



UNIVERSITY OF
Global Health
EQUITY

2018 IMPACT REPORT

A MESSAGE FROM THE VICE CHANCELLOR 6
Perspectives from Dr. Agnes Binagwaho

ACCELERATING OUR IMPACT 7
Updates from our campus

THANKS TO YOU 17
Recognizing our partners

LEADERSHIP 18
Our Board of Directors and Advisory Council

IMPACT REPORT | 2018

Cover image: An aerial shot of UGHE's campus in Butaro, Rwanda. Photo courtesy of CHARIS Rwanda for UGHE.

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.



Project Resident Engineer Jean Claude Niyonzima walks through what will be one of the main academic buildings at UGHE's Butaro Campus. Photo by Barb Kinney for UGHE.

“UGHE opened my eyes to the fact that whenever there are health problems, there are also other factors involved. If we train people who are sensitive to equity, they can go out there and change things and influence how programs are designed and implemented so they are more likely to achieve equity from people who understand it.”

Marie Chantal Ingabire '18
Master of Science in Global Health Delivery

A Message from Vice Chancellor Dr. Agnes Binagwaho



A few months ago, I had the privilege of attending the inauguration of the regional and reference lab and oncology center Rosèlene Jean Bosquet at Hôpital Universitaire Mirebalais, Haiti. There, surrounded by friends and colleagues, Partners In Health staff members, supportive local authorities, and champions of our collective vision, I was struck by how much good can be done when hard working people come together under a shared mission of health for all, without exception. This experience also illuminated the importance of bringing together passionate global health fighters from all around the globe who can join in this mission—to ensure equitable, quality health services for all.

This year, the University of Global Health Equity (UGHE) has progressed further and faster than any of us could have imagined. While reading UGHE’s inaugural Impact Report, I feel a deep

sense of pride as the stories written on these pages showcase a year of dedicated work from our staff, faculty, and students. It is this shared commitment that strengthens our resolve each day as we expand our ability to create opportunities for a more equitable world, a world where no one is left behind. Notable milestones over the past year include making great leaps forward in preparing our permanent home at UGHE’s Butaro campus in the northern province of Rwanda; graduating our second cohort of students in the Master of Science in Global Health Delivery program; securing a visionary founding Dean of Health Sciences, Dr. Abebe Bekele, who will oversee the launch of UGHE’s first clinical degree program; and educating more learners than ever in our Executive Education programs.

These achievements could not have happened without the constant, thoughtful, and equity-focused work of each and every member of our growing community of supporters. Together we are assembling the building blocks of a university that will transform health service delivery, education, research, and policymaking in every corner of the globe.

There is plenty of work to be done and we need more champions for this mission everywhere. When we dream, organize, and build together, we can deliver high-quality, compassionate care to all, especially the most vulnerable.



The MGHD Class of 2018 poses for a class photo with Dr. Paul Farmer, Co-Founder and Chief Strategist, Partners In Health. Photo by Jean Christophe Kitoko for UGHE.

MASTER OF SCIENCE IN GLOBAL HEALTH DELIVERY

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.

Since graduating the first class of students in 2017, we have seen immense growth and change. We are adding new courses, increasing the diversity of each incoming class, and witnessing graduates make transformative impacts in their sectors. As the program transitions from part-time to full-time, the UGHE team is proud to take stock of current progress while continuing to keep our gaze locked intently on the future.

Growing our Lion Pride

In September, we welcomed the fourth cohort of MGHD students. With each incoming class, the scope of applicants has expanded tremendously. Not only have the number of applications increased, but the range of applicant background has also grown. We have seen an increase in diversity in the academic and professional experience of our students, as well as nationality. This year we received over 300 applications from 26 unique countries, our most international applicant pool ever, for 24 spots in the newest cohort.

2018 Admissions Cycle

10.6%
acceptance rate

75%
student yield

58.3%
female

11
nationalities



Members of the MGHD Class of 2019 attend a site visit with community health workers. The visit was part of students' October 2017 weekend intensive in Rwinkwavu, Rwanda. Photo by Kara Neil for UGHE.

