



CAMBER  
COLLECTIVE

# 2024 IMPACT REPORT



## Acknowledgments

We are immensely grateful to our funders, clients, and partners, and to the entire Camber Collective team for their hard work and impactful contributions in 2024

## Authors

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## About Camber Collective

Camber is a strategic partner to social impact organizations and fields across health, prosperity, climate, and gender equality. Our mission is to build the knowledge, infrastructure, and capacity that make long-term, measurable, and equitable impact possible. With offices in Seattle, San Francisco, Washington D.C. and Paris, we partner with philanthropies, nonprofits, multilaterals, governments, and coalitions at local, national, and global levels. Our distinctiveness lies in how we approach impact—and in the team that brings it to life. We focus on human impact grounded in equitable project design and analytical rigor, helping our partners collaboratively move from agenda to action. Our team combines functional expertise, systems and sector knowledge, and lived experience—and we extend our capabilities and expertise through strategic partnerships to deliver impact.



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# INTRODUCTION

In early 2010, we founded Camber (then SwitchPoint) with the idea of doing purpose driven work and bringing private sector consulting functional expertise to the social sector. We bought laptops, ordered business cards, and started pursuing work that brought meaning and potential impact. We worked out of coffee shops during the day, and talked through our firm strategy and operations every night after our families went to bed.

As we celebrate Camber's 15th birthday, it is remarkable how much our nascent vision, team, and impact has evolved. Camber has grown from a small team supporting individual institutions to a collective that works across sectors, geographies, and stakeholders to help build the ecosystems that enable lasting change. We've had the privilege of partnering with over 110 organizations, across more than 400 projects. We've celebrated over 50 alumni who have grown to be social entrepreneurs, leaders, strategists, and contributors to making the world a better place. Through our work and network of partners and collaborators, we've seen what's possible when insight, intention, and action align.

But we've also seen what stands in the way. Siloed efforts, ineffective translation of agenda to action, and structural inequities continue to limit progress across the social sector. And in a world facing compounding crises due to shifts in policy, funding, public discourse, and governance — the cost of inaction is growing.

We've taken this moment to reflect on our role and the needs of the sector — and to evolve with greater clarity and intention. We've refined our mission and strategy to meet what this moment demands: building the knowledge, infrastructure, and capacity of social and public sector institutions and fields.

**This isn't a departure. It's a natural evolution — grounded in our history, shaped by what we've heard and experienced, and guided by what we know the moment demands.**

At the center of this shift is the belief that institutions and fields must grow stronger together. That data and insights must be actionable. That shared agendas must lead to collective implementation. And that equity must move from intention to practice.

Our 2024 Impact Report showcases Camber's new strategy in action — a collection of stories of insight, collaboration, and impact. They are proof points of what we believe: that when people, organizations, and partnerships are aligned, resourced, and supported, transformative change is not only possible — it's inevitable.

We're deeply grateful to our funders, clients, partners, team, and alumni who continue to shape Camber's path and impact. We're excited for what comes next — and we look forward to building it together.



*Brian Leslie*

*Ted Schneider*

— Brian Leslie & Ted Schneider

# CHARTING CAMBER'S PATH FORWARD

For the past 15 years, Camber has partnered with mission-driven organizations to help them navigate complexity, act boldly, and drive impact. Along the way, we've evolved — growing from a firm focused on tailored strategy and insights into a trusted thought partner and ecosystem builder across the social sector.

In a time of deepening crises and accelerating change, we believe the world needs stronger, more connected institutions — and resilient, equitable fields capable of sustaining transformative progress. As the stories in this year's report illustrate, we've spent the past year not only advancing our mission but also refining it in support of our vision of a more equitable and regenerative world.

This is a pivotal moment — for us, for our funders, partners, and for the broader social sector. We're choosing to meet it with purpose and focus.



# Fifteen Years of Evolution, Partnership, and Purpose

Camber's journey began in 2009 with a clear vision: to help mission-driven organizations bring clarity to complexity and act with intention in pursuit of meaningful change. From the beginning, our work has been rooted in deep partnership — working alongside institutions with a shared commitment to tackling the world's most urgent challenges. Two value-aligned firms — Hope Consulting and SwitchPoint — came together in 2015 to form Camber Collective, enabling us to deepen our impact through human-centered design and insights.

Since then, we've delivered over 400 projects for more than 110 organizations, spanning health, economic mobility, climate resilience, gender equity, and beyond.

Our work has ranged from insights to strategic planning, from global efforts to local implementation, and from individual institutions to multi-stakeholder coalitions. We've built a talented, international team based in United States and Europe. We've invested in equity as both a value and a practice — establishing an Equity Action Group, hiring a Director of Equity and Belonging, and launching our Equitable Project Design approach to embed equity principles into our engagements and internal operations.



**THROUGHOUT IT ALL, WE'VE STAYED CURIOUS AND ADAPTIVE. IN EVERY PARTNERSHIP, WE ASK NOT JUST HOW WE CAN HELP SOLVE A PROBLEM — BUT HOW WE CAN CONTRIBUTE TO RESHAPING THE SYSTEMS THAT CREATED IT.**

# An Imperative for Change

Across our partnerships — from local organizations to global coalitions — we’ve seen the growing complexity and urgency of the challenges our partners face. Across our sectors of focus, many of the challenges before us today are too large, too interconnected, and too entrenched for any single organization to tackle alone.

We’ve seen what’s possible when the right people, ideas, and strategies come together. But we’ve also encountered recurring barriers that limit impact. Through reflection on our project work, client relationships, and field-level analysis, we’ve identified four core challenges that consistently hinder progress (see box).

These challenges are not new — but the urgency to address them is escalating. With increasing global instability, shifting political priorities, a rapidly evolving philanthropic landscape, and the accelerating pace of technological change, the very systems we work within are in flux — and they demand new ways of working together.

**If we want to unlock transformative progress, we must support not only individual institutions, but the broader fields in which they operate.**

That means stepping more intentionally into the work of field-building: stitching together actors, co-creating shared visions, filling knowledge gaps, and building the infrastructure that enables people, organizations, and communities to act in concert — not in isolation.

## Four Core Challenges



### COORDINATION GAPS

Actors often operate in isolation, pursuing parallel strategies that fail to align around shared goals. This limits collective action, learning, and resource effectiveness — weakening the sector’s ability to drive systemic change.



### EXECUTION GAPS

Ambitious field-wide agendas often lack the pathways and partnerships needed to translate vision into action — especially at the local level. Without place-based approaches, progress remains diffuse and disconnected from community realities.



### KNOWLEDGE GAPS

There is frequently a lack of accessible, relevant, field-level data to guide investment, identify best practices, or measure progress — especially for historically under-resourced communities.



### EQUITY GAPS

Power dynamics across institutions, geographies, and roles continue to shape who sets the agenda, who is heard, and who benefits. Equity requires more than intent; it demands rebalancing of voice, power, and access. But the collaborative structures needed to enable that shift—spaces for shared decision-making and inclusive governance—remain under-resourced, limiting both equity and impact.

# Meeting the Moment

As we have taken stock of what the social sector needs to deliver greater impact in a time of rising uncertainty, we've refined our mission to better reflect who we are, what we've learned, and what the moment demands:

**Camber's mission is to build the knowledge, infrastructure, and capacity of social sector fields and institutions.**

This is not a departure from our past — it is a more intentional articulation of work we've already been doing, now elevated to meet the scale of today's challenges.

**Our focus moving forward is built around two mutually reinforcing principles:**

## Building Strong Fields

We address field-level knowledge gaps and design the structures that advance shared agendas and support place-based implementation.

## Supporting Impactful Organizations

We deliver tailored analysis and strategy to strengthen institutions, enabling them to drive measurable progress in service of their fields.





# Fit for Purpose Services

Our 15 years of experience enables us to bring a field-building perspective to organizational strategy as well as an organizational strategy lens to field-building that we believe enables better strategic design and execution. Our service offerings are tailored to match the unique needs of fields and organizations we serve, across three interconnected areas: insights, advisory, and infrastructure.

## Three Interconnected Areas



### INSIGHTS

Addressing critical knowledge gaps by generating the data, research, and tools needed to inform shared priorities and strategic action.



