep sense of pride for our students, staff, and faculty whose shared passion drives us towards a more equitable world, a world where no one is left behind.

In January, His Excellency, President Paul Kagame inaugurated our beautiful campus in Butaro, made vibrant by the arrival of our fourth cohort of MGHHD students. In July, we welcomed a new generation of 30 Bachelor of Medicine/Bachelor of Surgery (MBBS) students to the UGHE family and Butaro campus, 2/3 of whom are women. For the first time, the students, the Ministry of Health, and UGHE signed an Umuzanzu agreement. With Umuzanzu, students commit to serving 6 to 9 years after graduation for vulnerable populations in exchange for a free education. This is a symbol of our commitment to ensure that cost is not a barrier to receiving a quality education while also prioritizing the spirit of equity in all we do. Throughout the year, our Executive Education programs have been thriving. We have brought global health professionals from around the world to learn from the work being done in Rwanda and at UGHE, all of whom have left with the tools needed to become more equitable global health leaders.

In August, I witnessed our third and fourth cohorts of Masters of Global Health Delivery (MGHD) students graduate. Watching each of these students— representing 11 countries— cross the stage, I was reminded of how much good can be accomplished when smart, passionate people gather together with a collective vision. Each student is an inspiring ambassador of our UGHE mission; “to change the way health care is delivered around the world by training generations of global health professionals who strive to deliver more equitable, quality health services for all.”

Our campus is now bustling, full of life with more than 100 residents teaching, learning, and growing together. Relationships are being built and strengthened not only between faculty and students, but also between UGHE and the surrounding community. I have been inspired to see students connect with Butaro residents through community soccer matches, participation in Umuganda, the monthly nationwide day of service, and outreach programs to improve health and wellness.

There is still a long road ahead and much to do, and we need to invest in more champions of this mission everywhere. But, when we dream, organize and build together, we can inspire a new generation of global health leaders who prioritize the vulnerable and deliver high-quality, compassionate care to all.

In solidarity,

Agnes Binagwaho, MD, M(Ped), PhD
Vice Chancellor, University of Global Health Equity



“ The University of Global Health Equity strives to be an institution that creates and fosters positive, equity-focused change. We have built a radically new approach to health education, and we hope to build upon our successes here in Rwanda, and around the world, in the coming years. This report serves as an opportunity to highlight the work accomplished in the past year at UGHE to transform health education and health service delivery. Our graduates are already changemakers in their fields, and our current students are well on their way to becoming the next generation of transformative global health leaders. There is much work still to be done but I hope this report gives you a better idea of what is being accomplished by our ambitious and motivated staff, faculty, and student body here in Rwanda.”

- Abebe Bekele, MD, FCS, Deputy Vice Chancellor of Academic and Research Affairs,
Dean of the School of Medicine



Global Health Leaders of Tomorrow

One-Year Master of Science in Global Health Delivery



On August 11, 2019, UGHE graduated 46 students from the Master of Science in Global Health Delivery Class of 2019 at its campus in Butaro, Rwanda. Photo by +64 Waves for UGHE.



Georgette Munezero, MGHD '20, gets to know Butaro community members during orientation.



MGHD students meet with Butaro community members to discuss malnutrition.

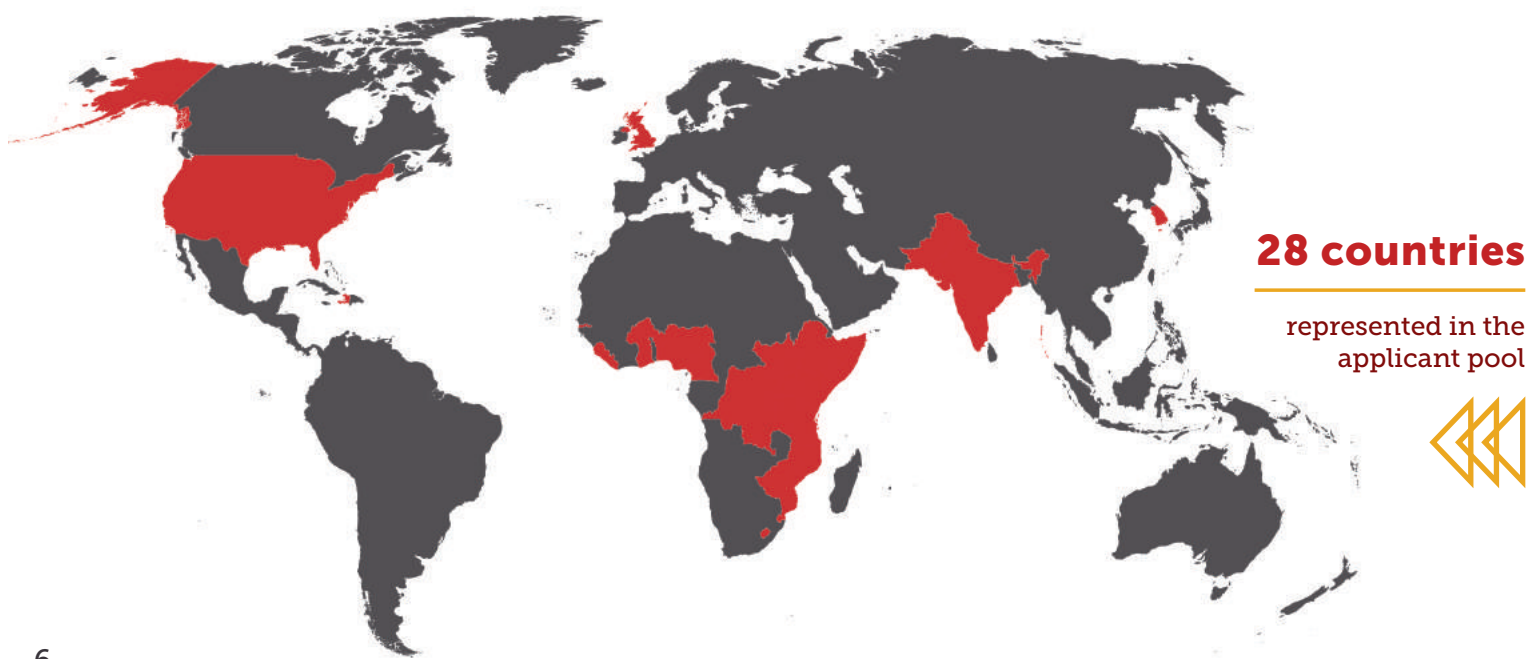


The students of the MGHD Class of 2020 participate in a tree-planting ceremony signaling their arrival on campus. It will grow alongside them as they progress through their journey with UGHE.