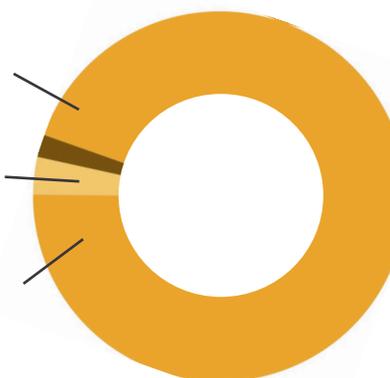


Samuel Byiringiro '19 and Denyse Niyoturamya '19 attend UGHE's first public lecture hosted by Dr. Roger Glass, Director of the U.S.'s National Institutes of Health's Fogarty International Center. Photo by Jean Christophe Kitoko for UGHE.

Applications by Region

ASIA
Bangladesh, India, Nepal, Philippines, Russia

AMERICAS
Canada, Haiti, Mexico, United States



AFRICA
Burundi, Cameroon, Democratic Republic of Congo, Eritrea, Ethiopia, Kenya, Liberia, Malawi, Mali, Nigeria, Rwanda, Sierra Leone, Sudan, Tanzania, Uganda, Zambia, Zimbabwe

100%

of MGH students receive scholarship support

91%

average tuition covered by scholarships

\$1.8M

total scholarships given to date

Scholarships

MGHD students are recruited and admitted based on academic excellence and merit, irrespective of their ability to pay full tuition. We are committed to alleviating the burden of tuition for students through generous scholarship support and flexible payment plans. In 2017, we introduced two named scholarships. The **Moskovitz Scholarship for Women in Global Health Leadership** aims to advance the status of women, while the **One Health Scholarship** promotes an interdisciplinary perspective on health.

“I have been the beneficiary of a generous scholarship to cover my MGH tuition. Because of this, I have become a global health fighter. It is now my responsibility to help and support communities with this same principle—equity.” -Dr. Christian Mazimpaka, MGH '17

ALUMNI PROFILE

Dieudonne Hakizimana, MGH '17

Dieudonne Hakizimana MGH '17, was a student in UGHE's pioneering cohort of Master of Science in Global Health Delivery. In addition to the MGH, Dieudonne holds a master's degree in epidemiology from the University of Rwanda, and a Bachelor of Science in nursing from the University of the West of Scotland, United Kingdom. His 10 years of experience in health systems strengthening has run the gamut: from clinical care to monitoring and evaluation to capacity building to his current role as Teaching and Learning Officer at UGHE. We sat with Dieudonne to discuss the arc of his career, to learn about his motivations for entering global health work and his hopes for the future.

When Dieudonne entered college, he dove headfirst into a career that would allow him to impact lives by training as a nurse and joining the rural Rwinkwavu District Hospital, supported by Inshuti Mu Buzima. There, he coordinated essential services in everything from surgery and immunization to family planning, malaria, and HIV/AIDS treatment.

“When I finished training I could have taken a job at a bigger hospital in the city, but I knew I wanted to work in a rural area,” he noted. He stayed at the Rwinkwavu District Hospital for four years, where he sharpened his provider skills and took on mentorship

positions, growing as a nurse manager and supervisor. Though treating patients was rewarding, he remained curious about the scope of global health work. He had become a skilled clinical health practitioner and researcher, yet felt that he lacked the leadership training needed to guide others.

Dieudonne was intrigued when he heard that Partners In Health would be launching a brand-new university in Rwanda, one with a specific focus on the essential global health principles that were slowly becoming the bedrock of his career; that health is a human right and that the next generation of global health leaders should be empowered to deliver health with greater equity and purpose. Courses in management, health financing, one health, and global health delivery also greatly appealed to the practical side of his brain. Similar to nursing and epidemiology, Dieudonne believed that global health leadership was a discipline that could and should be studied and practiced upon. Moreover, he was proud that PIH had chosen Rwanda as the country to pilot this brand-new university; it served as validation of Rwanda's health systems and its dedicated providers. He wanted to continue playing a part in the positive transformations he was witnessing, leading him to join UGHE's inaugural class.