### ADVISORY

Developing strategies to lead boldly and deliver measurable impact.



### INFRASTRUCTURE

Building and managing the structures that enable coordinated, collective action.



# Where We're Headed

Together, these focus areas reflect our belief that durable change happens not just within organizations, but across the ecosystems they're part of. By investing in both, we're helping build a stronger, more equitable social sector — one that's equipped to meet the complexity of the moment, and ready to shape what comes next.

We're proud of how far we've come. And we're energized by where we're headed — with our partners, with our team, and with the broader field of actors working toward a more equitable and regenerative world.

Let's keep building  
— together.

# Partnering to Create Transformative Impact

## Our Funders & Clients



### LEADING THINKERS

We work with leading research organizations, policy experts, and community advocates to set shared agendas and define impact goals.



### FUNDERS

We help philanthropies, governments, aid agencies, and other funders shape catalytic investments and sustainable funding mechanisms.



### CHANGEMAKERS

We partner with private and public sector organizations and coalitions to drive from shared agenda to collective impact.

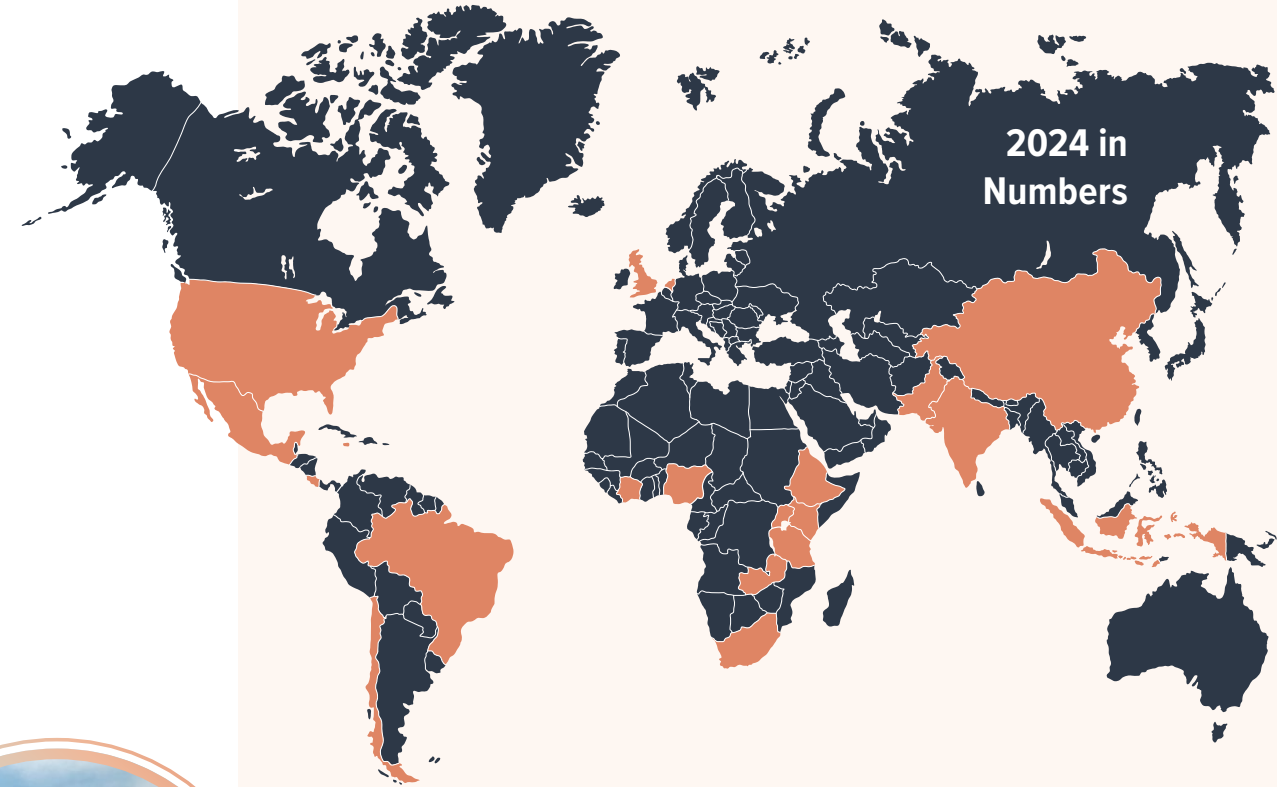


# A LOOKBACK AT 2024

2024 was a year of deeper focus, bolder collaboration, and tangible impact.

The stories ahead reflect how we brought our strategy to life — supporting institutions, shaping fields, and working alongside partners to turn ideas into action. From advancing equity in women’s health to strengthening cross-sector climate collaboration, these projects show our evolving approach in motion — and the results that are possible when we work with intention.

- **Unlocking Pathways to Economic Opportunity**
- **Strengthening Immunization Through Coordinated Action**
- **Innovating to Address the Healthcare Workforce Crisis**
- **Bridging the Climate-Health Investment Gap**
- **Building Accountability in Women’s Health Innovation**



**66**  
projects

**29**  
clients

**20**  
countries



**9**  
new hires

**5**  
sectors

# Unlocking Pathways to Economic Opportunity

Over the past two years, Camber — with support from the Economic Mobility & Opportunity (EMO) team at the Gates Foundation (GF) — published seminal research in the economic mobility field: a four-part research series called the **Mobility Experiences**.

The series combines findings from over 230 longitudinal studies with the lived experiences of over 4,000 Americans to explore the life experiences that shape lifetime income; the perceived importance of these experiences by everyday Americans; and the level of philanthropic and federal funding flowing towards the life experiences identified in the research.

“ I didn’t go to a good high school... There were a lot of fights...[and] not much learning. If I had a better high school, I probably would have been able to get a scholarship for college, and then a job. I think high school is a critical stage to success.”

— Derek, Age 33, California (*Lived Experiences Research 2021*)



# Life Experiences that Power Economic Mobility



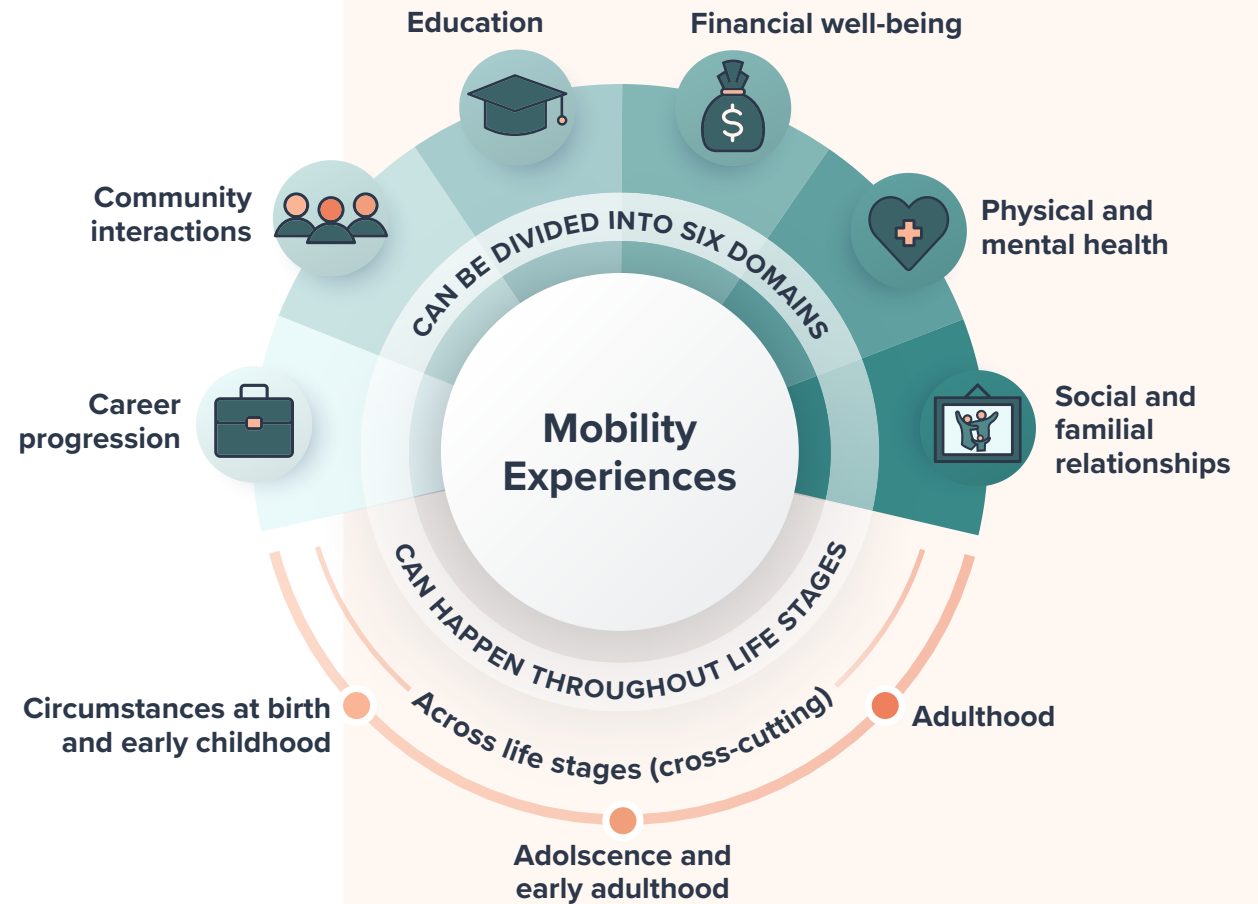
Read the full report [here](#).<sup>2</sup>

