

A photograph of a male doctor in a white lab coat and stethoscope, kneeling and examining a young child's arm. A woman in a pink shirt is assisting the doctor. The scene is set in a simple, possibly outdoor or semi-outdoor, environment. The image is partially covered by a red overlay at the top and bottom.

## Sharing Knowledge, Saving Lives:

Seed Global Health's 5-Year Strategy  
to Strengthen Health Systems

# PREFACE

Founded in 2012, Seed Global Health (Seed) has built a strong reputation, forged meaningful and trusted partnerships, and demonstrated significant impact in strengthening health systems through building human resource for health capacity. With a unique focus on educating and training skilled health professionals in Africa, Seed helped mobilize 191 physicians, nurses, and midwives to serve as year-long educators at 27 training institutions across five countries in partnership with the US government and others. These educators represented 23 medical and nursing specialties, helped train over 16,000 health professionals, and taught over 850 courses and new skills in close partnership with local counterparts and colleagues.

Through a methodical and long-term partnership approach with local training institutions and governments, Seed has had an impact beyond the individual education and training of health professionals. Seed helped the newest nursing school in Northern Uganda enroll its first students by supporting the school's accreditation process and curriculum development; these students are now graduating and teaching in the region. Seed introduced a new advanced practice nursing position in Malawi to provide clinical supervision and quality improvement initiatives in the hospital setting. In the Kingdom of Eswatini (formerly known as Swaziland) Seed worked with the Ministry of Health, the Nursing Council, the nursing institutions, and

the hospitals to develop an entry-to-practice nursing exam and a new advanced practice nursing role that will advance primary care throughout the country.

Seed's work is both unique and essential in solving the health, economic, political, social, and gender disparities the world faces today. There still remains immense challenges for health systems in Africa, including crushing burdens of infectious and preventable disease, a rising burden of non-communicable disease, poor infrastructure, disease outbreaks, and lack of access to quality care. At the heart of these challenges, there are simply not enough health professionals to provide quality care to patients, train future generations of health care providers or to help solve the underlying problems that continually distress health systems.

Seed's strategy - **Sharing Knowledge, Saving Lives: Seed Global Health's 5-Year Strategy to Strengthen**

**Health Systems** - was developed with broad involvement from stakeholders, peers, current partners, Seed's staff, and future collaborators. The strategic plan identifies clear and measurable goals over the next five years and defines the approach by which Seed seeks to achieve those goals. The plan articulates how Seed will work with partners to build capacity, and also lays out a roadmap for strengthening the organizational foundations of the work. Building upon Seed's five years of technical experience and expertise, the strategic plan accelerates and refines Seed's impact model to achieve sustained and lasting change. *Sharing Knowledge, Saving Lives: Seed Global Health's Strategy for Improved and Sustainable Healthcare Delivery 2019-2023* leverages Seed's history and embodies Seed's values and culture. It is visionary in what Seed seeks to accomplish and authentic to Seed's roots in locally-led partnerships for long-term system strengthening.

Over the next five years, Seed's multi-layered approach will measurably improve the training of local health care providers, empower them to deliver high quality care consistently, incentivize them to stay within the local system and promulgate best clinical practices, ensure a positive context for them to work, and consequently millions of patient outcomes will be improved.



# CALL TO ACTION

## Health is Fundamental.

Health is essential to individual economic and social well-being. Research has shown that when one family member dies due to complications of HIV/AIDS, families suffered an 80 percent decline in income, 61 percent suffered a loss in housing, 39 percent lost access to running water, and 21 percent of children stopped going to school.<sup>i</sup> Health is also critical to an individual's employment and participation in the labor force. Ill-health and health shocks have been shown to increase the probability of leaving the labor market by over 50 percent.<sup>ii</sup> Even two years after the health episode, evidence showed no subsequent recovery in either employment or income by the individual, and overall household income fell by 50 percent more than the income of the disabled person.<sup>iii</sup>

Economic growth and community development depend on a healthy population. One extra year of life expectancy has been shown to raise GDP per capita by about 4 percent.<sup>iv</sup> Nearly one quarter of growth in middle- and low-income countries from 2001 to 2011 grew out of improvements in health.<sup>v</sup> The social and financial returns on investment in health are estimated to be 9 to 1,<sup>vi</sup> and in some health areas such as midwifery, there is a 16-fold return for every dollar spent on training a new midwife.<sup>vii</sup>