Upon graduating from UGHE, Dieudonne has continued to make a positive impact as a Teaching and Learning Officer where he not only develops an academically rigorous curriculum and serves on the admissions committee, but also assists students with class work and provides ongoing mentorship. “Students feel comfortable approaching me when they struggle because they know I have been where they are,” he says. “I feel most fulfilled when I help students understand concepts that they initially find scary or daunting.”

Dieudonne believes UGHE graduates have the power and responsibility to shape the future for the better. Their time here is but a stepping stone on the long and winding journey of leadership, a journey Dieudonne is all too familiar with.



Dieudonne receives his diploma from PIH CEO and UGHE Board Chair Dr. Gary Gottlieb at the MGH Class of 2017 Commencement. Photo by Zacharias Abubeker for UGHE.

ALUMNI

Armed with the tools to address the complexities of delivering care in all settings, our MGH alumni community includes **37** global health leaders with diverse professional experience.

37.1%

of alumni work in the public sector

51.4%

of alumni hold roles in non-profits

5.7%

of alumni hold roles in the private sector

BACHELOR OF MEDICINE, BACHELOR OF SURGERY/ MASTER OF SCIENCE IN GLOBAL HEALTH DELIVERY

The six and a half-year Bachelor of Medicine, Bachelor of Surgery/Master of Science in Global Health Delivery (MBBS/MGHD) dual-degree program will build clinician-leaders who diagnose and treat the biological and social factors that make their patients sick, and who are ready to tackle some of the most complex challenges in health care on a global scale. In planning for the launch of our MBBS/MGHD program, we have focused on developing a degree that provides rigorous, interactive coursework, an atmosphere of team-based and interdisciplinary education and practice, and an institutional culture of equity and diversity.

We will enroll our inaugural cohort of MBBS/MGHD students in July 2019. Our recruitment strategy prioritizes historically disadvantaged individuals including females and refugees because we believe that reaching the most vulnerable populations means training students in and from these communities.

MBBS/MGHD phases by academic year:



PREPARATORY PHASE:

Students are prepared for the rigors of medical school with introductory coursework in critical thinking skills, communication, and humanities.

BIOSOCIAL FOUNDATIONS OF MEDICINE PHASE:

Students are equipped with an understanding of the structure and function of the human body and gain a solid foundation in public health, global health, and patient care. Patient interactions occur in community health settings and home visits.

CLINICAL & HEALTH DELIVERY PHASE:

Students' clinical responsibilities increase, shifting from the community setting to full-time work in district hospitals. Students will deepen their understanding of the pathophysiology of disease through direct patient care and structured casework on core and specialty clerkships.

EXPLORATION & GROWTH PHASE:

Students complete advanced clinical training while gaining leadership and management skills to help confront real-life challenges in global health delivery. After receiving their MBBS/MGHD degree, students enter a one-year Ministry of Health-designated internship before returning to UGHE to complete their master's-level practicum projects in collaboration with peers and advisors.

MEET PROFESSOR BEKELE FOUNDING DEAN

We sat down with Abebe Bekele, MD, FCS, UGHE's founding Dean of Health Sciences, to discuss his motivations for pursuing medicine, the global health challenges he hopes to tackle, and his vision for the University's future.

Q: What are some of the earliest experiences that drew you to a career in medicine and why did you choose surgery as the focus of your clinical work?

A: I joined surgery for two reasons: One, I had amazing teachers that were young surgeons and they made my attachment to the department fun and fantastic. Two, I appreciated that in surgery I could have a direct and immediate impact on someone's health. Eventually, I began to sub-specialize in cardiothoracic surgery and engage in academic leadership opportunities because there were so few senior professionals with no readily available replacements. I wanted to continue passing on impactful knowledge. I am aware that Rwanda has a significant shortage of thoracic surgeons and I want to volunteer to be a part of training the next generation of specialists.

Q: What does "health equity" mean to you and how do you envision this concept in action (at UGHE and beyond)?

A: If you want to learn medicine and become a doctor, it should not matter where you are from, whether you are male or female, whether you have family connections, whether you went to a private school, or whether you grew up poor. The opportunity to learn should be made available for everyone if the will and aptitude to study medicine is there. Who you are should not matter; what should matter is what you are willing to do with your brain, your hand, and your heart.

