

Folder eCC_00019979 is in stage Annual_Report_Due

Name of the University, Hospital, Research Institute, Academy or Ministry

Imperial College London

Name of the Division, Department, Unit, Section or Area

Department of Primary Care and Social Medicine

City London **Reference Number** UNK-215

Title WHO Collaborating Centre for the Public Health Education and Training

Report Year 07-2021 to 07-2022

1. Annual report on the agreed workplan

Describe progress made on the agreed workplan. For each activity, detail (1) the actions taken, (2) the outputs delivered, as well as (3) any difficulties that may have been encountered. Three responses are expected. [maximum 200 words per activity]. Indicate, if an activity has been completed previously, has not yet started or has been placed on hold.

Activity 1

Title: At the request of WHO, conduct a review on primary health care workforce

Description: Strengthening primary health care is a priority in Eastern Mediterranean Region and WHO is working actively on improving primary health care services and primary health care workforce in line with WHO's recommendations and GPW13.

Status: completed

Our WHO CC has extensive experience in health system development, both in research and practice. This year was extremely busy with the post-Covid, and a very high percentage of our work was related to improving health systems around the world and tackling the neglected areas over the past few years. The WHO CC undertook many research projects on prevention, post-Covid-19 in relation to some infectious and non-communicable diseases, and primary care development, supported WHO and many member states and ran educational programmes for the development of public health and emergency workforce and others. All these were based on lessons learnt so far from Covid-19 Pandemic.

1. Department of Health Abu Dhabi November 2021

Supporting MOH in developing health strategy focusing on wide range of issues including population health, community safety, primary care, hospital care and end of life. The strategy is aiming at value-based model of care to ensure UHC of quality services for citizens, expats and short-term workers. It also addresses the major issue of workforce needs and developments: this is a major issue for Abu Dhabi and the rest of UAE. The WHO CC initiative was focused on strengthening leadership, protect organisational memory, and best approaches on staff retention and expansion of health professionals' education and training. The WHO CC revamped the health strategy and advised on strengthening the public health functions and policies.

2. Bespoke Training courses delivered for the Public Health Authority; August 2021- March 2022

WHOCC conducted an in-depth analysis of public health workforce training needs in the Kingdom of Saudi Arabia; this analysis was then followed by the design of seven bespoke interactive courses to fill the identified gaps. These seven courses were delivered during the period from August 2021 till March 2022 for public health workforce at various stages of their career. The courses were:

- Acute Events Management

- Emergency Preparedness and planning
- Advanced Leadership for Health
- Disease Burden and health planning
- Surveillance for infectious Diseases
- Public Health Practical
- Public Health Analysis

A very large number of colleagues (in some cases up to 2,000) applied to these interactive courses to the Public Health Authority to select 20-25 participants, based on the criteria set by WHO CC. The training programmes received very positive feedback and have become part of the Centre's trainings portfolio available to all public health professionals in the Kingdom and beyond. These courses are fully accredited by Imperial and the Saudi Health Commission. .

3. Study Tours to promote primary care and public health - January 2022

A one-week study tour for colleagues from National Guard on models of Care. The study tour was based on introduction to the UK Health Systems focusing on the role of primary care and patients' pathways through the health system to ensure efficiency and value for money. The study tour included introduction lectures, visiting GP practices focusing on population registration and gatekeeping function, touring hospitals, and talking to health leaders across the NHS.

4. Generating scientific evidence on public health workforce training and crisis leadership training

After the extensive work carried out during the lockdown by the Centre on improving the public health training to raise the training capacities for the workforce, gaps in public health education and training in the health systems have been identified all over the world. We have worked with the EMR, Europe, and the Americas regions to help improve our virtual interactive training programs and identify the needs and means to improve the competencies of public health and emergency workforce. Sharing and disseminating the experience and evidence generated is one of the essential role of the WHO CC. Hence, we have a few papers lined up to get published during the rest of this year on Public Health Education. The ones published in 2022 include:

Rawaf S, Tabche C. Public Health Workforce Development Through Virtually Interactive Training Courses. *Public Health Rev.* 2022;43. doi:10.3389/phrs.2022.1604657

A.J. Hertelendy, S. Chekijian, E. McNulty, C.L. Mitchell, J.O. Grimes, P. Durneva, J. Ranse, A. Voskanyan, V. Nazarian, S. Rawaf, C. Tabche, G.R. Ciottono, Crisis leadership: a case for inclusion in accredited Master of Public Health program curricula, *Public Health*, Volume 209, 2022, Pages 14-18, ISSN 0033-3506, <https://doi.org/10.1016/j.puhe.2022.05.012>.

5. WHO EMRO: A Strategy on primary care based Models of Care for the Eastern Mediterranean Region: Expert Consultation 29th June – 1st July 2022

The three days consultation by experts and countries' focal points was focused around models of care in the context of primary health care. The wide range discussions and sharing experiences more detail on the practicalities associated with introducing a new model of care and the key considerations that can help countries to strengthen their health systems based on primary care. Professor Rawaf gave a key presentation on the organisational models (health system models), service models and primary care models to achieve universal health coverage and equity. He specified the actions needed to frog leaping the needed changes to health systems, service delivery, and workforce development. Three countries from the Region were selected (Afghanistan, Palestine and Sudan) to implement the models of care fit with the people aspiration and system capacity. A paper is prepared on the topic for publication.

6. Public Health System Sustainability and Resilience (PHSSR) Project with MOH and National Guard KSA (January 2022 – Present)

We are part of this multi-national project led by London School of Economics, IQVIA team and MOH in KSA. The project is supported in part by AstraZeneca to publish a report on the health system sustainability and resilience at global level. The WHOCC is reviewing the work on the seven health system domains

[Governance, Finance, Service Delivery, Environment, Workforce, Population Health, Medicine and Technology] and give feedback to make sure the framework is made to benefit the population in an effective way. The qualitative assessment framework will be used to assess the health system resilience and sustainability and generate recommendations for health system strengthening. It is expected that the work will be presented at International Conference early 2023.

7. Ministry of National Guards: Service delivery model of care KSA: January 2022 -April 2022

This project is designed to explore the model of care needed in the light of the major changes to the Saudi Health System and the role each ministry, with responsibility of health, should play. Moving to capitation funding is a major development in the Kingdom and service must excel and efficient to be able to compete. The work was led by PwC with a significant contribution from WHO CC Imperial College. In addition to the frequent virtual meetings with PwC team and Ministry of National Guard leaders, the WHO team attended and participated in three face-to-face workshops in Riyadh (January, February, and March). In each of these workshop Professor Rawaf did a presentation on the subject matter. We have discussed various themes and concepts: these include 1) integrated health system through accountable care organisation (based on value for money); 2) population health through integrated health and care system; and 3) system and clinical pathways.

8. Rethinking Abu Dhabi Health Sector Strategy Department of Health October 2021-March 2022, UAE

This is a major strategy re-think health system and workforce development in the light of Covid-19 Pandemic. While the strategy built on the lessons learned from Covid-19 Pandemic, it took into account the aspiration of the Government and the Department of Health in meeting population health, setting priorities and addressing the challenges health sector is facing today and in the future. A strategy document will be published with an implementation operational plan.

9. Public Health Policy Abu Dhabi Health Department (May 2022-ongoing):

Reviewing the current public health policies in the light of the lessons learnt from the Covid-19 Pandemic and adding new ones based on the assessment of the health sector in Abu Dhabi, one of the largest Emirates in the UAE.

10. University of Toronto. July 2022 Primary Care – WHO Collaborating Centre for Primary Care.

As part of our collaboration with WHO Collaborating Centre for Primary Care University of Toronto Canada the team met Professor Katherine Rouleau Director of the Centre and Professor of Family Medicine. The discussion was focused on joint research, exchange of expertise and joint training opportunities.

