



**Cambridge**  
Global Health Partnerships

# CGHP Strategy 2020+

## Breadth, Impact, and Rigour



# Contents

<b>Foreword</b> .....	1
<b>Executive summary</b> .....	2
<b>We are</b> .....	3
Global health and sustainable development.....	3
Our history and achievements.....	4
The way we work .....	6
The Cambridge Biomedical Campus.....	7
Our partnerships.....	9
The Strategy .....	11
<b>We deliver</b> .....	13
<b>We enable</b> .....	15
<b>We will achieve</b> .....	17
<b>Our governance</b> .....	19
<b>Acknowledgments</b> .....	21

# Foreword

I am delighted to introduce this new strategic framework for Cambridge Global Health Partnerships (CGHP). The document sets out our vision and mission, the aims of our partnerships, and how we enable our staff and members to achieve their goals with all our global partners. We explain why our core values of being safe, effective and ethical inform all our work.

CGHP continues to take steps forward, in the past year we have engaged with the Royal Papworth Hospital NHS Foundation Trust who have moved into their new hospital on the Cambridge Biomedical Campus. We have also started to develop closer working ties with Cambridgeshire and Peterborough NHS Foundation Trust, extending the range of healthcare professionals that CGHP can support to undertake global health work and build health partnerships with low- and middle-income countries (LMICs).

Over recent years we have built on the firm foundations of the former 'Addenbrooke's Abroad' by working with new specialist departments in Cambridge University Hospitals NHS Foundation Trust (CUH), the Clinical School and associated research institutes. We work with many different staff groups and are developing new global partnerships. Our work in maternal health and antimicrobial resistance stewardship in Uganda are examples of this. Our multidisciplinary teams implementing this are made up of nurses, midwives, pharmacists and doctors - a concrete example of the breadth of skills and learning which global health partnerships can achieve.

CGHP has also strengthened the link between academic researchers and our partnerships. The NIHR funding for trauma care research in

Myanmar has added another layer to the overall programme and demonstrated the 'added value' to new researchers of working with our sustainable and long-term health partnerships. Given that the Cambridge Biomedical Campus continues to expand, there are increasing opportunities to diversify the links between clinicians, teachers, researchers and all staff with our global partners.

The links we have with Cambridge University and other universities in Cambridge and the East of England are evolving too. This will be particularly important as we enlist involvement from the many academic departments with something to offer in tackling the climate emergency, which we know is now more than ever linked to people's health and wellbeing and will harm poorer countries disproportionately.

As CGHP continues to mature it is important for us to set out a strategic approach to guide our day to day work. I hope readers find that this document clearly sets out our direction of travel and how the parts of our wheel - delivering, enabling, achieving - fit together.

**David Wherrett**  
Chair

“ All of us have responsibility for helping improve healthcare everywhere and all of us can learn from each other. Within Cambridge University Hospitals we are an international family providing health care to our patients and we feel strongly our responsibility to improve health in many countries. We are fortunate to work with Cambridge Global Health Partnerships in delivering this responsibility, and our teams learn so much from their experience across our international projects. ”

**Mike More**  
Chair of Cambridge University Hospitals NHS Foundation Trust

# Executive Summary

This document describes the **direction, philosophy, and way of working** of Cambridge Global Health Partnerships (CGHP), and showcases our work, achievements and identity.

The **CGHP Strategy 2020+** is a technical and an advocacy tool, targeting a range of stakeholders: UK-based healthcare professionals who volunteer on our projects; partners, both in the UK and overseas; supporters and donors; and our staff. In addition, we reach out to a wider audience who are interested to learn more about the global health challenges we address, the opportunities we create, and our vision for the future.

The Strategy builds on more than a decade of global health activities and experience; it articulates and demonstrates the essence of our work and the success we envisage. CGHP contributes to global health efforts through education, health systems strengthening, and international partnerships. We create and facilitate links and health partnerships between our partners in low- and middle-income countries (LMICs) and the Cambridge healthcare ecosystem.

The individuals who work through CGHP and become our **members** are our greatest asset, contributing their time and expertise, often on a voluntary basis. We work with healthcare professionals, academics, managers, technical experts, and students from across Cambridgeshire and beyond. By designing and delivering training courses, introducing best practice and assisting improvements in clinical care, and collaborating on research and development projects, we bring our members and partners together to apply their specialist knowledge and experience to the challenge of improving healthcare, and strengthening health systems, globally.

Our **partners** include hospitals, universities, ministries of health, and their staff and students in LMICs. Reciprocal visits between Cambridge and our partners are the principal way in which we implement health partnerships, supported by ongoing communication and discussions.

These enriching professional exchanges between our members and partners would not be possible without the generous support of our donors. CGHP relies on the individuals, trusts and foundations, institutions, and corporate partners who believe in and fund our work.

