





Going where leadership
is needed the most

A triangular photograph in the top-left corner showing three women in traditional African attire, including colorful headwraps and beaded necklaces. The woman in the foreground is smiling warmly.

iNJIA

Leadership in Cervical Cancer

A triangular photograph in the bottom-right corner showing a healthcare worker in profile, wearing a white lab coat and a blue surgical mask. Another person in a white lab coat is partially visible in the background.



Introduction

Since 2015, NJIA has brought together leaders from F. Hoffman La Roche AG (Roche), NGOs, Governments and the wider healthcare ecosystems in Tanzania, Uganda and India to strengthen cross-sector collaboration and address the burden of cervical cancer.

Combining leadership development with social impact, NJIA cohorts work together to develop and test low-cost innovations, looking for opportunities for scale and sustainability.

When COVID-19 brought the world to a halt, NJIA didn't stop - it became iNJIA, continuing to build collaboration among leaders through virtual programmes.

This report highlights just a few of the low-cost, effective innovations that

have been tested in Uganda across the three iNJIA cohorts. Teams developed a number of innovative, localized approaches to increase awareness, prevention and treatment of cervical cancer. Additional innovation and best practice information can be found on our website: www.cervicalcancerresources.org

Our thanks to Baylor Uganda, for their support of the iNJIA programme, and dedication to improving leadership and governance and health systems strengthening across Uganda.

“NJIA is such a helpful program to build skills for upcoming leaders and a good platform to meet different people all over the world and share ideas with a common goal.

It supported me to put my leadership into to play and create a positive impact”

Dr. Anitha—Cohort 4

In Uganda, Pepal work in partnership with Baylor Uganda to deliver the iNJIA programme across three regions, Rwenzori, Eastern, and Bunyoro.

Since 2021, 3 cohorts have been delivered, providing leadership development training to 45 health care workers and NGO leaders, and testing 11 innovations.

The report below outlines the overarching impact of the iNJIA programme in Uganda to date, as well as highlighting three particularly successful innovations, and their poten-

"I have learnt a lot from the program , excellent leadership skills, how to identifying real problems and getting focused quick solutions and self discovery...it's a wonderful program, am glad to have been part of it. "

Elizabeth—Cohort 7

iNJIA in Numbers



45 healthcare workers supported on their leadership journey



18 health facilities reached



83 educational sessions conducted



>300 women screened



Team Rwenzori

A Champion's Approach

GOAL: What if cervical cancer screening was the norm, and women were welcomed to health facilities by trained peers to help them navigate integrated services?

INNOVATION

Team Rwenzori identified that there was an opportunity to integrate cervical cancer screening into existing services at Fort Portal Regional Referral Hospital. They recruited and trained women with experience of accessing cervical cancer services as 'champions', to support and inspire other women coming to the facility for HIV and post natal appointments.



IMPACT



6 champions trained



122 women screened



6 women treated

The innovative use of champions helped reach women that were already accessing services, therefore maximizing women's time spent at facilities, and reaching women who were at higher risk for cervical cancer, such as those living with HIV. During a four week pilot, the champions spend 2 days per week at clinics, and during that time, the hospital saw a **46% improvement in average number of cervical cancer screenings** (122 women screened, as opposed to average of 86/month).

MOVING FORWARD

Moving forward, the iNJIA leaders hope to multiply their innovation by onboarding more facilities under the Regional Referral Hospital, so that champions inspire even more women., and support them to access cervical cancer screening while already attending a facility for additional services. For women already accessing HIV and antenatal services, it makes sense to provide cervical cancer screening as well. Integration is best practice!



TEAM FORT PORTAL

Reaching Current Generations & Impacting Future Generations

GOAL: To reach every girl in Uganda with information about the importance of cervical cancer prevention, and encourage them to help educate their families

INNOVATION

Team Fort Portal chose to focus on young people, and through them, families, to improve knowledge and awareness of cervical cancer. The team developed school-based education sessions about cervical cancer and the importance of HPV vaccination and regular screening. The second step of the innovation featured peer leaders recruited from schools to be trained, deliver sessions, and act as champions for cervical cancer awareness.



IMPACT



**150 young people
reached**



2 pilot schools visited

8 public schools targeted and ambassadors identified, trained and provided with t-shirts. Attendees at the education sessions provided with bracelets and screening vouchers to bring back to their families. Unfortunately, the innovation as paused due an Ebola outbreak, but in the schools visited, there was a positive turnout, and excellent engagement from district officials.

MOVING FORWARD

As the innovation was paused due to an Ebola outbreak, there is huge opportunity to take this project forward, and continuing to build on the progress made, as well as continuing to develop the peer leader approach, as well as doing more to understand the wider impact of the activity, and understand how the innovation is impacting on knowledge and awareness of families and others in the community



Team Bunyoro

500% increase in cervical cancer screening through Ekyootos!

GOAL: What if women in Uganda were inspired to screen for cervical cancer by their trusted and caring healthcare workers, champions, and family members?