11. Lithuania Quality Governance Training Course - October 2021-ongoing

At the request of the WHO Europe, the Royal College of Physician Edinburgh in collaboration with our WHO CC and the Scottish NHS has created a training course to the health leaders in Lithuania. The bespoke programme is developed specifically for the Lithuanian health system to widen the understanding of International Governance principles and practice: in relation to my organization. The WHO CC team is participating in the course delivery, which will include a visit to the health system.

12. Oral Healthcare in EMRO and UK (June 2021 – Present)

This service research focuses on promoting oral health and wellbeing, empowering oral healthcare and tackling worldwide health and oral health inequality, mainly in LMICs and conflict zone countries. The main activities include:

1- Developed a Rapid Review protocol titled 'Profile and Performance of Oral Healthcare Systems in WHO-EMRO region: A rapid review'.

2- Developed and submitted fund application for a research project focuses on Oral healthcare in LMICs:
a. Titled 'Evaluation of Oral Healthcare in WHO-EMRO countries.'

- b. The overall aim of the project is to assess the utilisation, cost, and effectiveness of OHCS provided by Ministries of Health (MOHs) and UNRWA in WHO-EMRO countries.
 - c. The fund application was submitted to the Sir Halley Stewart Trust, and it is under review.
- 3- Developing a research project focuses on NHS dental care access in the UK:
- a. Titled 'Evaluation of access to NHS dental care services'.
 - b. The overall aim of the project is to identify dimensions, people's abilities, and determinants (barriers and enablers) related to NHS dental care access.
 - c. The targeted funding body for this project is the NIHR.

Activity 2

Title: In support of WHO, conduct a review and evaluate on the impact of public health services to strengthen health systems for UHC.

Description: This activity is one of priority areas in WHO, the work on UHC monitoring and GPW13 impact framework is ongoing.

Status: completed

13. Health System Resilience WHO EMRO (June 2020 – ongoing)

Following the Covid-19 Pandemic, most of the health systems around the world were either overwhelmed, did not cope, or did not show any resilience. WHO EMRO approached us to collaborate on work to assess how health system resilience could be improved. The result is participation and collaboration with colleagues from WHO EMRO, WHO Geneva, Oman, Egypt, and the Imperial WHO CC. We are submitting a funding proposal. Moreover, a health systems resilience project in collaboration with the Arab Public Health Association (ArPHA) was initiated in the last few months. Since the onset of the COVID-19 crisis on public health, managing the ever-increasing number of patients admitted to hospitals and ICU units while maintaining health services regularly proved challenging in many parts of the world. The first stage of this collaborative research aims to develop and validate an assessment tool for health system resilience. This tool will be valuable for measuring health system resilience in countries, help identify and find ways to minimise critical gaps in health systems and improve their performance during and after any kind of a shock to the health system.

13. MOUs with Universities in Jordan and Iraq.

Following visits by the WHO Team to Jordan (The Hashemite University) and Iraq (Basra University – 2 medical schools). The collaboration will focus on improve the quality of medical education, provide training courses in education excellence, students and faculty exchange, and joint research programme. Professor Rawaf visited Basra University and met the President; the 2 Deans of Medical Schools and the Dean of Dentistry. He held meetings with the Councils, gave three lectures and met faculty and students over 5 working days in Basra. These MoU will provide great opportunities to share the vast experience of the WHO CC in improving the quality of medical education and research in Middle and Low Income Countries.

14. Maternal Mortality Rates in EMR of the WHO (August 2021-ongoing)

Collaboration with the Institute of Health Metric and Evaluation, Faculty of Medicine, University of Washington, Seattle, USA is going on for few years. The collaboration continues through bilateral meetings, collaborative publications as well as leading on research topics. The main focus of this year work is on Maternal Mortality in the Eastern Mediterranean Region of WHO. In addition, we are expanding the work to focus on the Burden of Head and Neck Cancers in EMR, and Cardiovascular disease Burden in Iraq and EMR. We are looking at recent trends in 22 countries supported by systematic reviews. This work will help member states in addressing the unacceptable high level of maternal, cancers and cardiovascular deaths, in their countries. The results of these papers will be pillars to a new discussion of prevention in the post-pandemic era to shape health policies in the region.