CGHP aims to be the **global health hub** within Cambridge, providing specialist experience in knowledge exchange, mutual learning, and multidisciplinary health partnerships. We continually seek to: **broaden** the range of countries, clinical areas, and professions involved in our activities; coordinate and channel the opportunities that our locality offers to maximise positive **impact**; and demonstrate and increase our value through rigorous programme design and development, financial management, and monitoring and evaluation.

CGHP recognises the challenges inherent in global health work, and insists upon an explicit commitment to ensuring the **safety** of all those directly or indirectly involved in its work, the **effective** delivery of its programmes, and the highest **ethical** standards.

Our underpinning **values** are to be safe, effective, and ethical - which we apply to all CGHP activities.

Our **vision** is to ensure healthy lives and promote well-being for all at all ages.

Our **mission** is working in partnership to inspire and enable people to improve healthcare globally.

# We are

## Global health and sustainable development

CGHP contributes to and is a part of the global health ecosystem. Our strategy is aligned with the broader aims of sustainable development and health for all, led by the United Nations and the World Health Organization.

Global health is a multidisciplinary field which combines aspects of development, humanitarian activities, research, and education with the purpose of improving healthcare for all people in a strategic and concerted way, prioritising the poorest countries. An essential concept underpinning these activities is health equity – the idea that everyone deserves affordable access to quality health services.

A child born in the UK is nearly ten times more likely to survive its first month of life than a child born in Botswana. The estimated road traffic death rate in Myanmar is six times higher than in the UK, and globally 93 per cent of all road fatalities occur in LMICs. This is due to stark inequalities between countries' wealth, infrastructure, and other socioeconomic and environmental determinants which affect healthcare systems and people's wellbeing.

Global and planetary health, which are increasingly related and integrated, have emerged as a framework to tackle such complex health problems. Building on public and international health initiatives and concepts over the course of the 20<sup>th</sup> century, global health seeks to provide innovative, multisectoral, and sustainable solutions to improve healthcare worldwide.

The 2030 Agenda for Sustainable Development guides efforts to achieve a world free of poverty, hunger, disease, and want, where all life can thrive and where no one is left behind. It was agreed by the United Nations (UN) in 2015 and includes global health as an integral component and as one of its 17 Sustainable Development Goals (SDGs).

For our work at CGHP, the focus is SDG 3: "Ensure healthy lives and promote well-being for all at all ages". We also contribute to SDG 17 on partnerships for sustainable development, as well as other SDGs related to education, workforce development, water and sanitation, and more - they are designed as an interconnected whole.

The 2020-2030 decade has been designated the "Decade of Action" by the UN - a call for accelerating sustainable solutions to deliver the SDGs by 2030. All sectors of society need to mobilise on three levels: global action, local action, and people action. We believe that a partnership way of working fosters all of these levels and we look forward to supporting the SDGs and the Decade of Action as we near 2030.



“My confidence has really increased. Coming back from Cambridge we continued our relationship with the UK team, over email, we kept on communicating. Even though they are far, it feels like they are near because we are in close contact and even if we don't know something, we can ask the UK team and they will email back.”

Anastacia Masokwane, nurse, neonatal department, Princess Marina Hospital, Botswana

## History and achievements

CGHP was born out of the belief that health should not be predetermined by where we live. Since 2007, we have been strengthening health systems through education, reciprocal learning, and relationship building.

Cambridge Global Health Partnerships was founded under the name Addenbrooke's Abroad by Dame Mary Archer, Chair of Cambridge University Hospitals NHS Foundation Trust (CUH) at the time, and Malcolm Kerr-Muir, an eminent ophthalmologist. Addenbrooke's Abroad offered coordination and support mechanisms to CUH clinicians interested in volunteering abroad. In 2007, under Malcolm's leadership, it launched its first global health partnership with Botswana, focusing on improving eye health services.

Through this extensive network, CGHP has thus far supported over 600 healthcare professionals to deliver more than 11,000 days of training, guidance, and support in 64 countries. Our broad approach and partnership way of working generate a triple win: a win for partners in LMICs who benefit from specialist knowledge and teaching; a win for the members who develop personal and professional skills; and a win for the UK and the NHS which receive a unique boost when our members return with new experience and outlook.

Today, CGHP operates health partnerships which enable capacity building and technical assistance across a wide range of clinical areas. Our current health partnerships are in Botswana, El Salvador, Myanmar and Uganda. Our programme also supports Cambridge based healthcare professionals outside of our partnerships, working with different organisations across the world.