Health Equity Advocates: Past, Present, and Future

Our flagship program, the Master of Science in Global Health Delivery (MGHD), was designed to equip a generation of global health professionals with the tools and knowledge to employ the guiding principles of global health: collaboration, innovation, and leadership.

In 2019, we graduated 46 students from the MGHD program, including the members of the first full-time class at UGHE. These students were the first to live and study at our newly inaugurated campus in Butaro. They represent the next step in UGHE’s journey to transform health education through evidence-based practice and community-based education.



2019 Admissions Cycle

27 students

of 393 applicants

4 years

median experience

55.6%

female

12 nationalities

USA, UK, India, Pakistan, Uganda, Sierra Leone, Malawi, DRC, Nigeria, Ethiopia, Kenya, Rwanda

“My heart is filled with gratitude for being a beneficiary for the Mokovitz Women in Global Health Leadership Scholarship. I am passionate about women's health and gender equality. Being part of MGHD program has strengthened my skills and educated me to become a better problem solver. I intend to use the opportunity I have received to strive for equity in quality healthcare provision and accessibility for all, especially women and girls.”

- Carene Roxanne Umugwaneza
MGHD '19, Moskowitz Scholar



100%

MGHD students receiving scholarship support

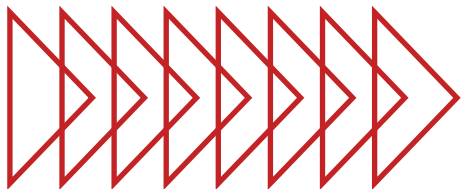
91%

average financial aid coverage

\$1.3M

total awarded in scholarships this year

UGHE believes that equity in health care begins with equity in health education and that a student’s financial capacity should not determine their ability to receive a quality education. We admitted students solely based on their academic ability and irrespective of their ability to pay full tuition. Through the generous support of our donors, we were able to award over \$1.3 million in scholarships this year to our MGHD students, 100% of which came from private contributions. Two of our scholarships focused specifically on MGHD students include the Moskovitz Scholarship for Women in Global Health Leadership which aims to advance the status of women, and the One Health Scholarship which promotes an interdisciplinary perspective on health.



GRADUATE PROFILE

Dr. Richard Nduwayezu, MGH '19

In 1997, Richard was living with his family in the Democratic Republic of the Congo (DRC) when his father fell ill and passed away. "I remember wishing that I could have the skills to do something," he reflected. "I knew then that I wanted to become a doctor and make an impact in my community, but that I would need to work hard to accomplish this."

Richard pursued his Bachelor of Medicine, Bachelor of Surgery at the University of Rwanda and graduated in 2016. During medical school, he delivered health education workshops in underserved communities. It was then that he learned that a person's health was affected by more than just diagnostics, with factors such as poverty and education playing an enormous role in the state of well-being.

This exposure intensified when Richard graduated and began practicing as an intern doctor at Kibagabaga District Hospital.

"The challenges that I observed were not due to lack of clinical knowledge, but a patient's inability to afford direct services," Richard said. "It made me realize that health equity was a critical but neglected lens of patient care."

Richard's burgeoning interest in the concept of health equity led him to apply for a Global Health Corps fellowship, an accelerator program that places young professionals at partner global health organizations across the US and East Africa. He was accepted and

joined the Health Builders staff in Rwanda as a Clinical Services Associate, supporting the organization's work in advancing health management activities to improve the provision of basic primary health care.

Richard's time at Health Builders inspired him to investigate additional avenues that would allow him to develop skills needed to lead health programs from a lens of equity. With its focus on management, leadership, and principles of health, UGHE's Master of Science in Global Health Delivery proved to be the perfect fit, particularly as case studies honed in on Rwanda as an example of effective strengthening of health systems.

Richard joined UGHE in 2018 as a member of the first full-time class of the MGH program, as well as the first time move into the new campus in Butaro. This experience of living, working, and studying with his classmates, in his eyes, was one of the most valuable aspects of the program.



Dr. Richard Nduwayezu, MGH '19 with World Health Organization Director-General Dr. Tedros Adhanom Ghebreyesus.

"I really enjoyed the diversity of our program and the ability to learn from people from different backgrounds, professionally and culturally. You can't solve health problems alone, it takes interdisciplinary and cross-cultural collaboration, something I learned at UGHE."

Richard hoped that this unique learning environment and innovative curriculum would help him acquire new skills and experience to bring back to the communities he had been working with. UGHE's approach of teaching the social determinants of health along with health systems analysis rooted in research gave him a new understanding of his previous work.

"When we were working in health centers we would find these challenges that we couldn't figure out the root causes of. The systematic analysis we learned at UGHE helped me understand why some of the things we were doing in the health center weren't working."

UGHE's model of education resonated with Richard and has influenced his career path. Upon graduating, he joined the University of Rwanda, where he serves as the Head of the Department of Primary Health Care and teaches social and community medicine and biomedical research.

"I am able to bring the experience of what I learned at UGHE to my classroom," Richard said. "I'm so grateful for what I learned in the MGH program and I hope to continue to use it to shape medical education in Rwanda."

Through the MGH program, Richard was a part of a new model of learning. Now, in his work, Richard

has taken up the mantle of spreading UGHE's mission beyond the classrooms of Butaro and is challenging the status quo and transforming health education in his own classroom.



Dr. Nduwayezu speaks at the University of Rwanda during a conference on youth HIV/AIDS prevention.



Dr. Nduwayezu receives his degree from UGHE Chancellor Dr. Paul Farmer. Photo by +64 Waves for UGHE.



Alumni Pride

Catching up with Lions from across the globe



10 Nicole Jabo, MGH '19, represents the Rwanda Biomedical Centre on a panel at the iAccelerator pitch day, where top projects fighting teen pregnancy received \$10,000 in funding on behalf of the Imbuto Foundation. Photo by Imbuto Foundation.



Dr. Grace Dugan, MGH '18, presents at the 49th Annual Union World Conference on Lung Health on her research on early TB and leprosy screening and treatment programs in the Marshall Islands. Photo by the International Union Against Tuberculosis and Lung Disease. Photo by The Union.