Investments in the health system also have a multiplier effect that enhances security and stability of an entire region. The devastating impact of the 2014 Ebola epidemic in West Africa was a grim reminder on the global repercussions of not investing in strong health systems - the lives lost, the economic consequences, and the danger to safety and security that required the UN Security Council to issue the epidemic a global security threat. Recently, the World Bank showed that recipient countries of the US President's Emergency Plan for AIDS Relief (PEPFAR) have seen improved governance, accountability, political stability, and reduced violence since 2004 compared to non-PEPFAR countries (40 percent compared to 3 percent).<sup>viii</sup>



## People are the Heart of a Health System.

The Sustainable Development Goals (SDGs) are a landmark agreement by the heads of states and governments of every UN member country to work collectively to solve intractable challenges. SDG 3 specifically targets health where global leaders recognized both a right to good health, and access to quality care depends on the availability of a provider to deliver care.



Since the launch of the SDGs in 2015, there has been widespread recognition that there is a system-wide failure in the training, deployment, and retention of skilled health professionals (midwives, nurses, and physicians) in geographic areas of greatest need. If not addressed, the World Health Organization estimates a global shortage of skilled health professionals will increase to 18 million by 2030.<sup>ix</sup> This shortage creates two standards of care

in the world, resulting in: the unnecessary death of individuals; increasing the risk of global pandemic outbreaks; exacerbating economic and political instability; and creating a perpetual cycle of foreign aid dependency stifling country autonomy. Sub-Saharan Africa alone bears 75 percent of the global burden of HIV and 25 percent of the world's overall global burden of disease, yet only has 3 percent of the global health workforce.<sup>x</sup>

The repercussions of these shortages are severe. Many mothers are unable to receive proper obstetric care, and as a result, 830 women die from preventable causes related to pregnancy and childbirth every day.<sup>xi</sup> Over five and half million children die every year before turning five years old because they do not have access to even basic care.<sup>xii</sup> Five billion people do not have access to safe, affordable and definitive surgical and anesthesia care when needed because there simply are not enough nurses to adequately provide appropriate patient care and surgical services.<sup>xiii</sup>

## Sharing Knowledge. Strengthening Health Systems. Saving Lives.

Seed Global Health is unique in its approach by focusing on the education and training of doctors, nurses and midwives. By supporting training of health care professionals and health educators, Seed will create a future in which every country has a robust health workforce that is able to meet the health needs of its population. Seed seeks to empower current and future generations of health professionals, so that good health is not the privilege of a few, but the right of all. As more educators build confidence and competence, they will create a “multiplier effect” that exponentially increases the supply of skilled health professionals who are locally-trained and locally-rooted. These health professionals not only provide quality care but teach their successors and other health workers as well as serve as agents of change for the health system within their country. They become the backbone of the health system and able to help strengthen the system overall.

What distinguishes Seed is the depth and breadth of our work. Seed’s health professional focus does not just strengthen the essential care provided to vulnerable patients but provides clinical teaching and leadership support with a commitment to nurture lasting change within the system. Different from a relief organization that brings in time-limited expertise in response to an urgent outbreak or natural catastrophe, Seed makes long-term investments that empower local leaders to respond to health needs in their own communities. Seed is not a research- focused academic institution with an agenda to generate discovery science and peer-reviewed papers. Rather, Seed empowers critical thinking and curiosity of clinicians and health leaders to ask important questions, improve quality of care, and change health outcomes for their patients. Seed is intentionally focused on capacity-building at the individual, institutional, and national level through sustained collaborative engagement with our partners. Seed’s model is built around the basic but essential belief that deep partnership can encourage local and systemic transformation, and that improvement is possible with dedication, discipline and an investment of human and material resources.



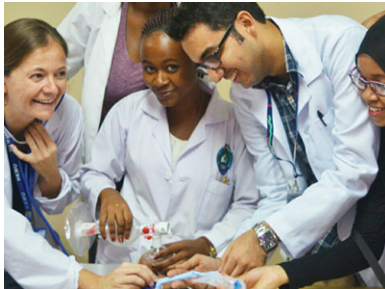
# VISION, MISSION, PRINCIPLES, VALUES

## Vision



Seed envisions a world in which every country is strengthened by a robust health workforce to best meet the health needs of its population.

## Mission



Seed Global Health educates a rising generation of health professionals to strengthen access to quality care with a goal of saving lives and improving health.