"Gone are the days when doctors are expected to only treat patients. We as physicians have to connect and understand the communities that we serve." – Professor Abebe Bekele



Q: What are you most excited about in your new role as Dean of Health Sciences?

A: I'm excited at the prospect of building from the ground up. We have the unique opportunity to design a school the way we want from the very start with a strong focus on equity and diversity; I'm energized by that. We are designing a medical school that follows the principle of community-based education and integrates hands-on lab and simulation work. The intensive, hospital-based learning will include innovative educational methods. I believe that by producing new doctors for Rwanda and the region, we will be able to reach underserved people and improve quality of care.

Q: Why is it important for students to not only train as doctors under the MBBS program, but to also complete their MGHD?

A: The days where doctors are expected to just treat patients are long gone. We as physicians have to connect with and understand the communities that we serve and live in. We have to know what their day-to-day is like. While prevention of diseases should be our main target, so many of the issues our patients face are a result of determinants of health. We as doctors need to understand this.

7
number of
programs
to date

22
countries
represented

144
number of
trainees

EXECUTIVE EDUCATION

Our custom short courses are designed for executive global health learners who want to deliver health care more effectively and equitably. World-class institutions such as Gavi the Vaccine Alliance, the Global Fund to Fight AIDS, Tuberculosis, and Malaria, George Washington University's Health Workforce Institute, PATH, and Yale University's Global Health Leadership Institute commissioned us to customize intensive trainings that develop key competencies, including health systems strengthening, leadership, management, and strategic problem solving among global health program implementers. Program alumni join a community of individuals with diverse backgrounds working to address a range of global health delivery challenges around the world. Participants continue to share lessons learned and best practices long after program completion through program-specific social media groups. Our trainings catalyze change at the individual, team, and systems levels and ensure learners return to their workplaces and health systems prepared to deliver effective value-based programs.

“*The course broadened my capacity as an individual to actualize creative, innovative solutions to even the most challenging issues.***”**

-Global Health Delivery Leadership Program (GHDLP) participant



GHDLP 2.0 participants attend a home visit in eastern Rwanda. Program participants included 18 country-level program managers, directors, and executives from Botswana, Ghana, Liberia, Swaziland, and Uganda. Photo by Neha Shah for UGHE.



Health facility staff discuss referral patterns for childhood malnutrition with participants from the Leaders For Health Equity Program, a partnership with George Washington University. Photo by Danny Kamanzi for UGHE.



Ms. Anuradha Gupta, Deputy CEO of Gavi, the Vaccine Alliance, facilitates a Master Class on inspired leadership during the launch of a nine-month blended, team-based learning program to equip participants with the skills they need to more effectively manage Gavi's expanded program on immunization. Photo by Duncan Graham-Rowe for UGHE.



The Administrative building at our campus in Butaro, Rwanda. The three-story structure will house a dining hall and offices for faculty and staff. Photo by Danny Kamanzi for UGHE.

BUILDING OUR FUTURE

Over the last 12 months, crews have completed much of the critical infrastructure for the first phase of our residential campus, which sits across the valley from PIH's Butaro District Hospital in northern Rwanda. Construction activities included clearing, grading, excavation, roofing, interior and exterior finishing work, landscaping, and piping for water and fiber optic cable. Throughout the construction process, we worked closely with the Burera District local government and community to engage, hire, and train local labor. With capacity-building always in mind, we ensured workers received vocational training in masonry, welding, plumbing, and landscaping, skills that can be utilized to gain future employment. In addition to job growth, our construction strategy has aimed to spur the local economy's development through the procurement of as many Butaro-sourced goods and services as possible, including cement, sand, gravel, volcanic cladding, stones, cured bricks, wooden doors, and paint.

From the proximity to hospitals serving the local community, to the hiring and procurement practices we have deployed throughout construction, the Butaro Campus continues to emphasize our commitment to maximizing community impact. Now in its final stages of development, the campus, which includes six thoughtfully designed academic buildings and five student and faculty housing clusters, will welcome students in early 2019.

800
number of local
workers employed
by campus
construction

25%
female construction
workers

60%
workers
unemployed
prior to UGHE



A local worker on the University's construction site. Photo by James Martin/CNET.