Domains and life stages of the 28 identified mobility experiences.

90 percent of all children born in the US in the 1940s would grow up to be better off financially than their parents. Less than 50 percent of children born in the 1980s could say the same.<sup>1</sup> This decline in economic mobility is the result of increasingly limited access to the life experiences that enable it, in an economy where opportunity and resources are often concentrated.

Through a first-of-its-kind meta-analysis, our research identifies 28 life experiences — called Mobility Experiences — that have strong evidence of positive impact on lifetime income.

These experiences span life stages — from birth to adulthood — and influence not just lifetime income but also individuals’ sense of power, autonomy, and community connection. Many of them will not be surprising. Completing a postsecondary degree has a 39% impact on lifetime income, meaning those with this experience can on average expect to earn 39% more than those without it over the course of a lifetime. Other experiences, however, may be less obvious, such as being born within a healthy birth weight — which has a 10% impact on lifetime income.



# Americans' Perceptions of Economic Mobility



Read the full report [here](#).<sup>3</sup>

Mobility Experiences also uplifts the lived experiences of everyday Americans. While economic mobility remains central to the narrative of America as a land of opportunity, we found that fewer than half of Americans believe they will experience upward mobility for themselves. The data supports this belief — in 2010, more than half of the whose incomes fell within the lowest income percentiles remained there ten years later.

The research revealed interesting findings in public perception of the 28 Mobility Experiences based on population segments and their lived experiences.

**Difference between perception of others' experience of economic mobility versus one's own situation.**



**67%**

of respondents believe **economic mobility is common**



**46%**

of respondents are optimistic that their own **economic situation will improve 5 years from now**

## Examples of Key Determinants



### LIVED EXPERIENCE

People who have had interactions with the criminal justice system or owned a business are 20 to 30 percent more likely to report the importance of those experiences on their own economic mobility.



### EXPERIENCED POVERTY

People who recently moved into poverty are far more likely to report that major disruptors, such as managing chronic health conditions or being evicted, were important contributors to their downward economic trajectories.



### RACE AND ETHNICITY

While views on the Mobility Experiences are largely consistent across demographic groups, there are moderate variations. Black Americans are 7 percentage points more likely to cite trauma as a factor impacting their long-term economic standing.

# Federal and Philanthropic Funding into Economic Mobility

The third Mobility Experiences report maps federal and philanthropic funding across all 28 experiences. Camber analyzed over \$15 billion in U.S. Office of Management and Budget (OMB) budget authority, US Department of Treasury tax expenditures, and philanthropic grants to quantify funding levels and highlight how these sources support economic mobility in the US.

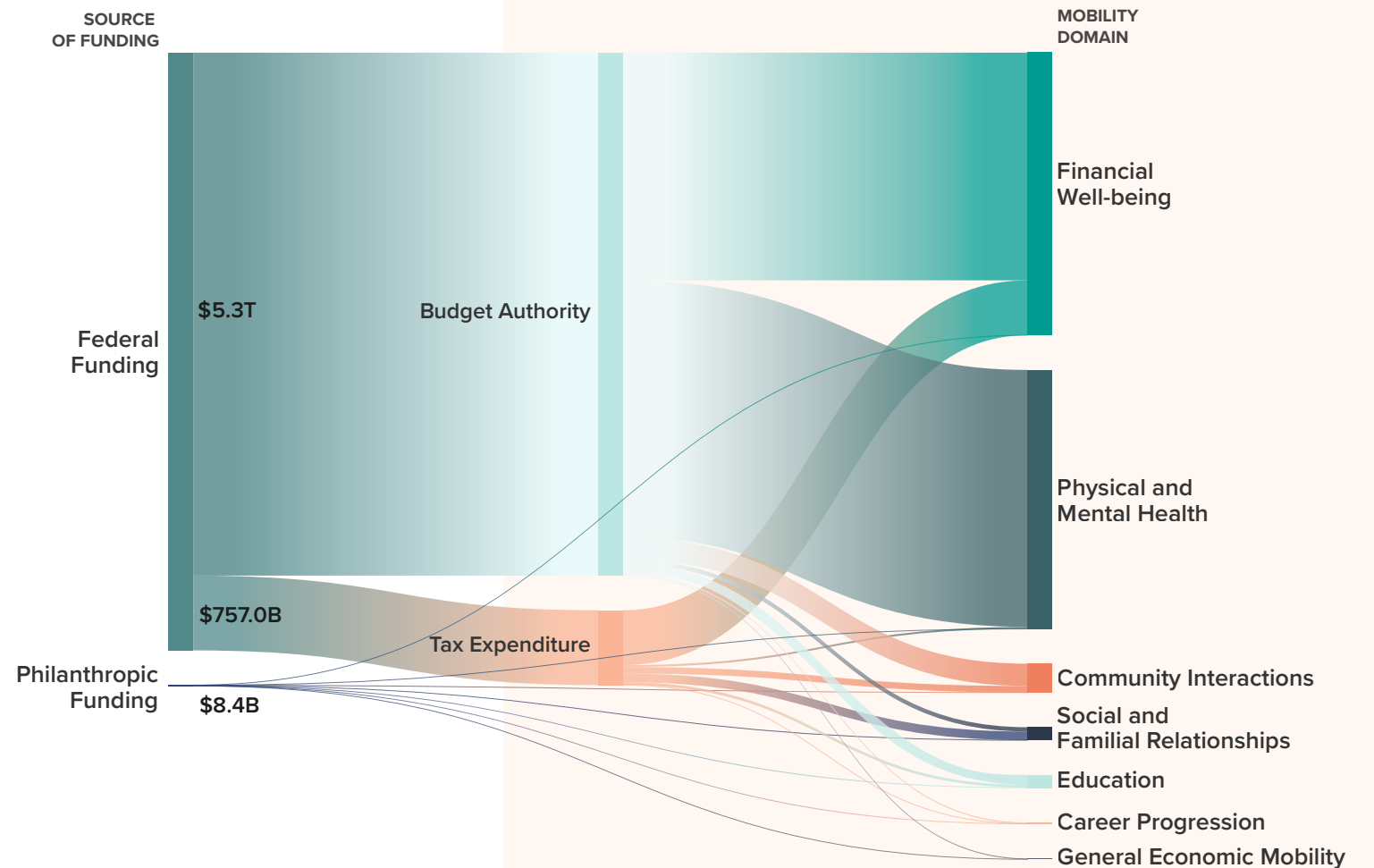
**We found that federal and philanthropic actors fund economic mobility at different magnitudes and in different ways.**

In 2022, federal funding totaled \$6.05 trillion, primarily supporting basic needs like health insurance and food assistance. These investments focused on immediate needs, while \$8.37 billion in philanthropic funding was more flexible, targeting emerging priorities and long-term economic mobility.