## Timeline

- 2007 → Addenbrooke's Abroad formed
- 2008 → Health partnership started on improving healthcare for mothers and vulnerable babies in El Salvador
- 2009 → Botswana VISION 2020 eye health partnership formalised and funded by Seeing is Believing and Standard Chartered Bank
- 2010 → Cambridge elective bursary scheme launched supporting ethical electives by Cambridge medical and healthcare students
- 2011 → Healthcare Leadership and Development Programme delivered in Botswana with funding from PEPFAR
- 2012 → CGHP provides funding and advice for global health engagement to 200<sup>th</sup> healthcare professional from Cambridge
- 2013 → Myanmar health partnership started, focused on improving services for trauma patients in Yangon
- 2014 → 80<sup>th</sup> healthcare professional from LMIC partners hosted by CGHP in Cambridge
- 2015 → Uganda health partnership started, improving obstetric and maternity services
- 2016 → Care Quality Commission cite Myanmar health partnership as an example of outstanding practice
- 2017 → Renamed and launched as Cambridge Global Health Partnerships
- 2017 → Founding partner of the NIHR Global Health Research Group on Neurotrauma, helping deliver academic research through Myanmar health partnership
- 2018 → CGHP runs inaugural East of England Global Health Conference bringing together over 120 professionals representing more than 40 organisations
- 2019 → Uganda partnership expanded with a Commonwealth Partnership for Antimicrobial Stewardship with funding from the Department of Health and Social Care's Fleming Fund



Based on regular surveys of CGHP members, nearly all would recommend this type of international work to colleagues, they feel that they developed their leadership skills and report that their teaching skills have improved. The training and capacity strengthening activities that our members co-deliver with and to partners are overwhelmingly well received, as are the opportunities to share knowledge and experiences during reciprocal visits which we organise.

A social return on investment analysis commissioned in 2017 demonstrated that CGHP's El Salvador partnership generated significant social benefits. This was represented by a ratio of returns versus investments for our stakeholders - the overall return on investment ratio for the partnership was 3:1, for the NHS the ratio was 7:1, and 10:1 for our El Salvador partners.

**“ It has been a long-term goal for me to be involved in global health. In 2009, I was fortunate to be supported for my student elective in Tanzania. And in 2016, I was given the opportunity to become involved in their project in Myanmar. ”**

**Julia Neely**  
**Anaesthetics Specialty Registrar**  
**CUH and Royal Papworth Hospital**



## The way we work

A health partnership way of working focuses on sharing, developing, and teaching skills between healthcare professionals. Successful health partnerships strengthen health systems, build capacity, and improve the quality of healthcare in the long term.

The global shortage of health workers is estimated to reach 18 million by the year 2030, a burden which will be felt disproportionately in Africa and Asia. The quality of care and access to resources vary greatly between countries.

The way CGHP helps address this is by offering technical assistance and capacity strengthening through a health partnership model. CGHP helps educate healthcare professionals and disseminate knowledge and expertise necessary for health system strengthening.

Health partnerships are a tried and tested way of improving healthcare sustainably. The Health Partnership Scheme Evaluation Synthesis Report, commissioned by the UK Department for International Development (DFID) in 2016, reported that the scheme “overwhelmingly demonstrated the effectiveness of the partnership and volunteering approach in supporting health worker capacity strengthening”. Building on learning from the Health Partnership Scheme, THET has developed the Principles of Partnership, with which CGHP works actively to align all our activities.

Health partnerships and international volunteering have been endorsed by the 2019 UK Chief Medical Officer's annual report, as well as strategic initiatives like the Commonwealth Partnerships for Antimicrobial Stewardship scheme, the All-Party Parliamentary Group on Global Health and the Care Quality Commission's 2016 report on CUH.

Our members work with LMIC partners to analyse health systems, identify gaps, understand needs, and then jointly design and deliver health partnership activities, including

training, and share knowledge and skills. In addition to UK team visits to the partner country, occurring approximately two-to-three times a year, and reciprocal visits to the UK, CGHP members and partners keep in regular contact remotely to continue working and developing healthcare services.

We build and manage health partnerships, and we provide different levels of support to healthcare professionals who want to engage in smaller scale projects and / or volunteer with different partner organisations. Our tiered system of support gives us the flexibility to offer a range of resources, from advice and signposting, to small grants, and ultimately managing health partnerships.

The UK is the second largest donor for global health and its people are deemed the most charitable in Europe. Playing such an important role enables the UK to improve health globally whilst at the same time enhancing its own standing in the world and growing its economy. Our charitable programme, funded by generous donors and grants including from the UK government, contributes to this long standing spirit of cooperation and aid.



## Healthcare and the NHS



## The Cambridge Biomedical Campus

In 2019, the University of Cambridge was the top-ranked university in the UK. Cambridge University Hospitals is one of the largest and most renowned NHS Trusts in the UK.

The Cambridge Biomedical Campus is a world-class centre for health research, practice, and education. In addition to CUH, it hosts the Royal Papworth Hospital and will host a new children's hospital; major pharmaceutical and biotech companies have their headquarters here, for example AstraZeneca and Abcam; and research institutions such as the Medical Research

Council Laboratory of Molecular Biology and the Cancer Research UK Cambridge Institute are also part of the Campus. Cambridge Global Health Partnerships strives to connect all of these players in order to build relationships with partners internationally and to share and build the world-class knowledge and expertise in Cambridge and the East of England region.