INNOVATION

Team Bunyoro aimed to improve healthcare worker knowledge and understanding of cervical cancer through the use of Ekyootos (an ancient approach to storytelling around a fire-place) at Hoima Regional Referral Hospital. Their premise was that by improving healthcare worker knowledge of cervical cancer, more women would be targeted for screening at the hospital.



IMPACT

<p>"Mama says, 'Everything is possible, together!'"</p>		<p>Cervical Cancer Screening Champions identified</p>		<p>Funding secured for meal reimbursement as incentive to participate</p>
	<p>2 Ekyootos conducted at Hoima Regional Hospital (April & May)</p>	<p>46 Healthcare workers educated</p>	<p>No of screenings (May 2022): 143 Baseline (Nov 2021): 27 Increase of 530%</p>	
<p>Cervical Cancer Champions Bracelets handed out to the Ekyooto attendees for visibility of the initiative</p>		<p>Stepping up as leaders Trainings conducted through team members (Senior Nurse and Midwife)</p>	<p>Educational material repurposed from Baylor Uganda</p>	

MOVING FORWARD

The Ekyooto approach proved to be a **simple, low-cost** approach can be effective and impactful, that received positive feedback from health care workers. Following the Ekyooto' s the referral hospital exceeded their screening targets for the first time in 5 months. The Ekyooto lunch and learn approach could be scaled up to cover 222 Health Centre IVs and **181** Hospitals in Uganda, helping to reach over 20,205 healthcare workers.

"I thought I knew it all, there is a lot of information I have gained today from the Ekyooto. I will be referring my eligible women for screening"



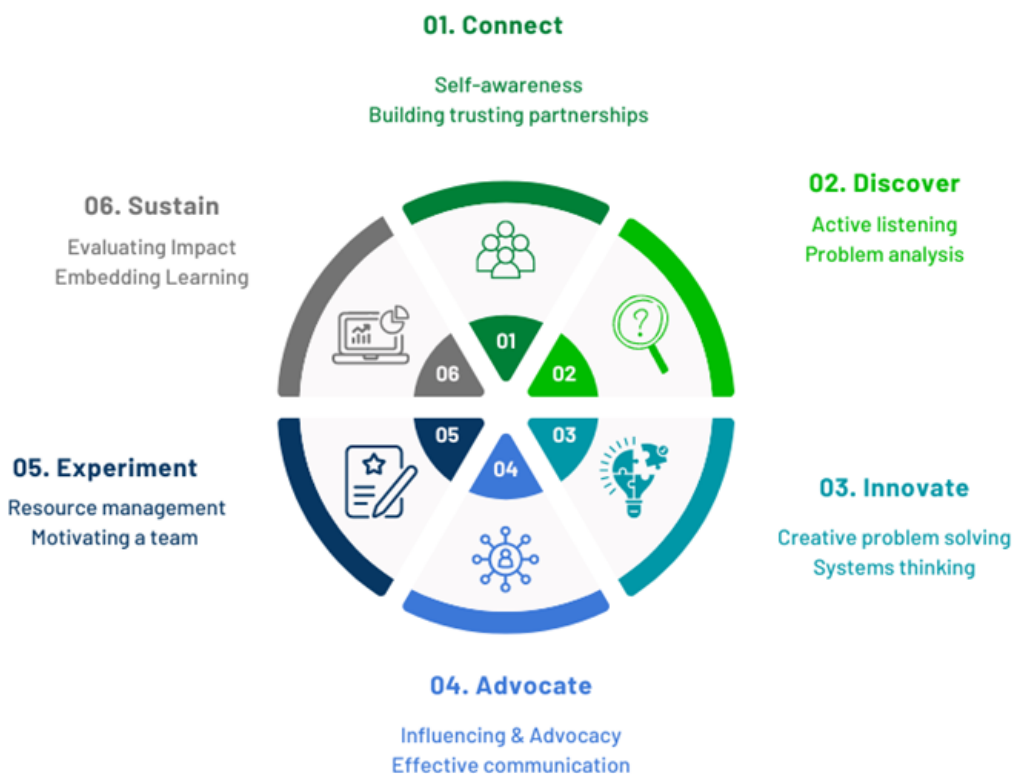
iNJIA Leadership Framework

At its heart, iNJIA aims to improve cervical cancer outcomes through powering the human potential of the healthcare ecosystem, and supports health care workers and NGO leaders on their leadership development journey.

Participants focus on a number of leadership capabilities, using the leadership framework outlined below.

When asked to reflect on their leadership development as a result of the framework, participants provided overwhelmingly positive feedback, including when asked to rate a number of statements 1 (strongly disagree) to 5 (strongly agree):

- iNJIA met my needs as a healthcare worker in Uganda: **4.65/5**
- I felt engaged and inspired throughout iNJIA: **4.95/5**
- I would recommend iNJIA to a colleague: **5/5**



“NJIA has made me come out of fear of being a leader, how to solve wicked problem and to listen to my inner voice, to, respect each other s ideas”

Leni—Cohort 7

**For more information about the iNJIA
programme, please contact
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