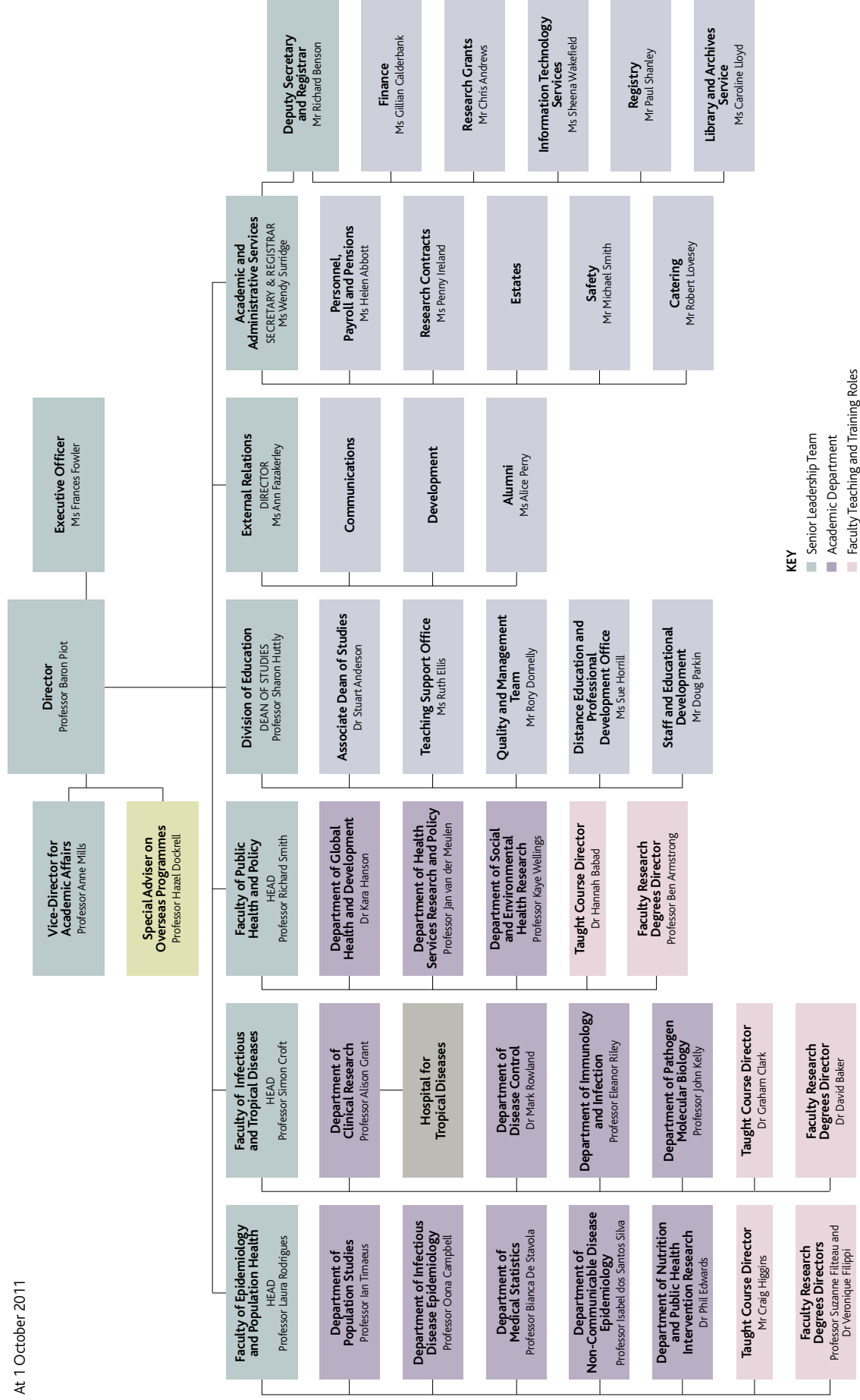


# Management Structure

At 1 October 2011



**KEY**  
 ■ Senior Leadership Team  
 ■ Academic Department  
 ■ Faculty Teaching and Training Roles



Research degree diplomates  
at the Diploma Presentation  
Ceremony, 10 June 2011.



# A Year of Success in Uncertain Times



Professor Baron Piot.

This year, my first at the School, has flown by! The international news has been full of dramatic climate and geological events and gloomy predictions about the world's financial health. During the year, there has been a new UK government, which, in common with governments around the world, has introduced belt-tightening policies and funding. Yet the School's financial position remains stable, with continued success in attracting major competitive grants and government support. The year ahead will undoubtedly be more difficult, and the School will be reviewing its financial model to develop and diversify its sources of funding, in order to support investment in academic priorities, in infrastructure and in systems.