Read the full report [here](#).<sup>4</sup>

Flow of federal and philanthropic funds to the different Mobility Experiences.



**These are opportunities for both the federal government and philanthropic institutions to target their funding by investing at the intersection of impact and demand.**

By layering funding data with analyses on lifetime income impact and public interest, we identified a subset of Mobility Experiences with high proven income effects and strong public interest, yet currently receive comparatively lower amounts of funding, including graduating with a degree in a high-paying field of study, receiving job/skills training, avoiding involuntary unemployment, and obtaining a first full-time job with opportunity for advancement.

**Local capacity plays an important role in making capital more effective.**

With support from the Urban Institute, Camber conducted an analysis of how local capacity impacts the flow of federal funding to neighborhoods, cities, and communities. We found that six capacities appear to influence how effectively localities can access and deploy federal funding for economic mobility:

- 1) local and regional governance capacity;
- 2) strength of financial sector;
- 3) presence and priorities of major employers and institutions;
- 4) robustness of the local service ecosystem;
- 5) scale and focus of philanthropy;
- 6) capacity of the real estate development sector.

## Interactive Funding Dashboard

To make our analysis more accessible, Camber developed a publicly available, interactive data dashboard ([Economic Mobility Data Dashboard](#)) which allows funders to track capital flows to different mobility experiences, compare funding trends over time, and identify areas of need. The dashboard serves as a tool for:

### PHILANTHROPIC ORGANIZATIONS

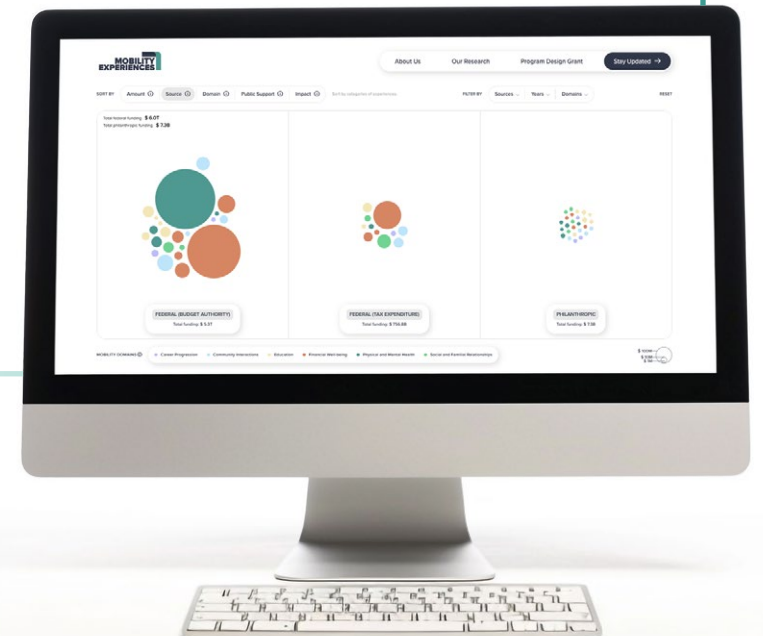
Refine strategy and align investments with evidence-based insights.

### NONPROFIT LEADERS AND POLICYMAKERS

Understand where funding is concentrated and where critical gaps exist.

### OTHER ECONOMIC MOBILITY PRACTITIONERS

Understand what the current landscape of investment looks like.





# Driving Action and Charting the Future

By quantifying the influence of the 28 Mobility Experiences and mapping investments, Camber has established a robust framework that brings together stakeholders to align around a shared, evidence-based economic mobility agenda and mobilize capital toward expanded access to the life experiences that matter most.

Insights from the reports and the accompanying data dashboard have already begun to drive robust cross-sector dialogue. To date, the Mobility Experiences research has reached tens of thousands of Americans, including funders, frontline practitioners, and local decision-makers.

Looking ahead, Camber remains deeply committed to sustaining and amplifying this impact. Later this year, we will release a fourth impact report that will refine strategies for investing in mobility, providing even more precise guidance to stakeholders. Camber is also kicking technical assistance and dedicated learning cohorts with 15 place-based organizations, equipping them with the tools to drive local economic mobility programs and create community-level changes.

At its core, Mobility Experiences elevates lived experiences, reinforcing their value alongside academic research. Camber is helping to build a roadmap for more equitable economic mobility.

**Our ongoing commitment to this work is a testament to our belief that data and human-driven insights and collaborative action are the keys to a more equitable and regenerative future.**



# Strengthening Immunization Through Coordinated Action

At the beginning of the year, Camber kicked off its third year serving as the central program support unit (PSU) for the Measles and Rubella Partnership (M&RP), a coalition of Gavi, World Health Organization (WHO), UNICEF, United Nations Foundation, Centers for Disease Control and Prevention (CDC), Gates Foundation, and American Red Cross, committed to ensuring no child dies from measles or is born with congenital rubella syndrome.

“The paradox of the pandemic is that while vaccines against COVID-19 were developed in record time and deployed in the largest vaccination campaign in history, routine immunization programs were badly disrupted, and millions of kids missed out on life-saving vaccinations against deadly diseases like measles.”

— Dr. Tedros Adhanom Ghebreyesus, WHO Director-General



# A Preventable Crisis

Measles is one of the most contagious diseases ever known and Congenital Rubella Syndrome remains a leading cause of birth defects and disabilities among young children worldwide. Both are almost entirely preventable by vaccination, and yet in 2023, an estimated 107,500 people, mostly children under five, died of measles,<sup>5</sup> and 13 countries still have not introduced rubella containing vaccines (RCV) in their routine immunization.

Despite significant progress over the past few decades, measles remains an imminent threat. As of 2023, only 83% of children worldwide are vaccinated, falling short of the 95% coverage needed to prevent outbreaks, unnecessary disease and deaths.<sup>6</sup>

The worsening conditions over the past 5 years can in part be attributed to the impact of the pandemic on immunization efforts—24 measles vaccination campaigns in 23 countries were postponed in 2020, leaving over 93 million people at risk.<sup>7</sup> Globally, 25 million children missed their first measles vaccine dose, and 14.7 million missed their second dose in 2021.

**Between 2019 and 2023, low measles vaccination coverage has led to large outbreaks in over 100 countries, hindering global health progress.<sup>8</sup>**



# Reorienting Strategy for Greater Impact

The post-COVID environment required a strategic reassessment—not just to recover pre-pandemic immunization levels, but to accelerate measles elimination and rubella vaccine introduction worldwide. To enable this, M&RP underwent a strategic realignment with the [Immunization Agenda 2030](#) (IA2030), adopted the [Measles and Rubella Strategic Framework 2030](#) (MRSF), and invested in a PSU to support these transitions and ongoing Partnership management. In this role, Camber provides daily program management, strategic guidance, and analytical support to the partner's management team and core working groups, including the Program Implementation Working Group (PIWG) and the Outbreak Response Working Group (ORWG); while facilitating coordination across global, regional and country stakeholders, streamlining decision-making processes, and ensuring alignment with broader immunization goals.

In the first year of engagement, Camber supported M&RP in developing an effective governance structure to maximize the collective impact of the partnership, addressing internal engagement gaps, establishing a new framework, and setting foundational priorities to align members. Camber also helped build tools including the foundation for the Measles and Rubella Campaign Tracker meant to track updated country MR data. These structures and tools fostered meaningful discussions on global health challenges and deeper member engagement, laying the groundwork for the substantial impact achieved in 2024.

