



McGill



GLOBAL
HEALTH
PROGRAMS

PROGRAMMES DE
SANTÉ
MONDIALE

Strategic Plan 2015-2020



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Executive Summary

Making McGill a transforming force in global health

In its broadest sense, global health is about making the world a healthier place. This goal is threatened by serious inequities in resources and access to healthcare. While there are many global health challenges, there are also opportunities to make a difference. Today, students everywhere are genuinely interested in global health. They feel connected in many ways, and see themselves as global citizens. This is a wonderful trend that must be nurtured. Nearly all major universities in North America have strong, vibrant global health programs to meet the growing demand from students. Global health units also help ensure that faculty benefit from all the newly available sources of funding and are able to access innovations that can address global health challenges. As one of Canada's premier universities, McGill deserves a strong global health program that will showcase our expertise, meaningfully contribute to addressing global health challenges, generate new resources, establish strong partnerships, and offer our students a world-class exposure to global health.



Photo Credit: Alicia L Hsia Cheong

As McGill Global Health Programs (GHP) enters its second decade of existence, our aim is to become the most comprehensive and impactful global health program in Canada and among the best in the world. Our plans align with both McGill University and the Faculty of Medicine's Strategic Research Plans (2013 - 2017). Our strategic plan was built on the strong foundation of global health at McGill and guided by the GHP Executive Council.

McGill Global Health Programs

Vision

To address health inequities and improve global health through education, research, and partnerships.

Mission Statement

The Global Health Programs and its partners draw on the talents and resources of one of the world's leading educational and research institutions to achieve the following goals:

1. Offer high-quality education and training in global health, and enhance capacity in resource-limited settings;
2. Facilitate and conduct innovative, interdisciplinary, collaborative, and policy-relevant research to address critical global health challenges and priorities;
3. Build strategic partnerships with major stakeholders and institutions in Canada and internationally, to exchange knowledge and skills, to ensure knowledge translation, and to support advocacy and implementation of policies.

Key strategies to achieve our three main goals are described below, with greater detail provided in separate sections of this report.

Goal 1: Offer high-quality education and training in global health, and enhance capacity in resource-limited settings

<i>Programmatic Initiatives</i>	<i>Strategies</i>
1.1 Travel and excellence awards for medical and allied health students, residents and fellows	<p>1.1.1 Offer Undergraduate, Graduate Students & Post-Graduate Medical Residents Travel Awards</p> <p>1.1.2 Support establishment of new travel awards in other departments (e.g. Nursing, Physical Therapy, Obstetrics and Gynecology) by providing matching funding.</p> <p>1.1.3 Offer Excellence in Global Health Project Award</p> <p>1.1.4 Conduct evaluation of impact of travel awards program.</p>
1.2 Fellowships in global health for graduate students and postdoctoral fellows	1.2.1 Establish a Global Health Fellowship program for graduate students and post-doctoral fellows.
1.3 International electives for allied health students, fellows, and residents	<p>1.3.1 Assess the needs of allied health students seeking international placement.</p> <p>1.3.2 Strengthen pre-departure training for undergraduate and graduate allied health-students who will complete an experience in a low-resource setting and establish new post-experience debriefing opportunity.</p> <p>1.3.3 Work to develop mentorship program with both McGill faculty and McGill alumni working in the field of GH.</p> <p>1.3.4 Conduct student panels several times a year where students can talk specifically about opportunities for international placements.</p>
1.4 McGill Summer Institute in Infectious Diseases and Global Health	1.4.1 Launch first annual McGill Summer Institute in July 2015
1.5 Certificate program in global health for healthcare trainees (medicine, nursing, OT/PT, dentistry)	<p>1.5.1 Offer Global Health Certificate for allied health students administered by the Global Health Programs office.</p> <p>1.5.2 Investigate the creation an online program for the general public and students.</p>
1.6 Graduate Option (concentration) in global health	1.6.1 Investigate beginning a Master's level Global Health Concentration available to students from a variety of departments (based in the Department of Epidemiology, Biostatistics, and Occupational Health).

1.7 Increase the number of global health faculty at McGill.	1.7.1 Hire faculty with specific expertise in global health.
1.8 Short courses (e.g. interprofessional course in GH), webinars, MOOCs, seminars and other educational events	1.8.1 Support Interprofessional Global Health course 1.8.2 Continue Global Health Night 1.8.3 Support events by student groups working in global health 1.8.4 Hold Global Health Seminar Series

Goal 2: Support innovative, interdisciplinary, collaborative, and policy-relevant global health research.