Dr. Christian Mazimpaka, MGH '17, presents on gender and agriculture at the Women Deliver 2019 Conference in Vancouver.



Christine Ashimwe, MGH '19, is presented with the 2019 Rwandan Women of Courage award by U.S. Ambassador Peter Vrooman.

GRADUATE PROFILE

Joseph Ndagijimana, Class of 2017



In the evenings from the University of Global Health Equity campus, you can't miss the bright flashing lights as a drone flashes across the Butaro night sky, signalling the delivery of potentially life-saving medical supplies to the district hospital. This is the work of Zipline, a drone delivery startup transforming the supply chain network in Rwanda, and soon the rest of the world.

At the helm of this burgeoning startup's presence in Rwanda is Joseph Ndagijimana, a UGHE grad from the Class of 2017 who serves as the general manager at Zipline, leading the company at the country level. Ndagijimana has always had a passion for innovation. A trained pharmacist, he first joined the Rwanda Biomedical Centre in 2014, a young division of Rwanda's Ministry of Health tasked with driving health innovation for quality, affordable health services. In 2015, he found another innovator in the health care field - the University of Global Health Equity (UGHE) - which had just started its Master of Science in Global Health Delivery program. Ndagijimana didn't know much about the program when he joined - after all, he

was joining its first ever class of students. But he knew that UGHE was doing something different, and he wanted to be a part of this first group of trailblazers.

"Because it was so new, I didn't have much information about it, but what I did get was enough to convince me that it was the right path for me," Ndagijimana said. "It was the right combination of health care and public health, but also broad enough to allow me to have an impact in a number of areas."

At the time, Ndagijimana was in a niche role utilizing his pharmaceutical skills, but he wanted to be able to see the bigger picture and tackle broader health care challenges. His time at UGHE gave him the global context he needed to take on a larger role in the health care field. It was at this time he got his start at Zipline, which had just begun its services in Rwanda and was only serving one hospital. Ndagijimana began by onboarding new hospitals and health centers and teaching them to use Zipline's services. When the startup began to face challenges working with

various agencies across different sectors, Ndagijimana was able to showcase his ability to use a multidisciplinary approach to business, a skill he acquired in his time at UGHE. Eventually, he was moved into an operations role, where he worked his way up to general manager.

"The things I learned at UGHE helped me understand the areas we needed to improve in order to grow, especially in managing relationships with the many different stakeholders we have in our business," Ndagijimana said. "I think if it weren't for my time at UGHE I would have had a totally different approach to those problems, and probably a completely different trajectory in my career at Zipline."

Looking forward, Ndagijimana and Zipline have big plans to scale up their services in Rwanda and provide more products and services to more people. Ideas like home deliveries of medicine to patients with chronic illnesses or working with other industries like agriculture are just a few of the ways Zipline and the Government of Rwanda are beginning to explore. Ndagijimana hopes that the company's work, alongside unique global health delivery programmes such as that offered by UGHE, will position Rwanda as pioneers in health care innovation.

As an individual, Ndagijimana is extremely invested in the growth of his team. He looks at his own career as an example of what is possible when young employees are able to invest in their leadership and management skills - like Ndagijimana did at UGHE.

"I care a lot about developing people and making sure they have upward mobility," he said. "I hope in the future that someone else can also step up in a role like mine, or even further, so that the cycle continues."



A drone takes off from the Zipline headquarters in Muhenga, Rwanda to deliver life-saving medication to rural health facilities.

Top populations being impacted by employed alumni:



61%
rural communities



58%
women & girls



45%
youth

Notable awards and honors received by UGHE alumni:

- 120 Under 40: The New Generation of Family Planning Leaders
- Aspen New Voices Fellowship
- Chevening Scholarship
- International Research Travel Award
- National Institutes of Health (NIH) Research Fellowship
- Tufts-UGHE One Health Fellowship
- Rwanda Ministry of Health District Operational Research Challenge Fund



Physicians for the Vulnerable

Dual Degree Bachelor of Medicine, Bachelor of Surgery; Master's in Global Health Delivery



MBBS/MGHD students take a visit to the neighboring Butaro Hospital to tour the facilities where they will be spending their clinical rotations later in their careers.



UGHE placed an emphasis on gender equity in admissions for the first class of medical students. Of the 30 students that make up the class, 2/3rds of them are women.

Welcoming Rwanda's Future Health Leaders

This year, we welcomed our inaugural class of Bachelor of Medicine, Bachelor of Surgery/Master of Science in Global Health Delivery (MBBS/MGHD) students to the UGHE family. These 30 bright young students, all hailing from Rwanda, were chosen through a rigorous, need-blind admissions process. They will spend the next six and a half years in Butaro to complete this new and one-of-a-kind dual degree program.

As part of our recruitment strategy, we prioritized underrepresented and marginalized groups, and we are proud that our first-ever class of students is **67% female**. Furthermore, every one of these students is receiving 100% financial aid, fulfilling UGHE's commitment to equity in health education by ensuring that financial capacity is not a barrier to medical education. This financial support was made possible by **private donor contributions** and the Umusanzu Agreement enacted this year with the Ministry of Health in Rwanda. **Umusanzu**, which means "contribution" in Kinyarwanda, guarantees free education for our medical students in exchange for 6-9 years of service with the Ministry of Health in Rwanda providing care to vulnerable communities.

Key Statistics

30 students

of 685 applicants

96.7%

yield rate

67%

female

100%

receiving full financial aid



Heritier Mfura, MBBS/MGHD '25, participates in a Butaro health clinic day, where students assisted Butaro Hospital doctors in educating community members on heart disease symptoms.



Dr. Sheila Davis, CEO of Partners In Health and Chair of the UGHE Board of Directors, visited UGHE in August of 2019. She spoke with the MBBS/MGHD Class of 2025 about PIH's Ebola response efforts in West Africa in 2014 and the importance of strengthening health systems.

“ Starting my journey at UGHE has shown me that the future of Rwanda's health sector is really bright because it has us—girls and boys who are passionate about becoming doctors and are not hindered by people's mindset and view of gender.”

- Eden Gatesi
MBBS/MGHD Class of 2025



The inaugural class of MBBS/MGHD students arrive on campus in July 2019 to begin their journeys to become global health leaders and physicians for the vulnerable.