Activity 3

Title: At the request of WHO, conduct needs assessment on training and evaluation on continuing professional development programmes.

Description: Health workforce capacities is critically important in achieving targets of GP13, especially in achieving 1 million to access services. Thus strengthening continuous professional development in countries in maintaining and upgrading the competencies of health workers is very important.

Status: completed

15. Assessing Educational and training needs of public health workforce – KSA (2021-2022)

This is a major project as part of the creation of a new Public Health Academy for the newly formed Saudi Public Health Authority (PHA). The project involved collection and analysis of official data, published reports and scientific article as well as interviews with leaders from 17 ministries and national agencies with different responsibilities for public health. The research ascertains the magnitude of the public health workforce within and outside the health services (core public health workforce and the wider public health workforce). Such a baseline helped us to develop a clear strategy to build the gaps in education and training needs in the Kingdom. Based on this strategy and the operational plan the WHO identified at least 20 public health courses the Academy should deliver. The WHO designed, developed and delivered free of charge seven interactive courses over the period of 2021-22 (see below).

16. Courses for Public Health Authority's Academy KSA until March 2022

WHO CC conducted an in-depth analysis of public health workforce training needs in the Kingdom of Saudi Arabia; this analysis was then followed with the design of 7 courses to fill the identified gaps. Seven courses were delivered during the period from August 2021 till March 2022 for public health workforce at various stages of their career. These courses are interactive, mandating full attendance and passing the final exam. Candidates must pass all the assessment elements during the course as well as the final exam. The courses were:

- Acute Events Management
- Emergency Preparedness and planning
- Advanced Leadership for Health
- Disease Burden and health planning
- Surveillance for infectious Diseases
- Public Health Practical
- Public Health Analysis

The trainings received very positive feedback and have become part of the Centre's trainings portfolio accredited by Imperial College London available to all public health professionals worldwide.

17. WHO Educational Trip (MPH, MSc, Fellows) 23-24 June 2021

Based on long standing educational needs assessment of our public health taught courses, Fellowship and research degree, this is an essential educational activity in the Faculty of Medicine calendar for our MPH, MSc Students and WHO Fellows. The education trip aims to give the students, PH trainees and Fellows an insight into the work of international organisations and how member states benefit from their vast high-level expertise.

It will also provide them with the opportunities to explore future jobs and shape their career if they are interested in international work. This is a very popular activity and most loved by our students. This year, due to the ongoing pandemic, the trip took its virtual form.

Students experienced informative and engaging talks by experts in the field of public health, including immunisations and equitable access to vaccinations; current (and historical) international health and humanitarian efforts in areas of conflict and epidemics; aiding victims of violence or disaster; health advocacy of displaced and excluded persons; safeguard individuals against sexual exploitation, abuse and harassment; evidence-informed policy; health-related environment/disaster/climate change; emergency preparedness; adolescent and at-risk populations; health systems and universal coverage; leadership and innovation. Students were also given insight into employment, international job profiles and the internship process, particularly popular with regard to the WHO

18. Quality Governance Joint Fellowship

In Collaboration with the Royal Colleges of Physicians, Edinburgh, the WHO Collaborating Centre worked on the programme for the Joint Fellowship in Quality Governance. The 12-month long training is aimed at healthcare professionals who are interested in upgrading their knowledge and skills on governance within healthcare. The Fellowship is composed of 10 modules delivered in both: in person and hybrid style. The programme launch is scheduled for October 2022. This work is stemmed from the work with WHO EMRO on Governance Collaborative led by Dr Hala Abuotalib, Regional Adviser. During many meetings in the European and EMRO Regions with health leaders, gaps were identified in knowledge and expertise in health governance and how to apply. The WHO CC has supported many countries in past to strengthen their corporate and financial governance in their health organisations as well as introducing clinical governance.