Paint swatches can be seen on the wall as workers inspect one of the student and faculty housing clusters. Photo by Barb Kinney for UGHE.

ANNE MARIE NYIRANSHIMIYIMANA

Anne-Marie Nyiranshimiyanana is one of 200 female employees on UGHE's Butaro Campus. Her nickname, "Kankwanzi," which loosely translates to, "rising star that refuses to conform to society's expectations," is reflected by her success in encouraging females to go into masonry, a traditionally male-dominated industry. Since training in masonry through the construction of the Butaro District Hospital, Anne Marie has acquired a passion for the skill, even rising to the rank of master mason. Beyond bringing a sense of identity and confidence, her new vocation has a ripple effect to her family and community at large. Equipped with a new skillset and income, her training and position has enabled her to purchase health insurance, send her children to school, and add an addition to her house.

Today, Anne Marie is using her nonconforming spirit and new knowledge to mentor others and encourage their personal growth as individuals and members of the Butaro community.



Anne Marie works on the Butaro Campus.

THANK YOU

Over the last year, a number of corporations, foundations, and individuals made generous gifts to UGHE, enabling the University to fund scholarships for students, develop new academic programs, hire faculty, and build our campus. These supporters have left an indelible mark on the young people whom they may never meet, young people who are going to change the way health care is delivered throughout Africa and the world. Our graduates are clinicians who can diagnose and treat both the physical and social factors making their patients sick. They are government officials developing innovative policies to expand life-saving programs. They understand that social determinants of health are often as important to diagnose and address as the biological manifestations of disease, but that these factors too often go unrecognized or undetected.

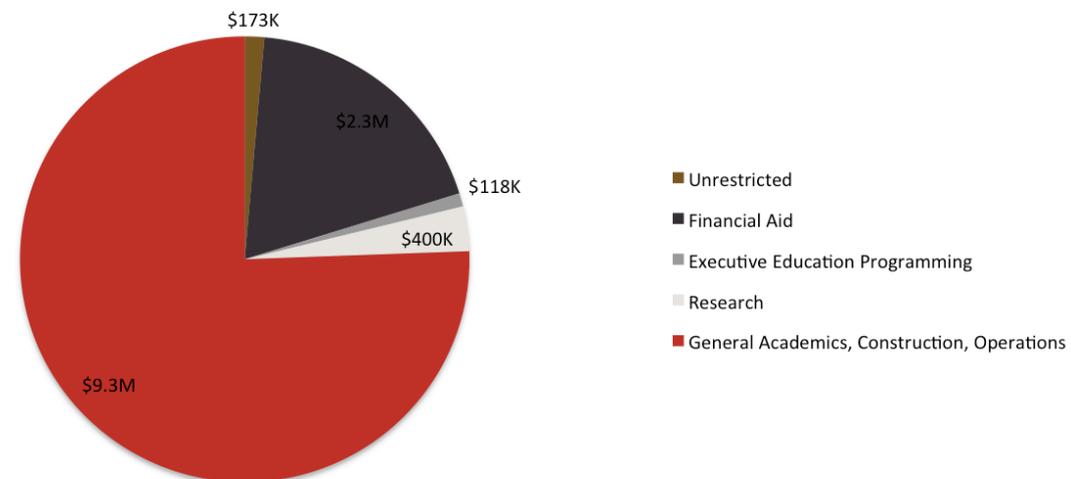
This is the challenge of our time: to reduce inequality in health delivery. All people, no matter who they are or where they live, deserve the chance to reach their full potential. We believe that to attain this goal, we must equip students from different backgrounds, particularly those from East Africa, with the skills, humility, awareness, and compassion they need to deliver health care in all settings. Investments made in our students are not just investments in their education but serve a larger calling, our calling to provide access to quality health care to every individual.

As we look ahead, we remain grateful for the many partners who have played a vital role in the growth of our new University, especially our catalytic partners the Cummings Foundation, the Bill & Melinda Gates Foundation, and the Government of the Republic of Rwanda.



UGHE staff during a March 2018 Team Summit in Kigali, Rwanda. Photo by Cynthia Maltbie for UGHE.

Philanthropy Received in FY18 (\$12.3M)



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