Entering 2024, the partnership structure had reorganized to better establish ways of working, improving member alignment and communication. However, as our work shifted towards action, it became clear that while grounded in the long-term strategic vision and principles of the MRSF, the partnership lacked specific action plans and measurement of success. **This led to two critical initiatives — creating a shared set of operational priorities and defining a set of core KPIs to measure progress for the following strategic objectives:**



## High-Level Operational Matrix for 2024–2025

### GOALS

**Address measles population immunity gaps by increasing measles-rubella vaccination coverage with a focus on identifying and reaching measles-unimmunized children**

**Achieve and sustain regional elimination goals (aligned with MRSF Goal)**

**Support the rapid identification, response to, and closure of measles outbreaks**

**Address inequities of rubella vaccine introduction via optimal introduction of RCV**

### STRATEGIC LEVER

Deep engagement with high-impact countries

Time-bound approaches to address key immunity gaps

Elimination/sustainability gains

Surveillance strengthening, outbreak preparedness, response, and management

Exploring and implementing pathways to accelerate rubella vaccine introduction through a country-centered approach

# Critical Efforts in 2024

Under this operational roadmap, Camber supported progress on critical efforts including:



## REMOVING BARRIERS TO RUBELLA VACCINE INTRODUCTION

In September 2024, Camber supported M&RP in the development of a research report for SAGE, using data to evaluate the value and risks of removing a longstanding eligibility barrier for rubella-containing vaccine (RCV) introduction—80% coverage of the first measles dose. The barrier was successfully removed paving the way for the 13 remaining countries without RCV to introduce it by 2030.



## STRATEGIC COUNTRY PRIORITIZATION FOR TARGETED IMMUNIZATION SUPPORT

Camber led a first-of-its-kind prioritization process, aligning M&RP around four countries— Democratic Republic of the Congo, Ethiopia, Nigeria, and Pakistan—for deep support, selected based on high disease burden and number of unvaccinated children. This clarified M&RP’s role in each country’s immunization journey and emphasized the need for adaptive, partner-responsive strategies.



## STRENGTHENING MR CAMPAIGNS WITH A STREAMLINED, SHARED DATA TRACKER

Camber created and iteratively refined a comprehensive MR campaign tracker to improve vaccine introduction, reduce MCV0 children, and prevent outbreaks through timely delivery of high-quality campaigns. Enhancements included a user-friendly Data Inputs View, campaign and mission calendars, and structured update cadences. Camber collaborated with stakeholders to streamline updates, reducing reliance on direct PSU intervention and increasing tracker adoption as the primary reference for PIWG, EMRO calls, and other forums.



## COLLABORATING ACROSS REGIONS AND PARTNERS TO STRENGTHEN MR IMMUNIZATION EFFORTS

In addition to M&RP partner agencies, Camber engages global and regional stakeholders to align and enhance immunization impact. Key examples include:

- **Health Campaign Effectiveness (HCE) Coalition:** Partnering with HCE to include measles into Big Catch-up Campaigns; coordinating integration of the Collaborative Action Strategy (CAS) in the upcoming MR campaign in Nigeria and exploring similar collaboration opportunities in Ethiopia.
- **Regional Coordination:** Working with the PIWG, to strengthen WHO regional support through regular touchpoints in AFRO and EMRO regions for real-time problem solving.
- **Global Advocacy:** Camber remains actively engaged with IA2030 to ensure measles and rubella priorities are central to global immunization strategies.

In the first two years of Camber serving as the PSU, the Partnership has supported:

### OUTBREAK RESPONSE CAMPAIGNS

Implementation of measles outbreak response campaigns in 20 countries, reaching nearly 27 million children with life-saving vaccines.

### FOLLOW-UP & CATCH-UP CAMPAIGNS

Implementation of 32 measles and rubella follow-up and catch-up campaigns in 31 Gavi-supported countries

### MIDDLE-INCOME CAMPAIGNS

Campaigns in three middle-income countries that reached nearly 1.5 million children and adolescents



## Looking Ahead

Looking ahead, our 2025 priorities require continued adaptation and flexibility. M&RP improved collaboration and coordination in 2024 and is recognized for its leadership in measles prioritization. Our past efforts have been instrumental in maintaining momentum for measles immunization.

Amid an evolving global health landscape and major funding shifts ahead, difficult prioritization decisions will be necessary, and our primary focus remains strengthening engagement at the highest levels of each partner agency.

In 2025, M&RP will produce a midterm report assessing progress in MR vaccination during the first half of the decade to evaluate progress in a challenging environment and assess positioning to meet future goals.

**With these priorities, Camber and M&RP are not just responding to global immunization challenges — we are shaping the future of measles and rubella elimination efforts.**

# Innovating to Address the Healthcare Workforce Crisis

From 2024 to 2025, Camber collaborated with Providence — a leading nonprofit health system with over 50 hospitals and 800 clinics — to develop an innovative strategy for anticipating future workforce needs. This approach focuses on planning, training, and retaining a diverse community of caregivers whose experiences reflect those of the patients they serve.

“To deliver better outcomes, we must fundamentally redesign health care delivery systems to meet the needs of patients, caregivers, and communities.”

— National Academy of Medicine

“Health systems can only function with health workers. A well-performing health workforce is the backbone of any health system.”

— World Health Organization



# Challenges Facing Today's Healthcare Industry

The Congressional Budget Office (CBO) is projecting that between 2025 and 2055, the number of people aged 65 or older will increase drastically and outpace the growth of younger age groups.<sup>9</sup> As the population ages, it will dramatically increase healthcare needs for this population, while simultaneously reducing the healthcare available to care for them as they “age out” more quickly than key clinical roles such as Medical Assistants, Registered Nurses, and similar Advanced Practice Practitioner roles are estimated to recruit and train new caregivers. This trend presents a growing crisis for healthcare providers that requires new and innovative approaches to mitigate.

As a leading healthcare provider, Providence has an opportunity to set an example for other health systems facing persistent talent shortages and retention challenges — issues that have intensified since the COVID-19 crisis and are projected to worsen over the next decade.

**Meeting these workforce challenges is not only necessary to sustain effective healthcare delivery today, but to also prepare for the increasing demand of the future.**

# Understanding Providence's Unique Needs

Providence is one of the largest employers across its five western states, with over 125,000 caregivers, including more than 35,000 physicians and 39,000 nurses. Beyond these traditional roles, hundreds of essential unique positions — such as diagnostic imaging technicians, medical assistants, food service workers, and janitorial staff — contribute to high-quality patient care. As Providence looks ahead to its workforce needs from 2025 to 2028, it faces critical challenges that it is working to address proactively.

Providence is also working to develop new care and workforce models that align with the evolving needs and preferences of both patients and caregivers. By 2032, “Gen Z” will be the largest labor cohort, and workers from a non-white background will make up 45% of the workforce.<sup>10</sup> This diverse group is more likely to seek hybrid or remote work, prefer condensed work weeks, and be a part of the “sandwich” generation caring for both children and parents outside of their work hours. Attracting, cultivating, and retaining this talent requires new and strategic approaches to fundamentally rethink and redesign traditional clinical and administrative roles.

2025–2028  
Projected  
Caregiver Gaps  
and Challenges

**+4.8%**  
annual growth in number  
of caregivers needed

**>100k**  
labor market gap

External hires will be required to address the growth in need and attrition.