Flipping the Script on Clinical Education

The challenges that exist in global health are complex and require a different kind of medical doctor. The medical school curriculum at UGHE was therefore designed to be different than the traditional medical school. UGHE has flipped the way curriculum's are typically designed by identifying the skills and competencies required to be a physician in underserved and marginalized communities, and building the medical school coursework around these core competencies.



Community-Based Education

- Community health workers are the backbone of health systems like Rwanda, and doctors working with underserved populations must understand how to work with CHWs.
- Students spend 15-16 weeks throughout their education in the community learning from CHWs and engaging with community members.
- Through the Center for Community Health and Social Medicine, local CHWs and health center leads come to UGHE to teach our students and provide input into our curriculum.



Basic Surgical Capabilities

- Unlike most medical schools, UGHE prepares its graduates to perform basic surgeries such as cesarean sections, laporatomies, and wound management and closed treatment of fractures.
- These procedures are expected to be known by general practitioners in Rwanda, our curriculum is designed to produce doctors who are able to meet the needs and expectations of the people they are serving.
- Students will be able to utilize our state-of-the-art laboratory facilities to hone their surgical capabilities before the enter the



Early Exposure to Research

- Beginning in their first year, students will begin conducting research, with the expectation of being published by the time they graduate.
- The developing world, in particular Africa, is severely underrepresented in the research field, and UGHE graduates will be leaders in reversing this trend.
- Students will partner with neighboring Butaro Hospital, which is a Partners In Health facility, to conduct their research and contribute to the hospital's own research goals.

16 weeks

of integrated community-based learning

6 months

of curriculum dedicated to humanities and social sciences

3.5 years

of immersive clinical training



Sim-Based Education

Rather than simply listening to lectures about anatomy and physiology, our students study the human body with the world's best technology, such as the Anatomage Virtual Dissection Machine, and bring this experience into the classroom for more engaging discussions.



Equity

UGHE students are taught to treat health care as a human right, and approach their work with an equity mindset. They study historical inequities through the lenses of race, class, gender, and other historically marginalized identities, to better inform their health care decisions.



Integrated Leadership and Management Training

UGHE medical students also receive a Master of Science in Global Health Delivery, which prepares them to become not only doctors but global health advocates. They will be leaders in not only treating human symptoms and diseases, but fixing broken systems and advocating for the marginalized.



One Health

Our curriculum is designed using a One Health perspective, an approach which envisions global health through the lens of animal, environmental, and human health. UGHE graduates will understand the implications of climate change on global health systems and be advocates for a healthier environment for both humans and animals.

“UGHE’s graduates will be adequately prepared to handle the existing and emerging global health problems. Our innovative curriculum allows students to engage and work with the community at an early phase of their training. We will make sure they get early and integrated access to clinical teaching, research, simulation, and laboratory-based learning.

- Abebe Bekele, MD, FCS
Deputy Vice Chancellor of Academic and Research Affairs,
Dean of the School of Medicine

STUDENT PROFILE

Alima Uwimana, MBBS/MGHD Class of 2025



Alima Uwimana is a member of UGHE's inaugural medical class. Alima attended high school in attended Ecole Notre Dame de la Providence de Karubanda, where she pursued the Physics-Chemistry-Biology (PCB) combination. She earned a perfect score on her Rwanda National Exam and, while in secondary school, she participated in the Mental Health Club. Alima was also a member of the Red Cross Club and played for her school's volleyball team. We sat down with her to learn about her journey to UGHE and her inspiration for pursuing a career in medicine.

Alima Uwimana could hardly believe where she was when she stepped foot on campus in Butaro, alongside 29 strangers who would be her classmates and community for the next six and a half years. For her entire life, until that moment, her new reality had never seemed like a possibility.

Uwimana grew up in a rural village in western Rwanda as one of ten children. Her family often struggled with money, and never thought they'd be able to send her to university. Now, she has the opportunity to accomplish something that she and her family had considered impossible.

"We were all laughing and smiling so much," Uwimana said, recalling the moment she and her family learned she would join UGHE's inaugural medical class. "We were so thankful. My family had no idea it was possible for me to get a full scholarship. We are still so grateful."

Uwimana is an aunt, with 28 nieces and nephews, and she wants to help each of them believe in themselves and pursue their passions, as she did.

"I want to show them that even though they may not have a lot of money, if they have commitment and patience and if they study hard, they can achieve their dreams," she said.

Uwimana knew her dream at a young age. She remembers watching television as a

girl and listening to Rwanda's newest minister of health at the time, Dr. Agnes Binagwaho, outline her vision for the country's health system. Binagwaho called for quality health care for all and an agenda that focused on the poor and vulnerable.

Uwimana thought about her own family, who had faced so many challenges with the health system due to financial difficulties, and how Binagwaho's vision could affect them.

One of Uwimana's brothers lost his abilities to speak and hear, due to ailments that could have been cured had their family had the money for the specialist he needed. Her nieces and nephews, the very ones she hopes to inspire with her career, have often suffered from malnutrition, and her siblings have gone into debt to get them treatment.

Listening to Dr. Binagwaho, Uwimana began to understand not only her feelings while watching her family's struggles, but also how she could help. She could become a doctor who cared for those in need, regardless of their economic status. She thought that maybe she could even be Rwanda's minister of health and, like Binagwaho, change the system so families like hers could get the health services they needed.

"I was inspired by the way she put the health of the citizens first, and she is the

one who first saw that everyone deserves health regardless of financial capacity," Uwimana said. "I was inspired by her and thought, one day, maybe I could be like her."

Now, as a first-year medical student at UGHE, Uwimana can't help but smile when asked how she feels about studying under the woman who inspired her, years ago, to pursue this path.