As part of this broader initiative, we are building up the fundraising/development side of the School. As last year, we were delighted to organize several events to expand the School's interaction with potential donors. Amongst these was a formal lunch hosted by the School's Patron HRH The Duke of Edinburgh, held at Buckingham Palace.

HRH The Prince Philip, Duke of Edinburgh, the School's Patron, meeting guests at the lunch at Buckingham Palace.



The School was featured for the first time in the *Times Higher Education* list of top 100 universities, at 94th in the world, and 11th in the UK. This is an excellent position for a specialist postgraduate research-led institution. The School's ranking reflects the spirit of the place, the commitment of its staff and student body, and their common purpose – to improve health

through research, teaching and engagement.

This overview can single out only a few of the year's highlights, leaving many exciting accomplishments unrecognized.

## RESEARCH HIGHLIGHTS

- The CRASH-2 team were recognized by receiving the BMJ Group *Research Paper of the Year* award. This team has done remarkable work providing clear evidence that a low-cost, generic drug, tranexamic acid, is safe and effective in stemming blood loss in trauma patients. As a direct result of their work, the drug is now on the WHO essential medicines list.
- The School's work in sanitation and hygiene was recognized when Steve Lindsay (Professor of Public Health Entomology) and his team were awarded a Gates Foundation Grand Challenges grant to turn latrines into fly traps to reduce diarrhoeal diseases.
- The School's DFID research programme consortia portfolio has been expanded to include a consortium led by Charlotte Watts (Professor of Social and Mathematical Epidemiology) focusing on responding to the structural drivers of HIV/ AIDS.
- Richard Hayes (Professor of Epidemiology and International Health) and his partners have been awarded the most prestigious AIDS grant, of US\$37 million, for their research programme called PopART, which will test the impact in Zambia and South Africa of a combination prevention strategy combining community-wide house-to-house voluntary testing for HIV, offer of medical circumcision to men who test HIV-negative, and offer of immediate initiation of antiretroviral therapy for all those testing HIV-positive. The programme is funded jointly by organizations including the National Institute of Allergy and Infectious Diseases, the National Institute of Mental Health, the Office of the United States Global AIDS Coordinator, and the Bill & Melinda Gates Foundation.

• The School's Centre for Tuberculosis has been approved, bringing together a large group of multi-disciplinary researchers in the School. The Centre for Statistical Methodology was launched in April 2011, aiming to gather statistical and methodological expertise across the School in order to improve the quality of statistical analyses and raise awareness of



the School's expertise in this field, strengthening research capacity within epidemiology and public health whilst exploiting the richness and inter-disciplinarity of the work.

- This year's Heath Clark Lecture was given by Professor Helen Rees from the University of Witwatersrand, in which she explored the political and practical issues of giving antiretroviral therapy to HIV-negative people to prevent infection. Professor Rees was a stimulating presence during her three months in the School, being an advocate for social justice, and a strong voice in national and global health policy.
- Two Department of Health-funded Policy Research Units located at the School were launched on 13 June 2011, one in Policy Innovation Research, the other in Commissioning and the Healthcare System; and the Public Health Consortium was relocated to the School. These successes put LSHTM at the centre of developing methodology and generating evidence to influence government policy in England.

Recognition of the contribution made by School staff is reflected by the election of Anne Mills (Professor of Health Economics and Policy) as President of the International Health Economics Association; the award to Sandy Cairncross (Professor of Environmental Health) both of the OBE for services to developing countries, as part of the Queen's Birthday Honours' List, and the Roll of Honour Award from African governments for lifetime service; and Chris Whitty (Professor of International Health) and I were both elected to the Academy of Medical Sciences.

### POLICY AND TRANSLATION

Many staff are committee members for WHO, UN, UK and international governments and funding bodies, influencing and determining policy and practice around the world. My vision for the School includes seeing it as the venue for policy debate and announcements in global health and public health in the UK. Amongst many events during the year, I want to mention especially four important initiatives launched at Keppel Street: two *Lancet* series, one marking the Decade of Vaccines, and one entitled *India: Towards Universal Health Coverage*; and two *PLoS Medicine* series, one on migration and health, and one on sanitation and health. This is the beginning, or perhaps more accurately, re-emergence of LSHTM's strengthened leadership role in policy and translation, exploiting our new meeting facilities.

**Right** Dr Mohamad Fathy Saoud (right, President of the Qatar Foundation for Education, Science and Community Development), the new President of the School's Alumni Association, meets with Professor Baron Piot (LSHTM Director).