## University & Research Institutes



## Education & Development



Alongside health partnerships, CGHP also supports students, individual healthcare workers and academics who require guidance, funding, signposting, and governance in support of global health engagement and research. We organise a range of events to showcase our members' and partners' stories and successes, and facilitate networking and cross pollination among some of the finest minds in the UK, for example through the CGHP Annual Event, Cambridge Global Health Café, and the biennial East of England Global Health Conference.

“Cambridge Biomedical Campus is a thriving community where the worlds of academia, industry, research and health meet, collaborate together and work to tackle some of the significant healthcare challenges facing the world today.”

Patrick Maxwell  
Regius Professor of Physic and Head of the School of Clinical Medicine  
University of Cambridge

## Industry & Expansion





## Our partnerships

CGHP's reciprocal learning and health systems strengthening work is implemented through our four partnerships, and a range of other projects and volunteers we support.

### Botswana

The first health partnership between Cambridge and a partner abroad developed in Botswana in 2007. Work began to **improve eye health** services in the country through a VISION 2020 Link supported by the International Centre for Eye Health at the London School of Hygiene and Tropical Medicine. Further projects within the health partnership have included the development of a healthcare **leadership** and management development programme under the Ministry of Health and Wellness, the delivery of **maxillofacial** surgery services, and development of a neonatal nurse practice development team to increase and maintain **neonatal** nursing skills.

### El Salvador

Our partnership with El Salvador started with a visit in 2008 by staff from The Rosie Hospital to run a national three-day neonatal ultrasound workshop. The partnership focus is the development of specialist maternity and neonatal care services with the delivery of **national conferences** for hospital and healthcare staff, combined with reciprocal working visits by clinical staff between the UK and El Salvador. The national conferences have attracted **faculty and participants from across Central America** and generally take place over three or four days and include skills drills, multidisciplinary training, practical simulations, and many other clinical development opportunities.