Research priority areas identified for the next 5 year phase include:

- Infectious diseases (specifically, HIV, TB, and neglected tropical and parasitic diseases)
- Non-communicable diseases (specifically, diabetes, obesity, cardiovascular diseases and cancer)
- Global environmental health
- Global mental health
- Global surgery, trauma care and injuries
- Global health nursing
- Global health nutrition
- Health inequalities and global health policy
- Capacity building and primary care strengthening in resource limited settings

Special populations of interest include:

- Aboriginal health
- Immigrant and refugee health
- Maternal, newborn, and child health

Goal 2: Support innovative, interdisciplinary, collaborative, and policy-relevant global health research.

<i>Programmatic Initiatives</i>	<i>Strategies</i>
2.1 Support global health researcher teams and centres at McGill.	2.1.1 Designate a faculty leader (or working group) for each research priority area 2.1.2 Support seed grants for research projects in priority areas 2.1.3 Offer research awards and prizes to engage junior faculty in global health 2.1.4 Provide funding for thematic conferences and events 2.1.5 Provide research grant support services through GHP office 2.1.6. Showcase innovative research teams to potential donors and support fund-raising efforts by University Advancement office (DAR)
2.2 Increase the number of global health faculty at McGill. (also goal 1.7)	2.2.1 Hire faculty with specific expertise in global health
2.3 Directly impact real world global health issues through innovative research projects.	2.3.1 Develop projects based in research that directly have real world impact.

Goal 3: Build strategic international partnerships.

<i>Programmatic Initiatives</i>	<i>Strategies</i>
3.1 Build strategic international partnerships.	3.1.1 Build partnerships with major national and international agencies, and support policy development and advocacy. 3.1.2 Foster collaborations with academic institutions and NGOs in low and middle income countries, and enable exchange of knowledge and skills. 3.1.3 Enhance ties with governmental agencies in priority countries, and support implementation of policies and knowledge translation. 3.1.4 Position GHP faculty to sit on key boards or advisory councils.

A Renewed Mandate

The McGill Global Health Programs Strategic Plan (2015 – 2020) will uphold and promote the vision and goals of the Faculty of Medicine and align GHP to be one of the key drivers in establishing a robust, innovative and forward thinking global health program.

There is a dire need for an overarching organization to coordinate, unify, and strategically plan the work of diverse global health groups and researchers at McGill. There is huge potential for synergy amongst current McGill groups working in specific global health areas or with specific vulnerable populations.

During the next five year period, GHP is well positioned to draw on the expertise and resources of one of the world's leading education and research institutions as we work to achieve our vision to address health inequities and improve global health through education, research, and partnerships.

Introduction

Universities can be a transforming force in global health

Global health has been defined as an area for study, research, and practice that places a priority on improving health and achieving equity in health for all people worldwide (Koplan et al. Lancet 2009). While several such definitions exist, in its broadest sense, global health is about making the world a healthier place. This goal is threatened by serious inequities in resources and access to healthcare. For example, people born in Canada or the US can expect to live into their eighties. But for people living in Swaziland, Zambia or Mozambique, life expectancy is half that long. The recent Ebola outbreak in West Africa clearly shows that even basic healthcare and public health measures are lacking in many developing countries. Even in emerging economies such as India, diseases like tuberculosis account for nearly 1000 deaths every day, and access to clean water and sanitation are far from universal. Worldwide, nearly 300,000 women die annually during and following pregnancy and childbirth.

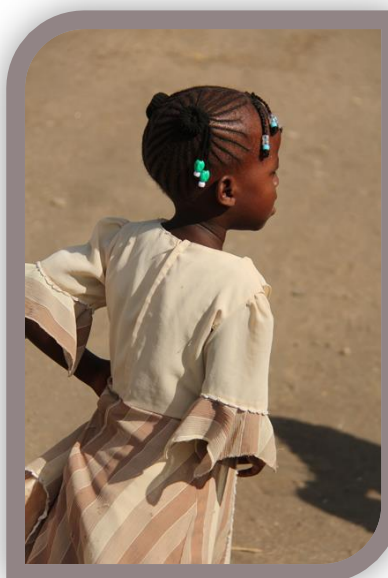


Photo Credit: Amelie Corriveau

While there are many global health challenges, there are also opportunities to make a difference. Today, students everywhere are genuinely interested in global health. They feel connected in many ways, and perceive themselves to be global citizens. This is a wonderful trend that must be nurtured. Nearly all major universities in North America have strong, vibrant global health programs to meet the growing demand from students, and to ensure that their faculty benefit from all the newly available sources of funding, and are able to access innovations that can address global health challenges. Universities are actively fostering the dissemination and implementation of evidence-based interventions, and facilitating effective partnerships with governments, foundations, and partner institutions in resource-limited settings.