### TEACHING AND LEARNING

The School has welcomed another high number of new students, both in London and through distance learning, comparable to last year (*see page 40*). In partnership with Birkbeck, SOAS and the Institute of Education, LSHTM has been accredited as the Bloomsbury ESRC Doctoral Training Centre in Social Sciences.

The East Africa Diploma in Tropical Medicine & Hygiene, run in Uganda and Tanzania in partnership with Makerere University, the Kilimanjaro Christian Medical College, Johns Hopkins and the University of Washington, has been accredited and has admitted its first students in September 2011. This is an excellent template for delivering training, one which we will explore for other courses.

We are proud of the students we teach and train, who come from all over the world, bringing with them their diverse expertise and knowledge. Their energy brings additional vitality to the School. An example of this is the launch of an initiative, led by three research degree students in May 2011, the Research Network for Health Systems and Infection which aims to bring together academics, policy makers, and service providers to discuss health systems as they relate to infectious diseases.

### ALUMNI

Since starting at the School, I have been particularly inspired and pleased to meet the School's dynamic body of alumni around the world. This year alone I have met alumni in Tanzania, India, Singapore, Malawi and the USA, as well as in London at our annual degree



ceremonies (*see also pages 12-13*). The network of good will and potential partnership created by our alumni has been very much an untapped resource which I am hopeful will be more fully engaged in the School's work in the years ahead.

### PARTNERSHIPS

There have been numerous discussions with research and higher education institutions and industry, to strengthen and occasionally to initiate links, building on the School's broad portfolio of collaborative relationships around the world. Some of these discussions have been focused on specific research/health questions, such as the stakeholder meeting on diarrhoea, organized by Val Curtis (Reader in Hygiene) in collaboration with Unilever plc, linking with a consortium led by Aga Khan University, Karachi. Links with Aga Khan University were further strengthened by a visit by a delegation from Karachi and their East Africa medical school in Nairobi to explore potential areas of collaboration, focusing initially on women's and children's health. Closer to home, the School has been strengthening its links with the Wellcome Trust Sanger Institute, to co-investigate the genetic determinants of disease and host susceptibility. We plan to explore further collaboration with the Royal Veterinary College to strengthen the 'one health' agenda. Closer and stronger links have been forged with University College London in a number of areas, including the Bloomsbury Institute for Pathogen Research which will be launched in November 2011, bringing together the molecular biologists of both institutions. Over the coming years, these relationships will be carefully managed, to maximize the benefits for both sides and to improve health, interventions, health policy, systems and research.

### GOVERNANCE AND MANAGEMENT

On behalf of the School, I wish to thank John Godfrey (Honorary Treasurer, and Chair of the Planning & Finance Committee and Council member) and Tony McClellan (Council member) for their many years of committed service to the School. Their advice and support has been invaluable, helping the School maintain its financial stability. Jan Pethick is now chair of the Planning & Finance Committee. To support the School's Council in its governing role and to provide advice and guidance, the School has established a Visiting Committee (the School's international advisory board), which met for the first time in September 2011, chaired by Professor Michael Merson of Duke University's Global Health Institute.

The level of commitment from the School's staff is truly remarkable, not least amongst the administrative staff. They have been working in a context of growing research and teaching, with few additional resources. I am pleased that the coming year will see a major overhaul of the management systems, making these more fully integrated. This is a significant step in making the processes more efficient. During the year, the School commissioned a review of its organizational management, which recommended a cautious approach to change, whilst highlighting areas that needed strengthening. Over the coming months, I and the Senior Leadership Team, in tandem with establishing the School's strategy, will be reviewing its organization, looking at how this should be developed to ensure the School's business is managed in the most efficient way and effectively supports its strategy.

### LOOKING FORWARD

- The School has been selected as one of eight provisional members of the proposed NIHR School of Public Health Research which will increase the evidence base for applied public health research. It is anticipated that this will be a primary source of evidence used by policy-makers in England, with significant impact in UK and Europe.
- A key aim of the coming year is to build on the long-term partnerships that the School already has, along with strengthening the links between LSHTM staff based in low- and middle-income countries, other regional programmes and in the UK. This is an area of priority which requires investment of funding and staff time.
- The School will complete the delayed Biological Services Facility, and will approve plans for upgrading the utilities and service delivery in Keppel Street, identifying sources of funding for this essential work.

Finally, I would like to end on an optimistic note. The School is recognized as a leader in global and public health, as our Visiting Committee said, "a jewel in the crown of global public health". With strategic planning and responsible oversight, we will strengthen and consolidate this position, ensuring that the School continues to lead in the delivery of excellence in research and teaching and training during the more straitened times ahead.

**Professor Baron Piot**  
Director