19. Public Health Education through Public Health Conferences

The WHOCC has led organising and management, contributed to the organisation, and participated in many public health and other health conferences during the reporting year. More than 30 lectures were delivered at international conferences on public health innovations, covid-19, primary care, disease burden, health system and care models, medical education and, innovation and technology in health. Some of these were published in scientific journals. Examples of these conference are Family Medicine Conference February 2022; Riyadh Global Summit of IA in Health Care and Biotec February 2022; Madina Public Health Conference March 2022; Basra Medical School Conference May 2022; Head and Neck Oncology Conference May 2022, Zahra Conference Karbala June 2022
etc.

20. Morocco : Improving the Quality of Medical Education (October 2021-ongoing)

Mohammed VI University approached the WHO CC Team late early 2021 to support them in 1) starting a MBChB Programme in English, and 2) create a new MPH English Course based on the most recent advances in public health science and practice. In October 2021 the first students accepted to the new English MBChB course were enrolled and started their medical education. Professor gave the first lecture and introduced the students to pathway of skills and learning at medical school and subsequent medical career. It is planned that the WHO CC will continuously contributes to the teaching on this course until is fully established. For the English MPH the WHO CC has submitted outline of the core and elective modules needed for the course. Each module is defined within the set educational competencies needed. It is anticipated the course will start in October in 2023.

21. ArPHA Conference Preparations for Egypt November 2022 all through October 2021- present 2022

The third Arab Public Health Association Conference will be held in Cairo this year, the main theme is the transformation of public health systems in the post-Covid era. This conference will highlight the experiences of the EMR region and neighbouring regions during the pandemic and how to move forward. Workshops will also be held of improving the public health workforce and research output. The main objective of this conference is to make a regional impact through policy changes and publish some reports and papers from the conference. Our centre is part of the scientific committee that has organised, recruited, reviewed, and will be implementing to make sure the quality of the output at the conference will be up to standards. All WHO collaborating centres and regional WHO offices will be invited to attend and contribute through papers and talks at the conference.

22. Health Insurance: Iraq - April 29

The Republic of Iraq with a population of 45 million is planning to introduce a national health insurance system to cover all the Iraq population early 2023. The Health system in Iraq is highly centralised with large proportion of it is delivered through the private sector (60 public and 40 private). The private sector is not regulated, and the public sector is not well-financed and suffered immensely since 1980s due to wars and civilian unrest. To introduce a national health insurance, as the recent Act (2021) envisaged, the health system should address many issues and prepare the ground for such major step. Most of the ingredients are missing Finance, Regulations, Service Delivery, Workforce, Governance.

The talk presented in Baghdad to health leaders and senior managers provided a comprehensive plan to

prepare the health system in Iraq for this major undertaking. The WHOCC Team will support the team at the Health Insurance Authority and Ministry of Health in this complex project.

23. WFME standards workshop by General Health Council for Libya - May 10

The aim of this series of awareness workshops is to increase awareness of the World Federation Medical Education accreditation standards, not only their relevance and importance to today's medical education, but more importantly, their in-depth content and how to translate those standards into meaningful actions to improve quality, as well as get accredited.

The talk was broadcasted on the GHC- Libya social media pages. The panel included experts from the EMRO region and a member from the WHOCC team to discuss the 7th standard of the WFME which is Quality Assurance. Celine gave a general overview of the Quality Assurance of Higher Education in the UK and looked at the specifics of medical education GMC standards. Emphasising the new "value-added" indicator that will be a criteria for higher education organisations in the next few years, the role of research, and the continuous monitoring and evaluation of the schools that encourages innovation and renewal.

24. Africa Health ExConference June 2022, Cairo

The WHO CC was invited to this high level conference in Cairo, which was attended by many head of State including the President of Egypt. We have contributed based on our experience with many African countries built over the years. We emphasised on create stability in funding health system, strengthening governance and based service delivery on primary care basis. The WHO CC leadership took the opportunity to link with many countries in the Africa and beyond.