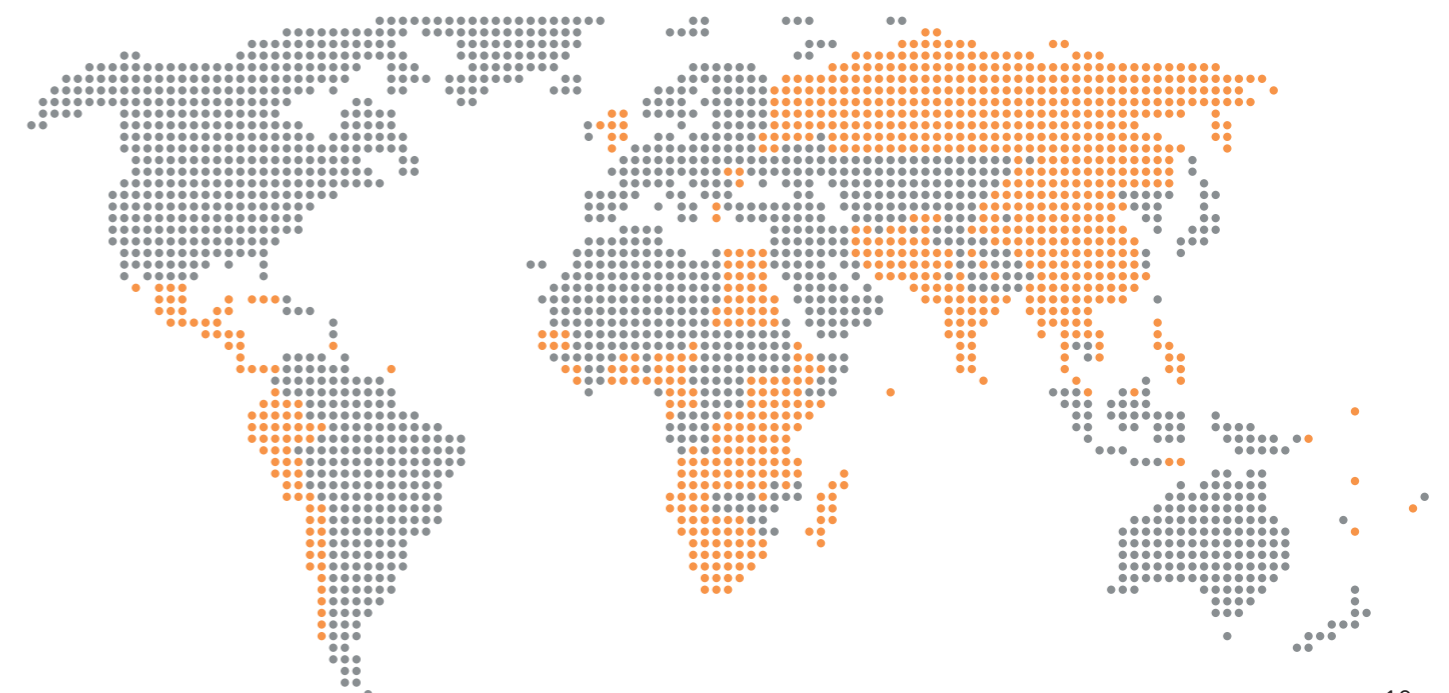
### Myanmar

Since 2013, the Cambridge Yangon Trauma Intervention Partnership (CYTIP) has been **improving trauma care for patients in Myanmar** through collaboration between healthcare professionals and academics from CUH and Yangon General Hospital and University of Medicine 1. Now in its third phase, CYTIP has developed an array of academic and clinical projects, enabling clinicians from Myanmar and the UK to **teach, learn, and build relationships**. In this work we collaborate with THET, the Rangoon General Hospital Reinvigoration Charitable Trust and the UK National Institute for Health Research (NIHR) Global Health Research Group on Neurotrauma.

### Uganda

Building on research links between Kampala and Cambridge, through the Cambridge Africa Programme, in 2015 CGHP developed a maternal and obstetric care partnership with Makerere University and Mulago Hospital in Kampala. Partners are working together on obstetric emergency guidelines, and are **co-authoring a textbook - Principles of Obstetrics in Africa** - to be published by Cambridge University Press. In 2019, the partnership secured additional funding from the Department of Health and Social Care's Fleming Fund to develop a **Commonwealth Partnership for Antimicrobial Stewardship**. In 2020 we are exploring the development of a clinical and research partnership with the Uganda Cancer Institute.

Our network of partners and members allows us to make an impact in many countries, including activities and projects outside of our formal partnerships:



# The Strategy

Working together is crucial for delivering the SDGs – civil society is ideally placed to enable collaboration across governments, institutions, industry, and individuals.

As a charitable, non-governmental organisation, we link and enable stakeholders across the global health community to achieve the overarching goal of universal health coverage (UHC).

The CGHP Strategy 2020+ will guide our long-term planning, maximise the impact of our partnerships, and ensure our alignment with other global health programmes. It is composed of:

## Our vision

Healthy lives and well-being for all at all ages.

## Our mission

Working in partnership to inspire and enable people to improve healthcare globally.

## Our values

**Safe** - First, do no harm. We prioritise safe working from the perspectives of our beneficiaries, partners, and members.

**Effective** - We use our funding and the time and expertise given by members effectively, to enable change in people, practices and institutions, to build capacity, and to achieve sustainable impact.

**Ethical** - We listen to our partners, members, and other stakeholders; we plan, implement, and learn together; and ensure our programmes are consistent with partners' local and national plans, as well as other development organisations' activities.

## Three strategic areas

1. **We deliver**
2. **We enable**
3. **We will achieve**





# We deliver

Cambridge Global Health Partnerships delivers **a resource** for people in Cambridge interested in global health, **resilient global health networks**, and **safe, effective and ethical health** partnerships. In the coming years, we will continue and extend this core activity.

## Priorities

### A resource for people in Cambridge interested in global health

We will continue to build our reputation as a leader in global health partnerships, through the provision of a common resource for people interested in global health with an emphasis on safe, effective and ethical practices. Coordinating with organisations and individuals in the global health ecosystem will ensure we build resilient and sustainable networks, ever supporting and deepening our health partnerships.

### Resilient global health networks

As a hub for those interested in global health engagement, we will continue building our network to include more healthcare professionals, academics, development professionals, policy makers, and students, among many others. We will capitalise on the world-leading organisations and expertise available in Cambridge and the East of England region, and continue to engage with a broad array of global partners looking to strengthen their health systems.

### Safe, effective, and ethical health partnerships

The SDGs underlie the work of CGHP and we are committed to deliver on their targets. We abide by safe, effective, and ethical development principles. We prioritise the health and wellbeing of individuals, be they the recipients of care, partners overseas, or CGHP members and volunteers. Since our inception, we have ensured that these three principles - safe, effective, and ethical - are channelled through our work. They will also guide our priorities and aspirations for the coming years.

## Actions

### A resource for people in Cambridge interested in global health

- We will increase engagement with staff in partner institutions, offering advice, signposting, and support to those involved in or keen to learn more about global health, by communicating through all channels and making resources easily accessible.
- We will remain inclusive in all aspects of our work and activities and provide support for individuals with diverse experiences, specialities, and backgrounds.
- We will continue to implement and improve our tiered system of support, offering clarity and structure in the nature of support offered.