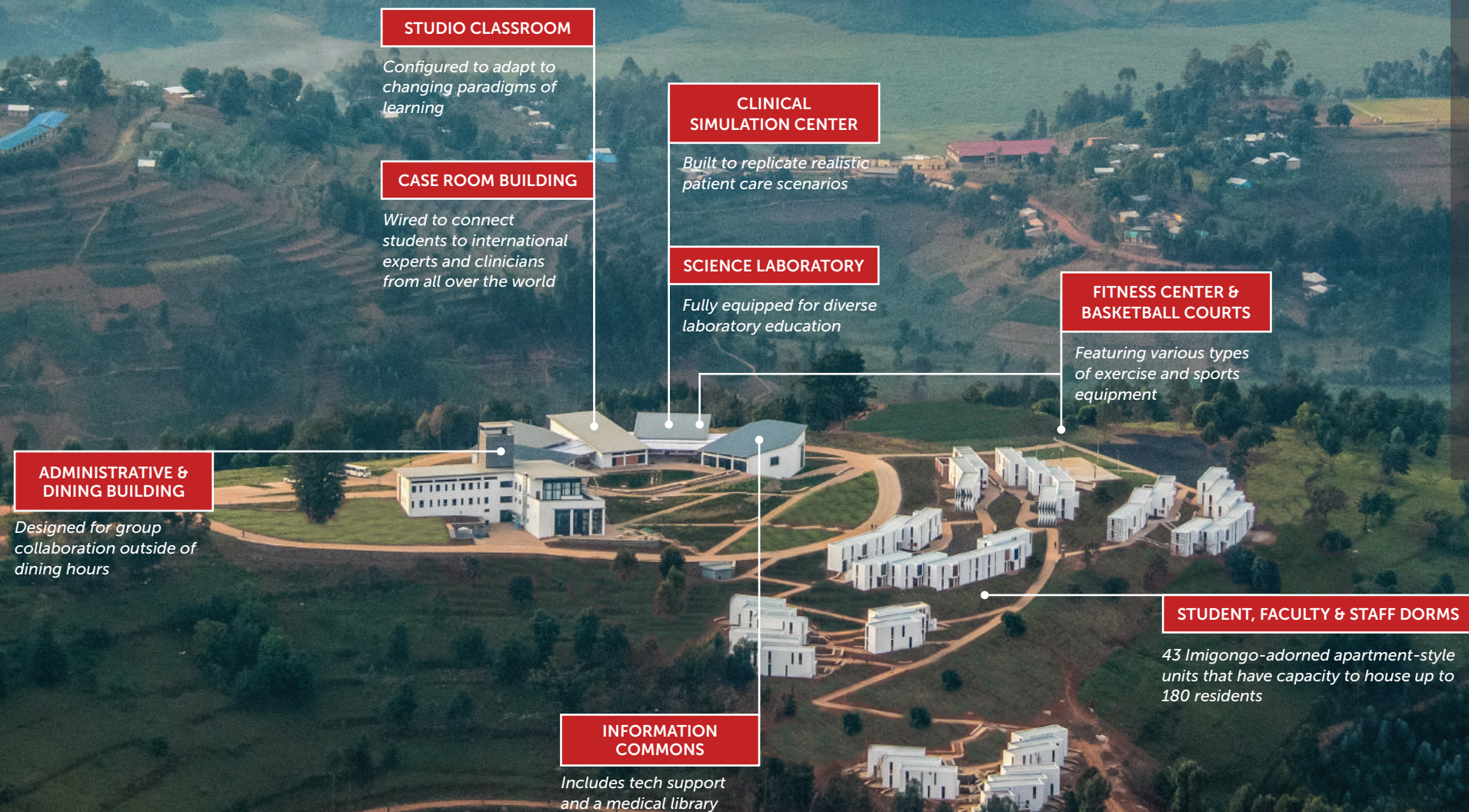
"I'm so happy and excited. I feel blessed being here," she said, glancing toward the entrance to Dr. Binagwaho's office.
"I feel that I will achieve my dream of being a medical doctor who will be serving the vulnerable and the poor who are in need."



Alima Uwimana, left, is thrilled to be a member of the inaugural, majority-female medical class at UGHE.



A New Home For Our University



STATE-OF-THE-ART FACILITIES

- Our science laboratory has world-leading simulation technology to give our students the best possible learning environment

BLENDING WITH OUR ENVIRONMENT

- Our campus was designed with lush, green landscaping to integrate with the natural surroundings

A COMMITMENT TO GOING GREEN

- Consistent with our commitment to environmental health, our campus is in the process of building a solar power plant to minimize our ecological footprint

CONTINUED EXPANSION

- Future plans include a 120,000 square foot expansion comprising of additional housing for students and staff, classrooms, laboratories, and academic offices, as well as recreational facilities

Ushering in a New Era

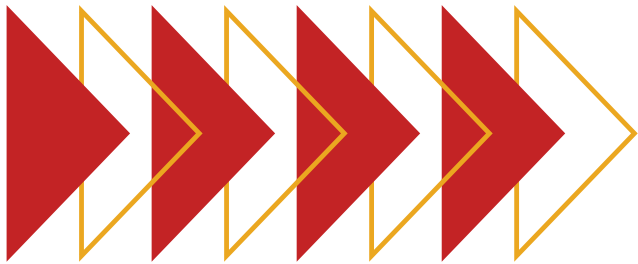
In January of 2019, UGHE inaugurated a new campus in Butaro, Burera District. The 100-hectare, hilltop campus was the culmination of over two years of construction, accomplished by the hands of a workforce sourced primarily from the surrounding Burera area. The new facilities house up to 200 students, faculty, and staff, and hosts a dining hall, library, state-of-the-art simulation lab, six academic buildings, and more.

The location of the campus is integral to UGHE’s mission. Our students are able to visit with local community members to better understand the health care obstacles they face, then take the knowledge they have gained in the classroom and apply them to these real-life challenges. They have already begun integrating themselves into the Butaro community, participating in Umuganda, a monthly service day for the community, as well as tutoring local high school students and teaching English to local workers.

Moving forward, this relationship with our neighbors will continue to be at the heart of our growth as a campus. Our interaction with the surrounding community serves as the cornerstone of the student learning process; that of applying the practical skills learnt in the classroom to support local communities and, critically, absorbing the wealth of educational information the community has to offer.



His Excellency, President of the Republic of Rwanda, Paul Kagame, and UGHE Chancellor Paul Farmer officially cut the ribbon on UGHE’s new campus in Butaro while government and institutional partners celebrate.



On a sunny day, the dormant volcano Mt. Muhabura towers over the UGHE campus.

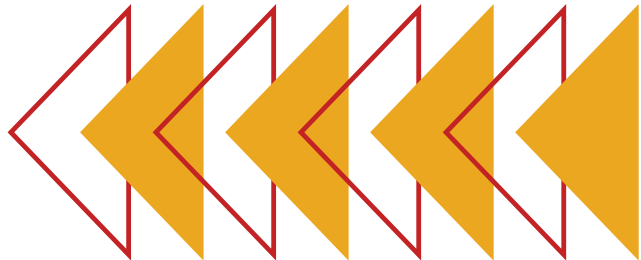


Partners In Health CEO Dr. Sheila Davis and Co-founder Ophelia Dahl tour the Butaro campus.