**+7%**  
annual anticipated  
labor cost increases,  
far exceeding inflation

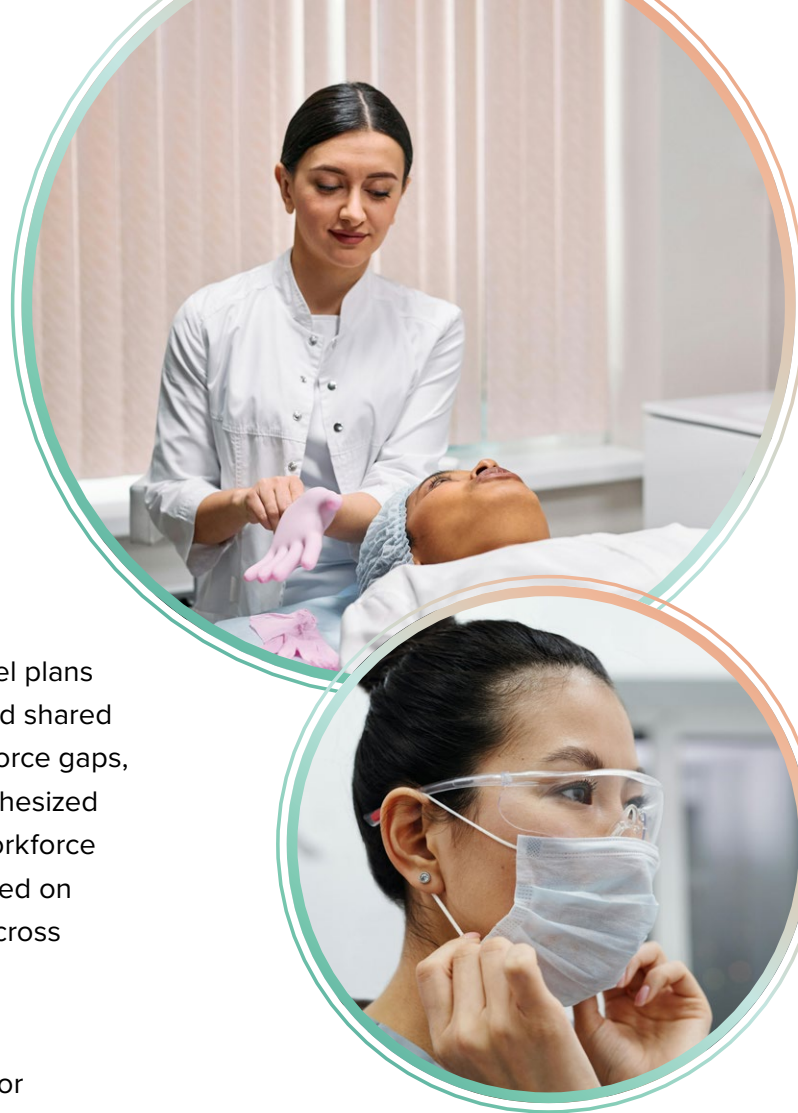


# Developing a Path Forward

Camber supported Providence in addressing this major workforce challenge through a comprehensive strategic planning initiative designed to tackle both immediate staffing shortages and long-term workforce needs.

Partnering with Providence’s strategic workforce planning team, Camber helped develop division- and enterprise-level plans to proactively strengthen staffing in clinical, ambulatory, and shared services functions. To better understand anticipated workforce gaps, we conducted market analysis and focus groups, then synthesized evidence-based strategies to leverage technology, new workforce models, and improved talent pipelines. These efforts focused on transforming recruitment, retention, and upward mobility across priority roles.

By expanding Providence’s innovative “co-caring” model, experienced nurses can provide remote mentorship to junior staff, helping to bridge urban-rural divides. Another targeted pipeline initiative aimed at increasing hiring and advancement opportunities for multicultural or bilingual staff in areas with large immigrant populations. Internally, Providence’s caregiver-first approach was reinforced by enhancing career pathways for traditionally lower-paid roles, such as medical assistants and technicians, offering them structured opportunities for growth and mobility within the organization.



## Three Solution Levers Explored



### TECHNOLOGY

- Infrastructure
- Patient-facing
- Provider-facing



### NEW WORKFORCE MODELS

- Co-caring
- Team-based Care
- Service Center Models



### TALENT PIPELINES

- Internal
- External
- Partnerships

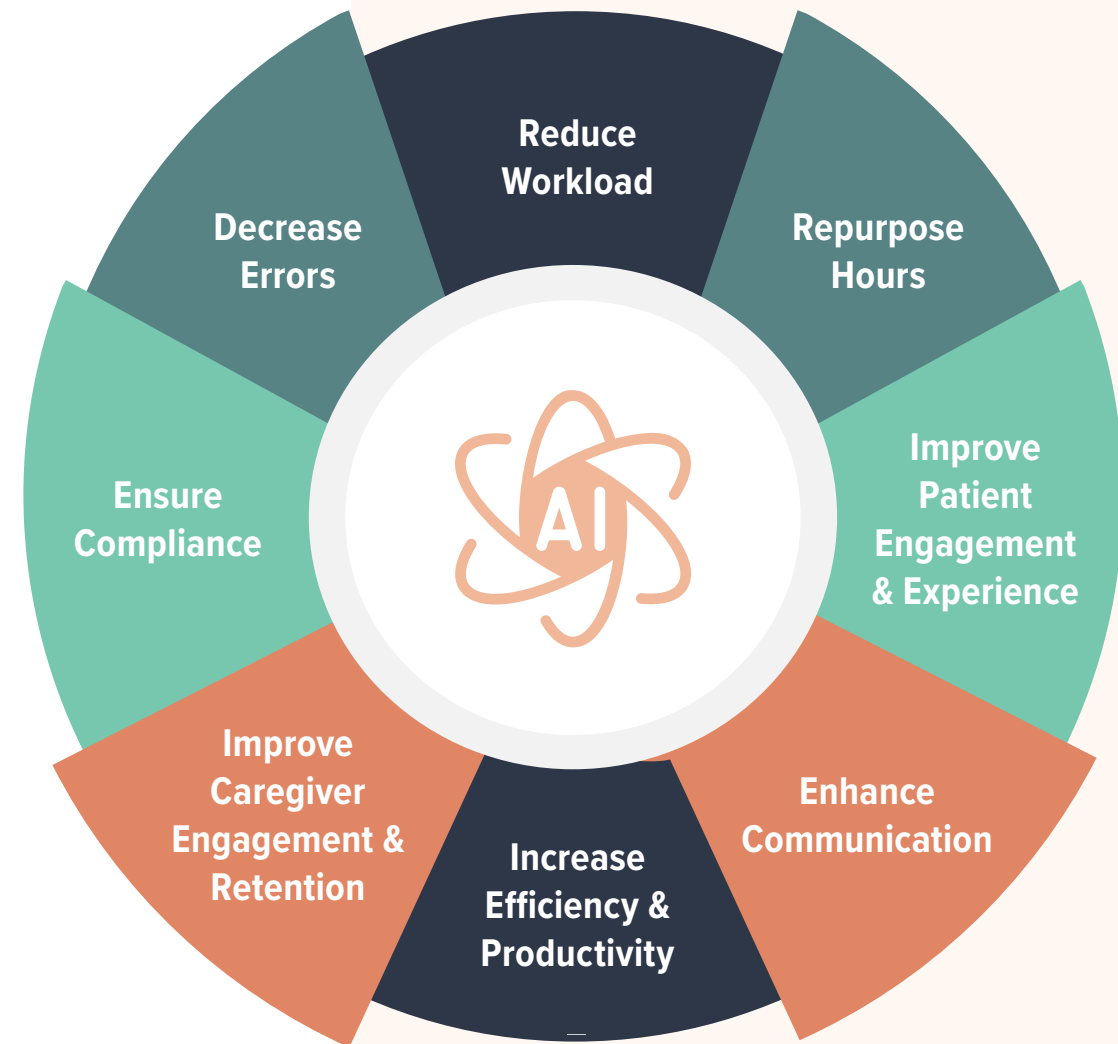
# Technology as a Tool to Complement Care

The proposed plan recommended AI-driven solutions to optimize workloads and enhance patient care. This involved analyzing resource needs, developing new AI initiatives, and equipping caregivers with the necessary training and cultural support to maximize AI's impact. AI opportunities included standardizing practices, eliminating repetitive tasks, and improving caregiver engagement with patients—particularly through more meaningful “eye contact activities” with patients.

**By leveraging AI in these ways, Providence aims to enhance, rather than diminish, the human connection between caregivers and patients.**

A key element of strategic workforce planning at Providence overall, and for AI solutions specifically, was establishing “guard rails” and a designated governance process to ensure that AI solutions are aimed at augmenting and assisting caregivers in their roles, rather than competing for them. These processes also ensure legal compliance and protection of patient data in deploying AI and other technology-based workforce solutions on a foundation grounded in privacy and consent.

## How AI can Enable Caregivers



# On a Pathway to Equitable Healthcare Access

This project reflects the complicated but critical work required to transform traditional healthcare workforce models, ensuring equitable and sustainable career pathways for the next generation of healthcare professionals.

Ultimately, Camber's partnership with Providence, along with similar efforts by other health systems, is vital to ensuring equitable access to high-quality care across the U.S.

This work also reflects Camber's commitment to driving impact through continuous adaptation, technical assistance, and collaboration.