## Guiding Principles

1. **Local Partnership:** We believe that our goals and priorities should be driven by our vision, but, critically, by the needs of the countries, institutions and communities we serve. We contribute mutually and intentionally towards the shared objective of strengthened health professional education and clinical care. We do this by working side-by-side with our partners and country leadership. We focus on the local context and culture in order to build capacity and leadership, and to strengthen networks.
2. **Enabling Environment:** We work in countries with a demonstrated commitment to enabling progress in health professional education or where we believe we can make a meaningful contribution towards the creation of this enabling environment.
3. **Integrity:** In all programs and partnerships, we strive for the highest quality and greatest integrity. We do this with unflinching honesty, transparency, and accountability.
4. **People:** We believe in the power of people to effect and sustain changes in health education, delivery of care, and health systems.
5. **Long-Term Commitment:** We believe that long-term, sustainable partnerships rather than temporary “gap-filling” measures, deliver more lasting and meaningful improvements in a country’s health ecosystem.

# ORGANIZATIONAL GOALS & OBJECTIVES

To effectively achieve our vision and mission, Seed Global Health aspires to work across three central and interrelated goals: education, practice and policy. These three goals provide the framework for our programming, growth, and development over the next five years. First, Seed will continue to work with the institutions and faculty who are educating a rising generation of healthcare professionals, to strengthen their ability to deliver high-quality teaching and training. Second, expanding educational opportunities in the clinical environment will help better prepare health professionals to deliver quality care in communities, clinics, and hospitals through strong mentorship and training. Lastly, Seed recognizes the influence that governments and public policies can have on educational systems, standards of care, and the viability of healthcare professions. Seed will dynamically engage with policy makers and thought leaders to help create an enabling environment for professional health workers.

**Goal 1:** Strengthen the quality of health professional education by engaging institutions and their faculty or staff

**Objective 1.1:** Institutions are better able to provide quality teaching/training in medicine, nursing and midwifery

**Objective 1.2:** Faculty strengthen their use of evidence-based teaching, learning, evaluation practices for competent student learning

**Goal 2:** Enhance the quality of clinical education and practice by strengthening clinical skills of local health providers, faculty, and students/trainees through mentorship and training

**Objective 2.1:** Health providers and faculty demonstrate evidence-based clinical approaches and skills through professional education opportunities

**Objective 2.2:** Students/trainees demonstrate their ability to translate theory into practice in a supportive environment

**Goal 3:** Advocate globally and in-country to elevate issues and policies that help support strong health professional education and practice

**Objective 3.1:** Engage in global/multilateral advocacy that elevates the value of skilled professionals in policy for workforce development

**Objective 3.2:** Collaborate with local partners to inform policy and decision making that strengthens the local health workforce, particularly related to education and practice of health professionals

## GEOGRAPHIC FOCUS

Building on Seed's five-year history and previous investments, including a growing foundation of experience, relationships, and impact, Seed will focus activities and support in Malawi, Uganda and Zambia. As resources and opportunities permit, Seed will expand operations and/or launch partnerships in additional countries where there is a documented need, clear requests for partnership, and defined scope of engagement.



# IMPACT MODEL

Seed Global Health believes that people are the most important levers of change in the health system. At the same time, Seed recognizes that for these changes to endure and sustain, we need to work at an individual and systems level to build skills, knowledge, and capacity. Seed's core strategy and primary entry point centers on placing skilled and qualified educators at partner institutions for a minimum of one academic year. Seed will also support educators, partner institutions and health system policies through a diverse and complementary package of services aimed at advancing health professional education in the classroom and clinical setting and enhancing health professionals' ability to deliver services effectively and sustainably where needed most.



These two elements – educators and package of services – are designed to complement each other, and Seed will tailor our approach to each country and partner institutions' health workforce priorities. Seed's additional service offerings provide the potential to extend an educator's impact at these sites, thereby enhancing the education, practice, and policy environment to achieve our goals.

Innovation is central to Seed's impact model. Seed is committed to investing in innovative approaches to educator placement and service offerings that have potential to expedite the achievement of the organization's mission and goals.



## Educators

To meet the educator demand and successfully achieve the goals in the strategic plan, Seed will grow beyond the US to recruit educators globally. An educator's initial placement must be one academic year.

## Package of Services

Possible services include:

- Curriculum co-development and/or revisions
- Enhanced skills lab and simulation
- Continuing professional development and/or new skills trainings
- Practice improvement/quality improvement projects
- New technology and innovation incorporated in the classroom management or clinical settings to support student learning
- Faculty pipelines through scholarship support
- Issue-based or policy advocacy
- Technical assistance in the regulation of nursing, midwifery and medical professions



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