The view of UGHE’s campus from the Butaro district hospital co run by Partners In Health and the Rwandan government.



The administrative and dining building was made primarily of local materials and contains space for students, staff, and faculty to meet, discuss, and grow.



Our Butaro Community



Denise Uwera, MGHD '17, conducts a site visit with members of the Butaro community as part of the Principles of Global Health Equity course in the MGHD program. Photo by Zacharias Abubeker for UGHE.



Members of the Butaro community, including UGHE students, staff, and faculty, gather on campus for a tree-planting ceremony to honor UGHE's commitment to building fully green campuses.

JEAN BAPTISTE & HAGURUKA

Long-standing Butaro resident, Jean Baptiste has been a gardener for over 25 years, cultivating his skills and passion for growing flowers, trees, and grass since he was 18 years old. He joined Partners In Health in 2007 when Butaro Hospital was first being built and, after a decade of working with the hospital, joined UGHE at the start of the initial campus planning.

He now oversees Haguruka, a cooperative that manages UGHE's landscaping. Haguruka is made up of 26 employees, 15 of them female and all but one coming from Butaro. By rule, the cooperatives at UGHE must source over 80% of their employees from the Butaro area, and over 50% must be female. Since its formation, Haguruka has been able to provide more jobs for the people of Butaro, along with greater training opportunities and improved standards of living for employees like Jean Baptiste and their families.

When Jean Baptiste was born in Butaro, there were no health centers let alone a district hospital or a medical school. He thinks back to a time when babies in Butaro were born at home under candlelight. To him, the opportunity to lead a team of his Butaro neighbors working at a medical university is a blessing, and he is excited to be a critical part of this new time of community growth for the future.



Jean Baptiste has been cultivating his passion for gardening with PIH and UGHE for over a decade.



Members of Haguruka plant a new garden outside of the UGHE classrooms on campus in Butaro.



Our Message Spreads

Looking at our partnerships, media, and research



28 President Paul Kagame, UGHE Chancellor Paul Farmer, and Director of Infrastructure Emmanuel Kamanzi on the first official walk through of campus.



In May 2019, representatives from the WHO, Wellcome Trust, Fiocruz, the Indian Council of Medical Research, and UGHE gathered in Kigali for a workshop to draft recommendations on country ownership of the research agenda.



Executive Education participants representing Mauritius, Nigeria, Liberia, and Botswana celebrate the completion of the Global Health Delivery Leadership Program (GHDL) 3.0, which trains Global Fund grant recipients in leadership, management, and global health delivery skills.

Executive Education

Our custom short courses are designed for executive global health learners who want to deliver health care more effectively and equitably. We work with world-class institutions including Gavi the Vaccine Alliance, the Global Fund to Fight AIDS, Tuberculosis, and Malaria, Atlantic Fellows for Health Equity via the George Washington University's Health Workforce Institute, PATH, and Yale University's Global Health Leadership Initiative to customize intensive trainings for global health program implementers. These trainings develop key competencies, including health systems strengthening, leadership, management, and strategic problem solving. Program alumni join a community of individuals with diverse backgrounds working to address a range of global health delivery challenges around the world. Our trainings catalyze change at the individual, organizational, and systems levels and ensure learners return to their workplaces and health systems prepared to more effectively deliver value-based programs.



EPI LAMP participants learn about the immunization supply chain in Rwanda.



Rex Wong, standing, mentors Executive Education program participants. Photo by Zacharias Abubeker for UGHE.

Spotlight on Leadership

Irene Murungi is a technical advisor for gender issues at The AIDS Support Organization (TASO) Uganda and the Uganda AIDS Commission. This past year, she participated in the Global Health Delivery Leadership Training program at UGHE. As part of her program, she and her TASO colleague developed a project using the skills she learned at UGHE back in her home country of Uganda.

Her project initially began as a study of multi-drug resistant tuberculosis (MDR-TB) patients afflicted with hearing loss, but after consulting with her UGHE mentor, she and her colleague decided to focus on patients who were “lost-to-follow-up” – meaning they had either not started treatment or their treatment had been interrupted by a period of two months or more.

Through their research, Irene and her colleagues identified a number of factors that affected patients' adherence to their treatment plans, many of which they would not have expected to be important when they first set out on their study. With increased understanding of their patient population, they will be able to better tailor their interventions to improve health outcomes. Thanks to her UGHE mentor and the skills she gained through the Executive Education program, she now feels more confident in not only her technical skills, but also her leadership abilities.



Executive Education
trainings provided to:



One Health is an integrative approach of multiple disciplines working locally, nationally, and globally to attain optimal health for people, animals, and the environment.



“There are many new and aggregate diseases that are affecting the world. This fellowship helped us gain more knowledge about emerging zoonotic diseases and how we can better integrate information about them into our service delivery.”

– Dieudonne Hakizimana, Tufts-UGHE One Health Fellow & Alumni of UGHE’s Master of Science in Global Health Delivery Programme



Fellows from the inaugural Tufts-UGHE One Health Fellowship pose for a photo during their workshops at the Cummings School of Veterinary Medicine at Tufts University.

Partnering with Tufts

In early 2018, the Cummings School of Veterinary Medicine at Tufts University partnered with UGHE to launch the Tufts-UGHE One Health Fellowship. The one-year intensive program, open to UGHE and University of Rwanda staff and students, enhances One Health leadership and professional skills through networking, workshops, short-term internship opportunities. As part of the capstone project for the program, fellows returned to Rwanda following placements across the United States to work on mentored follow-up projects, from detecting the presence of commonly used antibiotics in milk and their impact on human and environmental health, to understanding the feasibility of drone-delivered animal health products.

By integrating One Health competencies with global health delivery training, the Tufts-UGHE partnership is creating a health workforce equipped to respond to the changing needs of our time.



UGHE Center for One Health Director, Dr. Phaedra Henley opening the inaugural One Health Symposium.



Dr. Francis Collins, Director of the National Institutes of Health, was a keynote speaker at the gathering.



Dr. Irene Naigaga, Dr. Martin Ntawubizi, and Dr. Wondwossen Gebreyes speak on a panel of global One Health experts.