# Bridging the Climate-Health Investment Gap

In the fight against climate change, most funding is directed toward mitigation — primarily focused on reducing carbon emissions — while adaptation efforts remain critically underfunded. Adaptation, which involves adjusting systems, practices, and infrastructure to minimize harm from the existing and expected impacts of climate change, is often harder to quantify, making it less attractive for investment. Nowhere is this disparity more evident than in the health sector, where climate-sensitive diseases and vulnerable health systems are increasingly at risk.

“As the climate crisis accelerates, the case for increased investment in health adaptation is clear. By taking decisive action now, the global community can build more resilient, prepared, and equitable health systems.”



# Background

The connection between climate change and infectious diseases like malaria and cholera is well-documented, with rising global temperatures, altered precipitation patterns, and extreme weather events acting as key drivers of transmission and outbreak dynamic.<sup>11</sup>

Despite these clear links, previous health investments were often not allocated towards climate adaptation, leaving critical gaps in funding and strategic planning.

As the impact of climate change on health infrastructure and health outcomes becomes apparent, a data-driven method is crucial for tracking health adaptation. Recognizing the gap in assessing climate-related health investments, Gavi, the Vaccine Alliance, and the Asian Infrastructure Investment Bank (AIIB) engaged Camber to evaluate the climate adaptation impact of their health portfolios. Gavi — an international organization dedicated to global health through increased vaccine access — focuses on equitable and sustainable immunization efforts. AIIB, a multilateral development bank, finances sustainable infrastructure projects to promote economic growth, making it a key player in global climate and health resilience.



# Methodology

Camber developed a sector-specific methodology to enhance adaptation finance tracking in health, focusing on the benefits and impact of adaptation-related investments.

By integrating historical sector benchmarks, climate vulnerability adjustments, and tailored health activity classifications, the Camber Approach offers clear categorizations — such as immunization against climate-sensitive diseases, ensuring applicability across regions and sub-regions. It adds an additional layer of analysis to existing approaches, providing a transparent and scalable way to assess past investments and guide future funding decisions.

To build this methodology, Camber first conducted a literature review and secondary analysis of programmatic activities prioritized across development finance institutions identifying five key areas of investments, referred to as ‘Adaptation Categories’. The Camber Approach **classifies investments into the adaptation categories** using a keywords mapping methodology. Then it **assigns adaptation weights** to each investment based on climate relevance of investment, country climate vulnerability context, sectoral benchmarks and adaptation classifications. The adaptation weights are applied to reach to each investment to **calculate the contribution of each investment to climate adaptation — i.e., the Adaptation Share**.

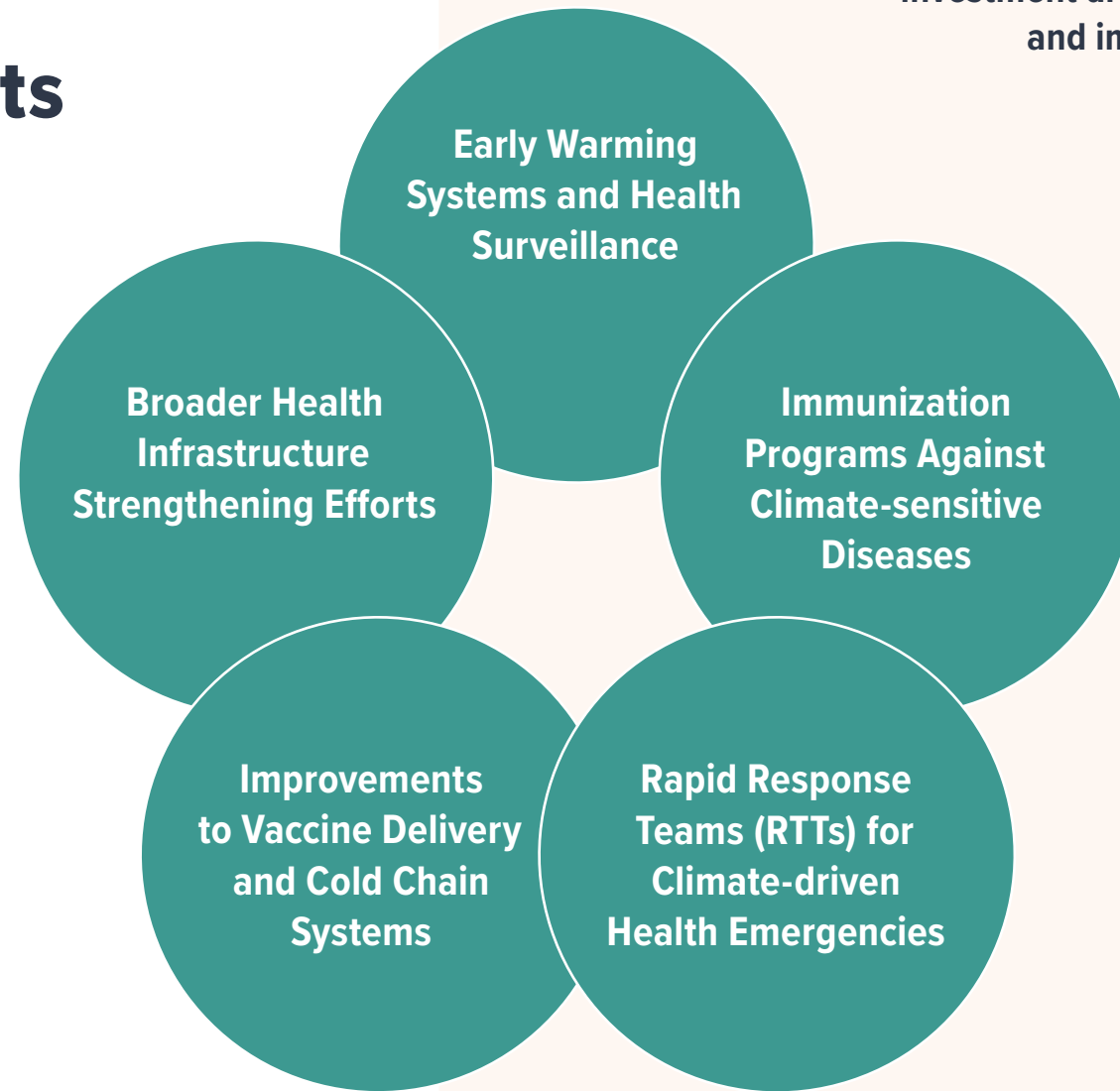
# Quantifying the Climate Adaptation Impact of Health and Immunization Investments

Using this approach, Camber systematically analyzed 17,000 health and immunization investments totaling \$42.2 billion from four key global funders over the past five years: Gavi, AIIB, the World Bank, and the Asian Development Bank (ADB) to investigate climate adaptation related investments in the health system against climate-sensitive diseases.

**By providing a robust and scalable framework, Camber equips funders with the tools needed to make more informed, climate-responsive health investments.**

This work is particularly critical as health funders navigate an increasingly complex global health landscape. By showcasing the climate adaptation impact of its immunization programs, there is an opportunity for funders to build a strong case for sustained and increased investment in high-priority areas. Gavi and AIIB will release a final report next month, outlining the adaptation share of investments with the intention to spotlight any critical needs at the intersection of climate and health.

**Adaptation Categories:**  
Five key climate adaptation investment areas in health and immunization.



# Paving the Way for Strategic, Evidence-Driven Investment

At the core of our work is Camber's commitment to equity. In our analytical efforts, we strive to be intentional — building upon existing research rather than duplicating it. By ensuring our investment categorization accurately reflects the data, we avoid greenwashing and inflated figures, ultimately directing funding to the most vulnerable countries. As climate adaptation becomes an urgent priority, systematically assessing and quantifying health sector investments is essential.

**Camber's approach helps bring clarity to this underfunded space and paves the way for more strategic, evidence-based investments in climate-resilient health systems, contributing to a more adaptive, prepared, and health-secure future.**



# Building Accountability in Women's Health Innovation

Despite making up half the global population, women's health has historically been underfunded and underrepresented. Investing in women's health is not only essential for improving health outcomes but also offers significant economic and social benefits for families, communities, and societies. In early 2023, the Gates Foundation and the National Institutes of Health's Office of Research on Women's Health partnered with Camber Collective to establish the Innovation Equity Forum (IEF)—a global coalition of women's health experts, innovators, and advocates. The IEF was launched to identify and prioritize critical opportunities to advance women's health innovation worldwide. Its flagship initiative, the Women's Health Innovation **Opportunity Map**, serves as a strategic blueprint to accelerate innovations that reduce women's morbidity and mortality.

