At a time when nearly 400 million people around the world still lack access to essential health services, we must rethink the provision of care within impoverished settings and how we foster and train global health leaders who can solve these challenges in care delivery. Access to quality health services is particularly limited in Sub-Saharan Africa, which is home to 24% of the global burden of disease, but only 4% of the world's health workforce. This stark divide is only expected to grow in the coming decades.

We know that these inequities can be addressed when leaders are committed to delivering on the promise of health care as a human right, and investing in robust public health systems that prioritize the most remote and marginalized communities.

Partners In Health (PIH) locally known in Rwanda as Inshuti Mu Buzima (IMB), began working in the country in 2005 at the invitation of the Government of Rwanda (GOR), as a core partner to the Ministry of Health (MOH) to support its health sector transformation. Since that time, PIH/IMB has worked hand-in-hand with the government to bring high-quality health care to a catchment area of close to 1,000,000 people each year. Building on its proven public health platform, PIH/IMB is now partnering with the MOH to tackle the next frontiers of health delivery and advance health sector innovations to accelerate solutions at scale. PIH/IMB's work in Burera District, in the rural north of Rwanda, has become known for its innovation in care delivery. It is home to Butaro District Hospital (BDH), established as a collaboration between PIH/IMB and the GOR. It opened its doors in 2011 as a 150-bed facility to serve a population of nearly 350,000 and establish a model rural hospital in East Africa that delivers quality medical care, alongside training and research initiatives. And in 2019, PIH opened the campus of the University of Global Health Equity (UGHE) in Butaro District, directly across from BDH, as a first-of-its-kind university that is pioneering a new way of training health care leaders who will emerge ready to tackle the world's most pressing health challenges. By 2025, UGHE will have provided world-class training to nearly 1700 global health leaders from around the world.

Together, PIH/IMB and UGHE are redefining how healthcare is delivered around the world, becoming premier centers of clinical education and care delivery and a model for health care excellence across the East African region. PIH/IMB and UGHE are now embarking on the next phase of a mission to partner with the government to accelerate Rwanda's achievements in health. In particular PIH/IMB and UGHE will transform BDH into an accredited teaching hospital to expand clinical services, serve thousands of more patients, and create a world-class teaching environment for UGHE students and other students from the region who will become the leaders of equitable change in health care across the world.
PROJECT BACKGROUND

For over three decades, PIH has delivered high-quality health care and social services across 11 countries and in some of the world’s most underserved communities. By working closely with local governments and alongside local communities to design and deliver public health programs, PIH has emerged as a leader in delivering health services in impoverished settings. Nowhere has this approach had more profound results than in Rwanda, which has achieved some of the most dramatic gains in population health in the world.

The idea for UGHE began with the recognition that medical training institutions around the world have long lacked a dedicated focus on health equity, and too few are located in an environment where health disparities are most acutely felt. With a Masters program in global health delivery, and a medical school program designed to benefit those most in need, UGHE is perfectly placed to train the next generation of global health leaders and changemakers.

The proximity between BDH and UGHE was intentionally established to ensure that UGHE students were trained among low-income and rural communities—the same types of communities they will serve after graduation.

A BOLD SOLUTION

PIH/IMB and UGHE will transform BDH into an accredited teaching hospital to expand clinical services in Burera District, improve health outcomes, and create a world-class teaching environment for the next generation of health leaders in Rwanda and across the globe. By the end of 2024, PIH/IMB and UGHE will:

1. **Achieve accreditation** for BDH as a teaching hospital of UGHE from the Rwandan Medical and Dental Council, the Rwandan Higher Education Council and subsequently the East African Community;

2. **Upgrade clinical services** at BDH to improve access to advanced and equitable care including new wards, equipment, and programs; and

3. **Establish BDH** as a premier facility for cancer care, expanding advanced services for both adult and pediatric oncology, including on-site surgical, chemotherapy, and palliative care.
Project Timeline: The four-year initiative will be carried out over two phases, beginning before the end of 2020 and slated to complete in December 2024. The first phase of BDH’s transformation includes all physical and clinical requirements to achieve accreditation in 2021, in time for the first cohort of UGHE’s medical students to rotate at BDH for their clinical training.