In January 2019, the University of Global Health Equity convened clinicians, community health workers, environmentalists, farmers, policymakers, and researchers at its inaugural One Health symposium, “Climate Change, Child Survival, and the Future of Global Health Equity.” The Symposium highlighted leaders in climate change, under-five child health, and animal health through keynote speeches, panel discussions, and small group collaborations focused on addressing the burden of disease through a multisectoral approach. By fostering an understanding of the complex interplay among health-care systems, climate change, animal health, and the social determinants of health, the Symposium helped advance policy and shape global research agendas. The symposium is part of UGHE’s original master plan to use the University as a global convener to move important conversations about global health from the global north to the global south.

Student Practicum



Dr. Ornella Masimbi, MGH '19, conducted research for her practicum project on saving health care costs on malaria treatment at various districts.

Malaria is mosquito-borne disease, highly endemic to Sub-Saharan Africa, and a leading cause of morbidity and mortality in children under five years of age. In Rwanda, 403 new cases of malaria are diagnosed per 1000 people annually, causing considerable suffering and economic loss. The Ministry of Health (MOH) in Rwanda developed a plan to increase the number of patients who receive care at the village level; however, there was no current information about the healthcare costs incurred by the government at different health systems levels.

For her practicum project at UGHE, **Dr. Ornella Masimbi** collaborated with Dr. Jean D'Amour Ndahimana at Partners in Health and Dr. Ellen Rafferty at the University of Alberta to estimate the direct health care costs of treating malaria patients at district hospitals, health centers and at the village level in three districts (Kirehe, Rwinkwavu and Burera) of Rwanda. Dr. Masimbi's project led to the identification of over 300,000 malaria cases in the districts they surveyed. They analyzed the treatment costs by district, malaria type, and health system level, and found that costs ranged from \$1 USD to \$90 USD. The MOH paid 9 times more to treat malaria at the district hospital level than in the villages. Dr. Masimbi and her team concluded that the MOH could save \$160,000 USD annually by recruiting 1500 additional community health workers and shifting diagnosis and treatment of malaria to home-based management.

Academic partnerships are the backbone of our MBBS/MGHD and MGHD programs.

Our partnerships allow UGHE to utilize the best and brightest faculty from across the globe to enhance our teaching and research. In 2019, we were pleased to welcome the following academic institutions as partners:

UGHE has entered agreements with a number of organizations and academic institutions to enhance the learning experience of our students. These partnerships have brought world-leading faculty as a part of our curriculum, innovative and state-of-the-art technology, technical expertise, and more.

These relationships help spread UGHE's message in new and exciting ways. Vassar's President Elizabeth Bradley said the partnership would not only benefit UGHE but Vassar as well. "This new collaboration is really going to enrich our campus, the lives of our students and our faculty," she said. "When you engage with a different culture that is thinking about equity, you learn new ways to think about the issue. And suddenly, the world doesn't seem quite so large and quite so different."



UGHE Vice Chancellor Prof. Agnes Binagwaho officially launches the Vassar College partnership with Vassar President Elizabeth Bradley at a ceremony in Poughkeepsie, New York.



14TH ANNUAL AMERICAN SURGERY CONGRESS

Professor Abebe Bekele, UGHE Deputy Vice Chancellor of Academic and Research Affairs and Dean of UGHE spoke at the 14th Annual American Surgery Congress in **Houston, Texas**, the premier gathering of academic surgeons and scientists from across the world. This congress is organised by the Association of Academic Surgeons (AAS). Professor Bekele spoke about global surgery and academic partnerships. His talk was entitled "Global Surgery: A Pathway to Bilateral Academic Success Vs. The Bold New Face of Colonialism."



THINK20 SUMMIT

UGHE Vice Chancellor **Dr. Agnes Binagwaho** spoke at the Think20 (T20) Summit in **Tokyo, Japan**, which brought together global policy leaders from around the world to provide recommendations to G20 countries on how to address pressing global challenges. Dr. Binagwaho spoke about the need to create global regulations that protect the developing world against brain drain. The loss of qualified medical professionals to the developed world is a significant obstacle to achieving universal health coverage. These recommendations were presented at the G20 Summit in June of 2019.



1ST AFRICAN COUNCIL OF INTERNATIONAL NEONATAL NURSES

Andre Ndayambaje, MGH '19, presented at the 1st African Council of Neonatal Nurses in **Kigali, Rwanda**. This gathering brought together nurses involved with Neonatal care from around the world. Andre's presentation was entitled, "A Novel Approach to Neonatal Essential Care Training in Rwanda" and discussed the work he and his team have done in providing essential training to neonatal nurses working in Rwanda's district hospitals.



ONE HEALTH CENTRAL AND EASTERN AFRICA INTERNATIONAL CONFERENCE

Dr. Phaedra Henley, Director of One Health Programs at UGHE, participated in the One Health Central and Eastern Africa (OHCEA) Leadership Summit in **Kampala, Uganda**. OHCEA is an international network of higher education institutions in public health, environmental science, and veterinary medicine. These institutions, including UGHE, work together to support One Health surveillance, reporting, and capacity development at the regional, national, and international level.



Auckland, New Zealand





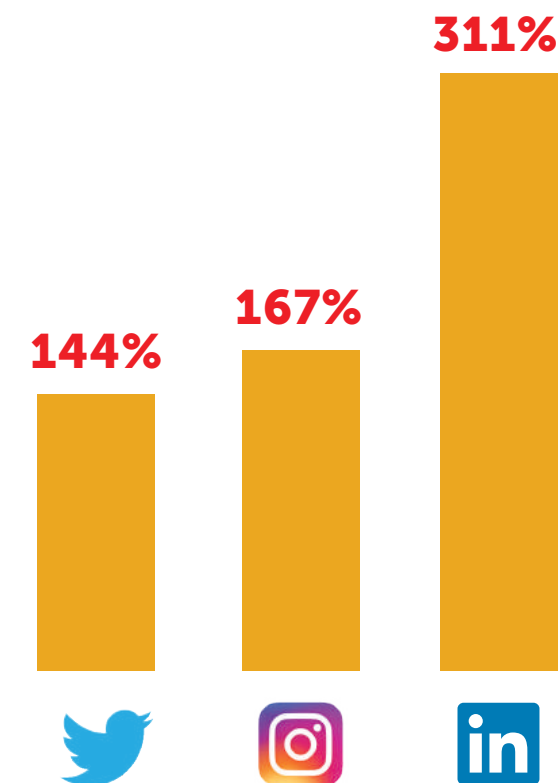
“The school’s name reveals its ambitious mission: The University of Global Health Equity. It aims to transform both medical education and medical care for the rural poor in central Africa and to serve as a model for more equitable health care around the globe.”