### Resilient global health networks

- CGHP will expand its reach within the Cambridge area, seeking new opportunities to partner with individuals, institutions and organisations and broadening our diverse and multidisciplinary network.
- We will deepen our relationships with partners, work together to design and deliver partnership activity, respond to funding calls, and proactively identify research opportunities.
- We will be responsive to emerging global health challenges, supportive of other relevant initiatives and campaigns, and aligned with overarching priorities, such as climate change.



### Safe, effective, and ethical health partnerships

- We will critically appraise our health partnership working with the CGHP Advisory Committee, and using THET's Health Partnership Check Tools, in order to ensure that they meet the highest standards of safe, effective, and ethical practice.
- We will continue to channel the Principles of Partnership throughout our activity.
- To achieve this, we will have the appropriate governance, policies, and procedures in place to support, safeguard, and manage partners, beneficiaries, and members.
- We will advocate for partnerships as an effective and sustainable method to deliver UHC, while remaining abreast of new developments and proactively seizing opportunities to share and adopt lessons learned.

## Nantume's story

**Nantume Anthony**  
Senior midwife

**Mulago Specialised Women and Neonatal Hospital, Kampala, Uganda – CGHP's antimicrobial stewardship and infection control project:**

At the age of 12, I was admitted to Nsambya Hospital for asthma. I was cared for by an inspirational nurse who became the reason why I decided to become a nurse, too.

After completing my 4th form in school, my father took me back to Nsambya hospital and the same nurse, Anette, accepted to take me on and help during the three-year training programme at the hospital.

Studying was a major undertaking which was made possible by my determination and ambition – I got a part-time job, took out a loan, and was lucky to have a very supportive husband.

Today I am a key stakeholder for Cambridge Global Health Partnerships' activities in Kampala, particularly the antimicrobial stewardship and infection control project. The partnership is designed jointly by healthcare professionals from Mulago, Kawempe, and Cambridge University Hospitals, and offers an opportunity to learn, observe, build professional relationships with colleagues, and meet the need for additional training.



# We enable

One of CGHP's core functions is to enable healthcare professionals to engage in global health activities by offering international development expertise and guidance, programme management, logistical support and financing, and access to our networks. The partnerships we build are designed to cut across **disciplines** and **improve** health systems through **collaboration**.

## Priorities

### Reciprocal learning and improvement

Reciprocal learning implemented through a people-centred, partnership way of working is an effective and tested method of improving the quality of healthcare and developing clinical skills. CGHP enables healthcare professionals to engage with peers across the globe and share knowledge, expertise, and skills reciprocally, thus improving their performance and abilities. To achieve SDG 3 and accelerate progress towards UHC, health systems need to be accessible, affordable, and of high quality, driven by a well-trained and motivated health workforce.

### Collaborative research

Collecting sensitive data, reaching challenging conclusions and discussing such findings in an open forum, requires a high degree of trust and transparency between collaborators. CGHP's way of working enables healthcare professionals to build long-term relationships and confidence, which make collaborative research more effective. Our clinical improvement partnerships open doors for students, academics, trainees and others to interact with potential research collaborators beyond their usual channels.

### Multidisciplinary training and capacity strengthening

We understand and prioritise the value of multidisciplinary team working, which is also a tenet of the NHS strategy, especially in complex and integrated care contexts. The value that all our team members – nurses and midwives, doctors, pharmacists, health researchers, managers, development professionals, behavioural scientists, and others – bring to our programmes is greater than the sum of its parts. CGHP helps partners develop skills, adapt best practice and existing solutions to their contexts, manage resources, and train and retain staff.



## Actions

### Reciprocal learning and improvement

- CGHP will enable healthcare professionals on both sides of the partnership to establish professional links, which will evolve into sustainable relationships to engender reciprocal learning and improvement.
- We will jointly understand partners' needs and how to address them, jointly design training, materials, and activities, and jointly deliver them to ensure reciprocity.

### Collaborative research

- We will facilitate interaction and connect the dots between research bodies such as universities and health institutions in the UK and partner countries, utilising CGHP partnerships and relationships which provide a platform for mutual access, particularly supporting actors with limited resources.
- CGHP team members will access a range of useful data in partner countries which can add value to relevant research projects, and will offer assistance with analysis, methodology, or other research guidance to help partners better understand gaps and jointly develop solutions.

### Multidisciplinary training and capacity strengthening

- CGHP will engage with and include members and partners from a broad range of disciplines to maximise the diversity of perspectives and knowledge which feed into our programmes, activities, and thinking.
- Each team member will feel valued and have ownership of their activities and an opportunity to highlight and share their contributions.
- We will build sustainable, long-term partnerships on the foundations of professional relationships between UK members and country partners, which go beyond short-term interventions, to enable our partners to strengthen capacity and multidisciplinary capability in the long term.