KEY AREAS OF IMPACT

SERVICE EXPANSION BDH service expansion will increase by 50%, and will include an 83% increase in bed capacity, a doubling of both surgical and oncological capacity, establishing the first adult ICU, hiring more dedicated health care professionals, and enhancing NICU capacity.

QUALITY IMPROVEMENT The clinical services provided through this expansion are of particularly high-demand in Rwanda, and the expanded care will ensure that access and quality are significantly improved. These include oxygen generation, new imaging capacity, including the first CT scanner in Burera District, and more.

ACCREDITATION The accreditation will assure the hospital and university’s standing as premier learning facilities, and enable medical students to provide high quality care. All medical students in the country will ultimately be trained in these spaces and ensure an education grounded in social medicine and health equity.

CLINICAL TRAINING As the only district level teaching hospital, students, as well as clinical specialists, will become part of a strong community of practice, with continuous professional development, and opportunities to conduct data-driven quality improvement projects and operational research.

A HIGH-IMPACT INVESTMENT

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<td>increase in clinical services capacity</td>
<td>increase in surgical capacity, including cancer treatment</td>
<td>students trained each year</td>
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Investing in equity-based healthcare and the training of the next generation of doctors, focused and trained on serving those with the most need, is critical. The work of PIH around the world, especially in Rwanda and Butaro, has shown the wide-ranging health, educational, and social impacts of these investments.

HEALTH IMPACTS: PIH/IMB has successfully cared for more than 860,000 people in Rwanda over the past 15 years, including tripling access to cancer care in less than a decade. Most notably, this care has particularly focused on those in rural areas with the most vulnerable populations, and successfully decreasing maternal mortality by 80%.

EDUCATION IMPACTS: Education has always been a key part of PIH’s mission, but with the founding of UGHE in 2015, PIH/IMB took its next step in leveraging and scaling the work it has done by teaching students from around the world on equitable global health delivery. Additionally, UGHE and PIH/IMB have already begun training current health care practitioners from around the East African region. This includes on simulation equipment at UGHE that is the first of its kind in the region.

SOCIAL IMPACTS: Social support is a pillar of PIH’s work around the world. IMB and UGHE have embraced this mission through social support programs, including community savings groups in Burera District, local English classes, and mental health support groups. Moreover, PIH/IMB and UGHE have created hundreds of jobs in the region, creating positive externalities beyond the direct work we do.
A PROMISING FUTURE

By providing high quality clinical services to communities who have been deprived of care for far too long, and by transforming health education to prioritize the vulnerable and advance health equity, PIH/IMB and UGHE are redefining how health care is delivered around the world. BDH and UGHE are becoming premier centers of clinical education and care delivery, providing a model for health care excellence across the East African region. Once completed, this expansion will establish BDH as a center of innovative teaching methodologies to train a new generation of clinician-leaders to expand vital medical services for the most vulnerable populations. It will also result in new approaches to medical education and research, and model how care delivery along with training can be replicated in other low-income settings. The impacts of this expansion project will be felt in surrounding communities for generations to come.

ABOUT PARTNERS IN HEALTH

Partners in Health (PIH) works to advance equity in health care globally. We aspire to redefine what is possible in delivering innovative, scalable, and sustainable solutions to the world’s most intractable health problems. By partnering with Ministries of Health all over the world, PIH is successfully transforming health outcomes, while creating an evidence-base and a roadmap for scaling solutions that advance the right to health for all. For over 30 years, PIH has honed its expert experience in global health delivery and compassionate caregiving model to improve access to care for women, children, and communities all over the world. PIH founded Butaro District Hospital in 2011, as well as UGHE in 2015.

ABOUT THE UNIVERSITY OF GLOBAL HEALTH EQUITY (UGHE)

The University of Global Health Equity (UGHE) is a global health sciences university in Rwanda training health professionals to deliver quality health care to the world’s most marginalized communities. UGHE graduates are doctors, nurses, researchers, and policy experts. They are innovators committed to improving health care in every corner of the globe. Our programs have educated nearly 700 students to date. UGHE brings students, partners, and faculty together from around the world to study and teach in the areas where global health need is the greatest. These partnerships include private, public, and academic organizations including Harvard Medical School, the Gates Foundation, and Gradian Health Systems.