“When we integrate sex, gender, and intersectionality into R&D solutions, and when we center women's voices as patients, leaders, and decision-makers, we see improvements in data and insights and spur researchers and entrepreneurs to fill the innovation gap to address unmet needs in women's health across the lifespan.”<sup>12</sup>

— IEF Co-Chairs





# Tracking Progress and Measuring Momentum One Year After the Opportunity Map

A year after the Opportunity Map's launch, Camber was re-engaged to help the IEF assess progress in women's health innovation over the past year. The report aims to foster accountability of the collective community of stakeholders for moving forward the opportunities identified in the Opportunity Map and provide strategic insights to future action.

The report focuses on three key areas: the broader women's health research and development (R&D) ecosystem, Opportunity Map topics, and organizational success stories. To track progress across the women's health innovation value chain — from product development to health and economic impact — the approach involved identifying indicators that could be systematically measured on an annual basis. Additionally, a replicable, modified Delphi approach was used to engage subject matter experts across each opportunity area, enabling a qualitative assessment of movements, commitments, milestones, and proximity to key opportunities over the past year.



## The Opportunity Map

The [Opportunity Map](#) highlights 50 high-impact opportunities to advance innovation for the health of women globally across **ten topics** in women's health innovation, each with unique challenges, needs, and objectives. Each topic outlines leading **opportunities** that are based on their potential impact, scalability, innovation feasibility, focus on unmet health needs, and ability to advance health equity. Within each opportunity, specific **solution strategies** provide actionable pathways to achieve these opportunities and drive impact within the next 15 years. The ten topics are:

- **Data and Modeling**
- **Research Design and Methodologies**
- **Regulatory and science policy**
- **Innovation Introduction**
- **Social and Structural Determinants**
- **Training and Careers**
- **Communicable Diseases**
- **Non-communicable and Chronic Conditions**
- **Female-specific Conditions**
- **Partnerships for Women's Health R&D**

# Mapping Progress Made—and Where It Falls Short

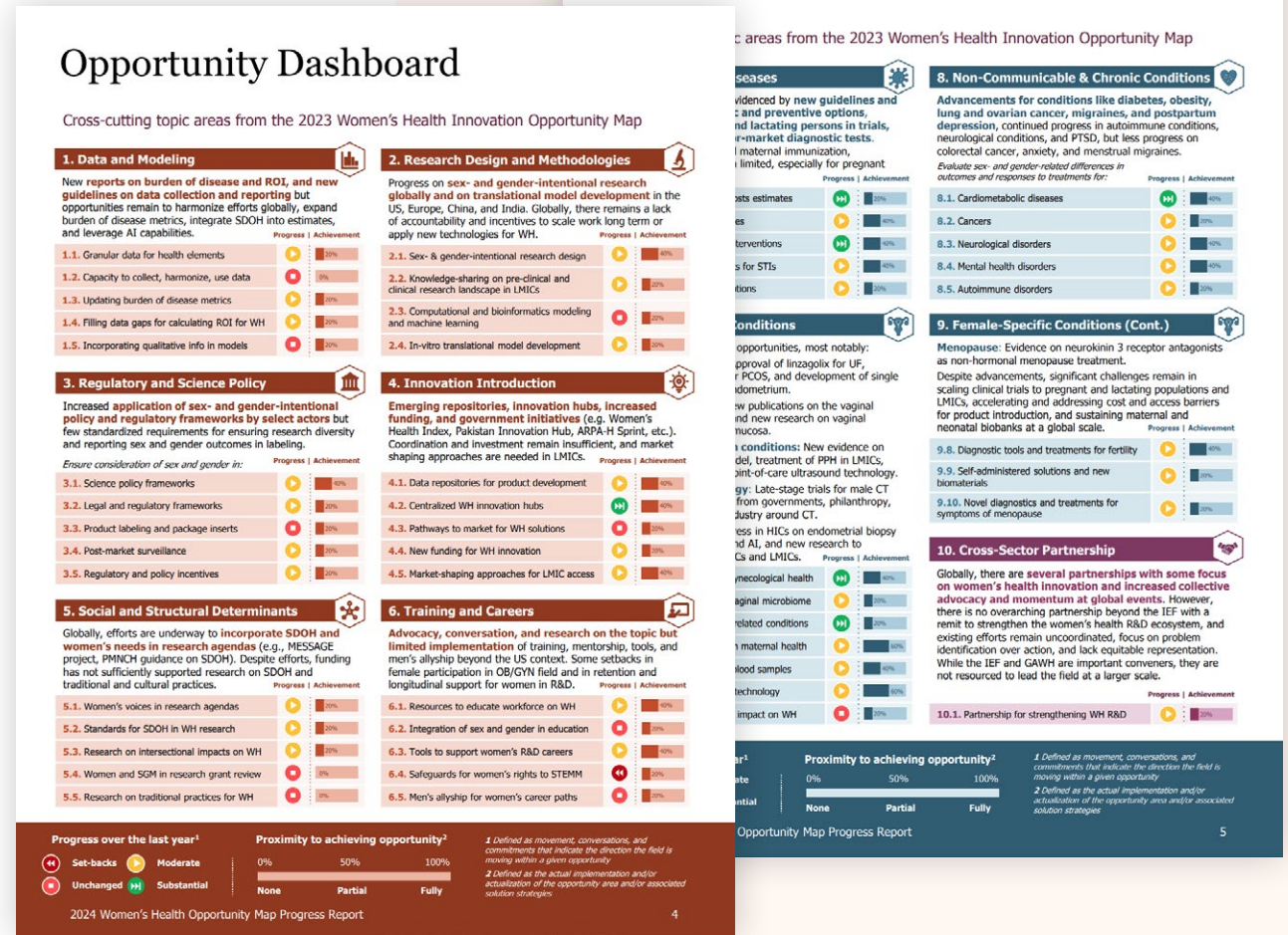
This report addresses a critical gap in the global assessment of women’s health (WH) by systematically measuring the alignment between opportunity and action across the full spectrum of WH innovation. While momentum for WH innovation accelerated in 2024—driven by growing advocacy, new strategic partnerships, and increased funding commitments—systemic barriers continue to slow progress. This report offers a comprehensive view of not only where breakthroughs are occurring but also where action has yet to meet opportunity, enabling a sharper focus on where investment and coordination can drive the most impact.

Notable strides were made across six high-impact areas identified in the 2023 Innovation Opportunity Map. Innovation hubs emerged in both high-income countries (HICs) and low- and middle-income countries (LMICs), catalyzing the development of targeted solutions to improve women’s health outcomes. Data systems also evolved, with sex- and gender-intentional methodologies enhancing disease burden and cost estimates, and strengthening the investment case through ROI insights. Scientific advancements included vaccines, diagnostics, and preventive measures for STIs, RSV, and GBS, alongside increased inclusion of pregnant and lactating individuals in tuberculosis clinical trials—an important move toward research equity.



View the full report and dashboards [here](#).

Camber-developed dashboard views to track progress of opportunities under each topic area.



# Turning Progress into Action

With a clearer picture of progress, the next phase of this effort will focus on driving action, ensuring accountability, and maintaining momentum. Camber will continue to support the IEF in tracking progress toward the bold ambitions outlined in the Opportunity Map and across the broader women's health ecosystem. Beyond assessment, this phase will prioritize mobilization. Camber will work alongside the IEF to accelerate key opportunities that address critical gaps in the field — leveraging multisectoral collaboration to transform insights into tangible solutions. These efforts will result in actionable products that empower the women's health innovation community and drive lasting impact.

Through its commitment to annual reporting and iterative learning, Camber aims to reinforce a continuous cycle of reflection, action, and accountability — ensuring that progress in women's health R&D is both measurable and lasting.



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