## Ellen's story

### Ellen

A grateful parent

**Neonatal Intensive Care Unit  
Cambridge University Hospitals, United Kingdom:**

She was very premature and stayed at the Rosie hospital for the next four months... I think she met half the doctors in the hospital and all the nurses!

But I had this immense feeling of guilt that so much care and money was spent on this one child and that so many children don't have this opportunity. So when Elsa, who was her nurse, went for a week in Botswana while we were in the unit and came back telling all these wonderful tales of her time there, we thought that actually this is a great way that we can say a partial thank you to everybody.

The children in Botswana don't get the care that Daisy gets and it was clear that we wanted to say thank you to the staff here. The staff were appreciating their chance to go to Botswana or somewhere else in the world, so this seemed a way to say thank you both to the staff and also to help others in our situation.

That's why we made the donation. We're extremely grateful.

# We will achieve

The landscape of global health in which CGHP operates has changed significantly in the more than ten years we have been active. There is an increasing focus on the quality of the work we do, with the realisation that good intentions are not enough to ensure that we are best serving our intended beneficiaries. We have developed three interdependent strategic goals that we will seek to achieve: **breadth, impact, and rigour.**

## Priorities

### Breadth

Our experience is that lessons learned from one partnership may be essential to the success of another. We believe that operating across a breadth of countries and clinical specialities, and with as wide a range of people as possible, is the best way to use the varied experience within and around Cambridge to the greatest possible effect.

### Impact

We know that the work we do has tangible benefits to our overseas and UK partners - both the staff, and the patients and communities they care for. The impact of our work can be seen in many ways, from informing national policy, to developing the academic literature, to improving the care provided by a single individual.

### Rigour

All our funds must be used in the best possible way. We understand that our work needs a rigorous approach to the design, delivery, and evaluation of not only individual projects but also partnerships as a whole. We will learn from our own experience, and that of the global health community, to continually improve the quality of our work.

## Actions

### Breadth

- We will explore new partnerships, and develop existing ones, to increase the breadth of their focus.
- We believe in the power of multidisciplinary working and learning, and will always seek to widen our partnerships to draw in as wide a range of participants as possible - and improve care for as many patients as we can.
- We believe in a model of partnership which involves national, academic, and clinical engagement and will work towards this wherever possible.

### Impact

- We will consider impact explicitly in each project and each partnership by collecting feedback through reports, questionnaires and other mechanisms, and publishing monitoring and evaluation reports each year. We will also maintain open dialogue with members and partners, and continuously adapt our partnerships as they evolve.
- We will focus on people as the agents for change, and as the ultimate beneficiaries of our work, but look to effect improvement through a range of interventions.
- Through the feedback we collect and outcome analyses we conduct, we will demonstrate clearly the impact of our work on people, their care, their clinical practice, and their understanding.



## Rigour

- We will work alongside our partners to support the highest-quality work possible. This will be informed by our experience, the advice of colleagues in the global health community, and the emerging evidence-base.
- To support this, we will partner with academics, improvement specialists, clinical leaders and managers.
- We will encourage cross-partnership working, and act as a repository of knowledge to help ensure new projects benefit from the accumulated learning of our wider work.



## Livi & Stuart's story

Livi Rees, nurse, **Neurosciences Critical Care and Major Trauma Unit, CUH**, and Stuart Tuckwood, **Rapid Response Team, CUH**, spent six months in Myanmar working on CYTIP.

We decided to teach this first session on spinal cord injury, an area in which we both had knowledge and in which the local nurses were interested in learning more.

Through our Friday teaching sessions we came up with the idea of a care bundle to reduce the incidence of line-associated infections. We collaboratively designed this and held a group session where the nurses voted on the design of the documentation we would use.

During our time in Yangon we were also keen to help gather information and data that might support the broader aims of the project and enable a better understanding of the pathways of trauma patients in the city.

In everything we did whilst working on and around the ICU we tried to ensure we were helping engage and empower people, rather than just doing things ourselves. We thought a lot about the idea of 'planting seeds', hoping that projects we worked on together would help individuals and teams in future make more changes.

# Our governance

## Organisational details

The CGHP team is made up of international development professionals who share a passion for global health. Beyond our small team, we are supported by a large cohort of members, and the CGHP Advisory Committee. Each year we also enlist the help of interns and office-based volunteers to support our programme and fundraising work.

Dame Mary Archer has been at the heart of CGHP since its inception, when she collaborated with senior clinicians to found the organisation. Dame Mary chaired the programme until 2014 and is now the President of CGHP continuing to provide advice and support.

## Part of ACT and relationship

CGHP sits within Addenbrooke's Charitable Trust (ACT) registered charity number 1170103. CGHP functions as a linked charitable programme within ACT, benefitting from governance and administrative support, as well as a high degree of autonomy, with the linked charity number 1170103-113.