“UGHE can serve as a model for the future of health education in Africa and in the rest of the developing world. We cannot simply cut and paste American or European medical education systems — our communities’ needs are different, and we must have a persistent focus on delivering the best results for them, to the best of our potential.”

“In addition to its focus on community-based care, UGHE is the first university in the world focused entirely on advancing health equity—pairing human rights and social justice education with medical training. The UGHE curriculum combines lessons learned in community health settings with leadership and management skills training that’s often lacking in medical schools around the world.”

Growing Our Community

 **124%**
— increase in audience —



Audience growth in 2019



Nicole Jabo, MGH '19, is interviewed by a group of reporters at the UGHE Commencement Ceremony in Butaro, Rwanda in August of 2019.

▶▶▶ Thanking Our Supporters

As you have seen, 2019 was an exciting year for UGHE. We could not have done any of the amazing things you have just read about if it was not for the support we receive from those who believe in our mission and share our values. Notable among those who have continued to invest are Bill and Joyce Cummings.

At the end of January, in the midst of University of Global Health Equity's biggest milestone yet – the opening of the new Butaro Academic Campus – Boston-area philanthropists Joyce and Bill Cummings announced a generous donation to UGHE through a dollar-for-dollar matching gift campaign of up to \$10 million, referred to as the Butaro Launch Fundraising Challenge.

The campaign ran until early February and mobilized over \$10 million in donations, bringing the total to almost \$21 million. This represents the second gift the Cummings have made to UGHE and will fund financial aid for low-income students, launch new leadership training programs, expand academic research and ultimately improve quality health service delivery around the world.

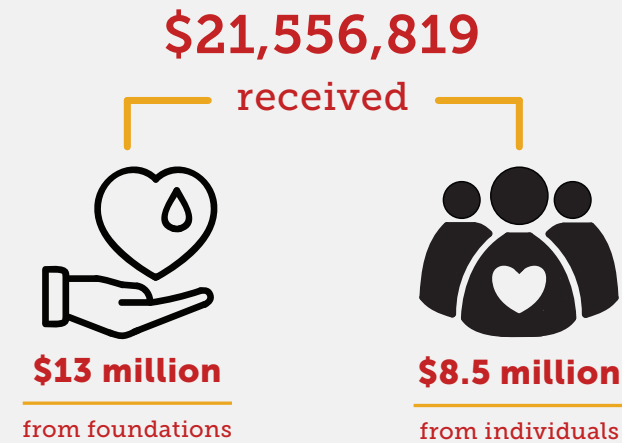
"In addition to providing a venue for the excellent training of much-needed health care professionals, UGHE is sure to become a major economic engine within Rwanda, which itself is becoming the economic center of sub-Saharan Africa," said Bill Cummings.

There were several gifts Inspired by the Cummings' Butaro Challenge. Among those include a family gift from the St. Goar and Godley families in honor of their mother, Dr. Anne Godley St. Goar. Led by Dr. Rick Godley and Dr. Fred St. Goar, the St. Goar and Godley family named UGHE's first faculty chair position now known as The Godley-St. Goar Chair of Community Health and Social Medicine.



UGHE Board members, government officials, partners, staff, and supporters gather at the campus opening.

BY THE NUMBERS



Victor Dzau, President of the US National Academy of Medicine and Prof. Agnes Binagwaho attend the One Health Symposium.

2019 HIGHLIGHTS

- Department and Chair of Nursing and Midwifery established
- The Godley-St. Goar Chair of Community Health and Social Medicine named
- Cutting edge Medical Simulation Training Center opened



Carole and Gordon Segal, two of UGHE's original donors , pose in front of the inaugural partnerships sign.

A Message from Dr. Paul Farmer

This year marks a new chapter in UGHE’s journey to radically transform global health education and health care delivery. It is a journey that began before UGHE had a name, let alone a campus or student body. Since its founding, Partners In Health has been committed to linking the alleviation of poverty and disease to formal training programs and the generation of new knowledge; a university was the ambitious next step in the evolution of this work. What began in central Haiti more than 30 years ago continues today atop the scenic hillsides of Butaro, Rwanda.

A university like this couldn’t be built just anywhere. It had to be rooted in a place that embodies its mission—one that elevates equity, justice, and imagination in its every endeavor. There is perhaps no place that better symbolizes this commitment than Rwanda, a landlocked nation small in size but unbounded in spirit and sense of purpose. In 1994, its people were racked by levels of strife and bloodshed nearly unprecedented in the annals of war. Within two decades, they engineered a hopeful reversal also unrivaled in human history. A commitment to human dignity—and the veritable investments needed to uphold it—had everything to do with this turnaround.

These ideas formed the foundation on which UGHE was built, and on which it will grow. Our students—and the faculty, staff, administrators, and partners who join them—learn to critically examine health disparities through historical and social analysis and to repair broken and inequitable health systems. They situate UGHE at the forefront of a collective struggle to advance health equity around the world. Already, our graduates are fulfilling the promise of UGHE in diverse parts of the world, and this community of scholar-activists grows every year.

Four cohorts of master’s students have graduated to date, and a fifth recently began courses. The first class of medical students, two-thirds of them women and all hailing from Rwanda, enrolled this summer. I was fortunate enough to begin this journey alongside them in the classroom, where I saw how a university with an explicit dedication to social justice draws, unites, and cultivates some of the brightest and most committed students. The future of UGHE and of global health leadership rests on the shoulders of these remarkable young women and men. I am optimistic that as we move forward, they will push us all to relentlessly interrogate and alter the status quo.

I hope that you will join UGHE in supporting our students, and those who will come in the following years, as we strive towards nothing less than the transformation of health care delivery in the poorest parts of the world.

In solidarity.

Dr. Paul Farmer
Chancellor, University of Global Health Equity
Co-Founder and Chief Strategist, Partners In Health



UGHE Chancellor and PIH Co-founder and Chief Strategist Dr. Paul Farmer.

Special Thanks

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The view of UGHE’s campus and the surrounding Butaro area as seen from the air. Photo by Joshua Greene of Mass Design Group.

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