

reporting using healthcare only once in the past six months. Income was also found to be positively associated with increased healthcare expenditures and private healthcare use.

Interpretation: Universal healthcare holds promise for improving healthcare equity and access worldwide; however, more research needs to be conducted to understand how equitable universal healthcare systems are. Surveys such as the Brunei Darussalam Health System Survey are difficult to conduct in large countries, however, they offer a key opportunity to gather population input and assess public expectations and perceptions related to universal healthcare.

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The architecture of a shared leadership model for health systems strengthening initiatives led by a U.S.-based academic hospital

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Program/Project Purpose: Recognizing that a changing global landscape has shaped evolution of this hospital's mission, redefined program impact beyond its immediate geographic location, and that international capabilities enhance domestic strategy and operations, this hospital has collaborated with its academic partner to develop core competency in global health leading to enhanced mission, reputation, faculty recruitment, and impact in resource-limited settings. Following more nearly two decades of work globally, in 2007, this hospital began implementing innovative, system-wide solutions to assure maximum impact of global health investments, on an individual program basis and as a collective portfolio.

Structure/Method/Design: In 2007, this hospital redefined the strategic value of global partnerships beyond traditional interpretations. The new strategy created a platform for global health practice. Rapidly shifting demographics locally, increasing efficiencies in global connectivity, faculty and trainee expectations for access to global infrastructure, and reputational positioning, all factored into recognition of new opportunity. Over the past 7 years, this hospital has developed a formalized structure and investment methodology for global health programs through the focused work of dedicated leadership and a team with targeted skill sets. Academic and clinical service lines partnerships set along side a team with core competence in global health, and a rigorous program assessment, design, and implementation framework, has resulted in a system-wide academic partnership model designed to assure maximum impact and sustainability of international partnerships.

Outcomes & Evaluation: Program outcomes include: established global partner network in 30+ countries, including formal agreements with governments and multilateral institutions; created sustainable health and education programs, contributing to transformational advancements in maternal-child health; strengthened recruitment and retention of trainees through investments in global health infrastructure; expanded hospital mission to include global health as a core commitment, and; demonstrated a comprehensive approach to program and business planning that has been adopted and applied to international domestic partnership development.

Going Forward: The following lessons have been learned: institutional benefit resultant from global health investments increases proportionately with commitment to sustained programs; development of a systematic approach and assessment model, aligned with organizational

Funding: The overall funding portfolio derives from numerous sources with 42 programs spanning 33 countries, as led by 10 core services lines within the hospital.

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