The work of CGHP is overseen by the CGHP Advisory Committee and ACT's Board of Trustees. As a separate ACT fund, CGHP manages its own finances and fundraising, and sets its own budget.

## CGHP Advisory Committee

The CGHP Advisory Committee meet four times per year, convening to provide programmatic and funding recommendations, expertise and governance. Members are appointed to four-year terms, and hail from a variety of backgrounds including leading healthcare professionals, NHS management, and seasoned charity and international development experts.

Heading the Committee in 2020 as Chair is the Director of Workforce at CUH, David Wherrett. Within the Committee, there are sub-groups providing targeted advice and guidance on areas such as risk management, strategy and finance.

## Funding

Funding for CGHP's programmatic and partnership activity comes from four principal sources: institutional donors; individuals; charitable trusts and foundations; and corporate sponsors.

The majority of our funding to date has come from institutional and individual donors. The UK government promotes the economic development and welfare of developing countries through official development assistance spending. CGHP has successfully applied for and implemented such grant funding, for example from DFID's Health Partnership Scheme and the Department of Health and Social Care's Fleming Fund. Using institutional funding effectively and maintaining clear accountability and reporting mechanisms are key to sustaining our successful track record.

Generous individuals, such as philanthropists and grateful patients, who believe in our charitable work overseas and the benefits it returns to the UK, have donated to our core costs and specific partnerships for years. We are sincerely grateful for this funding and will continue to work carefully to maintain and expand our networks of donors.

Funding from trusts and foundations is a priority area for growth. CGHP will strengthen its fundraising pipeline and infrastructure to increase the number of our grant applications and to develop stronger relationships with trusts and foundations which share our philosophy and have the capacity to support our work in the long term. Corporate sponsorship is another area of funding which we aim to pursue in the future.

A diverse and well-managed income stream will enable the implementation and sustainability of this Strategy. A Development Lead role has been added to our team in 2019 to prioritise this work and diversify and expand CGHP's sources of sustainable funding.

“The Pono Letlotlo Project has been successful in improving services to prevent blindness in Botswana. The broad impact of the project is improved access, establishment of services and trained eye care workers.”

Community Eye Health Institute  
University of Cape Town  
South Africa



# Acknowledgments

The CGHP team members have worked hard to develop the 2020+ Strategy and to write this document. We have had guidance, input, support and encouragement from the CGHP Committee and thank Tom Bashford, Tony Jewell and David Wherrett especially. We also wish to thank our members and partners in Cambridge, the UK and across the world who contribute and encourage us each day to continue and grow the important work that we do. Paul Taylor, designer, has worked with us and our words and photos, and made a document that we are proud to share. We hope that you are inspired by what you have read. We are excited to implement our strategy and hope you will join us in achieving our goals in the coming years.

Whilst developing the Strategy Malcolm Kerr-Muir, our much loved and valued co-founder, committee member and colleague, died following a short illness. Malcolm's legacy will live on in the work and values of CGHP and particularly through the tribute fund that we have set up in his memory.

Our members and partners make our projects possible and put our Strategy into action. We are appreciative and proud of their hard work and continued engagement. People are the most valuable resource in building global health partnerships.

None of our work would be possible without individuals and funding bodies who believe in and support our work. We are hugely grateful to the people and organisations who contribute time, expertise and money to CGHP and we welcome others to join them and help us to achieve the ambition that we have set out in our Strategy 2020+.



“ The team were as always very welcoming, with warm hospitality over Salvadorian meals we shared learning and knowledge and I made many new friends as well as catching up with old ones. This exchange continues with so much opportunity to think carefully, differently and globally about newborn care. ”

Angela D'Amore  
Consultant Neonatologist  
Cambridge University Hospitals





“ I feel a need for updated information, to learn more things, especially around antimicrobial stewardship and infection control. I enjoyed the level of engagement during the training course, the structure was good. I would love to come again.

Ali Mwoota  
Pharmacist  
Mulago Specialised Women  
and Neonatal Hospital, Uganda



Cambridge Global Health Partnerships  
Box 126  
Cambridge University Hospitals NHS Foundation Trust  
Cambridge Biomedical Campus  
Hills Road  
Cambridge CB2 0QQ

Visit our website at [www.cambridgeghp.org](http://www.cambridgeghp.org)  
Telephone: +44 (0) 1223 349 824  
Email: [cghp@act4addenbrookes.org.uk](mailto:cghp@act4addenbrookes.org.uk)

**Follow us on:**

Twitter [@CambGHP](https://twitter.com/CambGHP)

Facebook [www.facebook.com/CambGHP](https://www.facebook.com/CambGHP)

Instagram [cambghp](https://www.instagram.com/cambghp)

Cambridge Global Health Partnerships is part of Addenbrooke's Charitable Trust (ACT),  
registered charity no 1170103, company limited by guarantee in England and Wales no 10469089.