25. Salzburg Public Health Laws Training Course June 2022

The WHO CC is one of the partners of this one-week residential course for about 40 participants from around the globe. The training course is hosted by the Open Medical Institute in Salzburg and run on annual basis with leadership from Maastricht University (School of Public Health), Temple University and Imperial College London (WHO CC).

The schedule include 16 state-of-the-art lectures, and also focused on group work, offering fellows the opportunity to be creative and develop a proposed legal reform in a chosen country to address a public health problem. The three topics covered in this year training course included E-scooters, marihuana, and COVID-19. In order to guide the selection of a policy and to determine the strongest legal form, plan an advocacy campaign, identify needs in the realm of implementation and design an evaluation strategy, fellows used the five essential public health law services framework.

2. Annual report on other activities requested

Should WHO have requested activities in addition to the agreed workplan, please describe related actions taken by your institution [maximum 200 words]. Please do not include in this report any activity done by your institution that was not requested by and agreed with WHO.

3. Resources

Indicate staff time spent on the implementation of activities agreed with WHO (i.e. those mentioned in questions no. 1 and no. 2 above). Do not include any data related to other activities done by your institution without the agreement of WHO. Please indicate staff time using the number of "full-day equivalents" – a day of work comprising 8 hours (e.g. 4 hours work per day for 7 days should be recorded as 3.5 full-day equivalents).

Number of staff involved (either partially or fully)

Senior staff	Mid-career staff	Junior staff, PhD students
6	7	4

Number of full-day equivalents, total for all staff involved

Senior staff	Mid-career staff	Junior staff, PhD students
3	4	2

Implementation of the agreed workplan activities (i.e. those mentioned in questions no. 1 and no. 2 above) normally require resources beyond staff-time, such as the use of laboratory facilities, purchasing of materials, travel, etc. Please estimate the costs of these other resources as a percentage of the total costs incurred (e.g. if you incurred costs of USD 100 and the value of your staff time was USD 50 which makes the total of USD 150, please report 33.3% and 66.7%).

Percentage of costs associated with staff time	Percentage of costs associated with other resources	Total
83.00	17.00	100.00

4. Networking

Describe any interactions or collaboration with other WHO Collaborating Centres in the context of the implementation of the agreed activities. If you are part of a network of WHO Collaborating Centres, please also mention the name of the network and describe your involvement in that network [maximum 200 words].

1. Collaboration with WHO CC on Primary Care University of Toronto
2. Collaboration with WHO CC on Primary care, Ghent University
3. Worked closely with many WHO CC in EMR of the WHO and advised others on the application for designation
4. We are part of the coordinating work of all WHOCCs across Europe and attend their meeting and collaborate .
5. We have an ongoing collaboration with NNedPro Global Centre for Nutrition and Health
6. We participated in the WHO GDG for childhood obesity

1. Over the last year, we have received a lot of support from WHO EURO Centre for Primary Care, WHO EURO Health System Division (Public Health Service), WHO EMRO Health System Development Division, and WHO HQs Geneva for the project we are undertaking (Quality Governance; Integration of public health and primary care; public health professionals training, etc.). We met with Director General Dr Tedros on two occasions, and we are grateful for his kind support and advice.
2. Many colleagues in WHO HQs, WHO EURO and WHO EMRO were either involved in our research and publication or kindly reviewed our work before submission for publication or took part in teaching as well as presentations on Webinars.
3. We were commissioned by WHO to undertake specific works in member states.
4. The WHO CC received generous support from WHO in serving at various advisory groups and Committees
5. The NNedPro Global Centre for Nutrition and Health
6. Our WHO CC is invited on annual basis to attend the WHO EMRO Regional Meetings. This year the meeting was held virtually due to the Covid restrictions. Cairo Oct 2021.
7. We have strong collaboration with many leading institutions around the world in research. We successfully published many papers in peer reviewed scientific journal based on such collaboration. Staff at the Centre are involved in over 140 scientific publications this year.