According to the Consortium of Universities for Global Health (CUGH), there are over 130 academic universities worldwide that have active global health programs or centres. Universities are increasing their investments in global health, and creating dedicated institutes or schools devoted to this area (e.g. Duke Global Health Institute, UCSF Global Health Sciences, UNC Gillings School of Global Public Health, Center for Innovation in Global Health at Stanford, Center for Global Health Research at University of Toronto). Universities are also creating Master's degree programs in global health, and offering professional development programs in this area.

As one of Canada's premier universities, McGill deserves a strong global health program that will showcase our expertise, meaningfully contribute to addressing global health challenges, generate new resources, establish strong partnerships, and offer our students world-class exposure to global health.

History of Global Health Programs

McGill Global Health Programs was established within the Faculty of Medicine in 2005 on the solid foundation of international health work long present at McGill University. GHP's accomplishments in its early years included the first national survey of medical school global health programs, the development of consensus-based US/Canadian guidelines for medical school core competencies in global health and Canadian consensus guidelines on pre-departure training for medical students participating in international electives, and many other initiatives designed to support the training and education of students and the promotion of quality global health research.

GHP was established, and remains, an interdisciplinary hub coordinating and supporting the diverse McGill entities, primarily within the Faculty of Medicine, involved in quality global health research and education. In the last two years GHP has increased its presence on campus through a variety of activities. In 2013, a Global Health Task Force was established by the Dean, Faculty of Medicine and Vice-Principal, Health Affairs. The Task Force served as a key contributor to the Office of the Vice-Principal Research and International Relations 2013 *Strategic Research Plan* and completed an environmental scan of global health work at McGill in early 2013. In fall 2013, this group held a highly successful roundtable event with Dr. Haile Debas, University of California, San Francisco and hosted a Global Health Night for McGill students.

Global health was again brought to the forefront during the *Global is Local* conference, hosted at McGill, in spring 2014. This conference received the support and participation of the Principal as well as the Dean of the Faculty of Medicine. The renewed mandate and vision the last two years have helped bring the diverse global health researchers, educators, and practitioners at McGill together and elevate the level of discussion about global health at McGill. That foundational work, along with the appointment of Dr. Madhukar Pai as Director of GHP in August 2014, has enabled the crafting of this ambitious strategic plan covering the next five years.

Why do we need a program on global health at McGill?

As McGill Global Health Programs enters its second decade of existence, our aim is to become the most comprehensive and impactful global health program in Canada and among the best in the world.

Now, more than ever, students and staff alike are engaging in work to improve health across the globe. The McGill University's Strategic Research Plan (SRP; 2013 - 2017) identified *health research and improved delivery of care* as an Area of Research Excellence (www.mcgill.ca/research/about/srp) and included global health as one of its key areas (Box below). McGill faculty in the field of global health are world leaders in translating discoveries from basic research into clinical outcomes and better health care applications at the population level and they will continue to contribute this skill to university research objectives overall.



Support health research and improved delivery of care

Research and innovation as they relate to the understanding of health and disease as well as to the delivery of health care and social services in the 21st century will increasingly focus on the personalized needs of individuals across all stages of life. Building on a long history of outstanding contributions to health research, McGill is a world leader in translating discoveries from basic research into clinical outcomes and better health care applications and management...In response, we are developing new approaches to better understand and provide novel solutions, over the life course, to complex health problems...that afflict the aging population and rare and neglected diseases that affect vulnerable populations. Our multidisciplinary approach considers the intrinsic genetic determinants of human health while addressing how environmental and social factors influence individual and collective well-being. Key areas: Aging and Chronic Conditions and Diseases · Cancer · Genomics, Proteomics, and Epigenetics · **Global Health** · Health Management Health Services, Outcomes, and Translational Research · Infection, Immunity, and Inflammation · Personalized Medicine · Preventative, Primary, and Community Care

Excerpt from McGill University Strategic Research Plan 2013-2017, p. 9

In 2014, the Faculty of Medicine at McGill published its own Strategic Research Plan (SRP) (www.mcgill.ca/medicine/about/vision-mission/strategic-planning/new-strategic-research-plan). There are several areas where global health at McGill aligns with the priorities put forward in the SRP. First, the SRP of the Faculty of Medicine has identified “Infection and Inflammation” as a priority disease area and has highlighted our strengths in the areas of tuberculosis, HIV and chronic viral illnesses, tropical diseases and parasitology. All of these disease areas naturally fit with global health research (as described later). The SRP has also prioritized population health and health services. As such, efforts are underway to create a new Institute for Public Health and Population Research. This institute will encompass Global Health Programs as a key division. In addition, support for an umbrella group like GHP aligns with all of the implementation strategies of the Faculty of Medicine’s SRP: 1) strategic grouping, 2) knowledge translation, 3) enabling tools and platforms, and 4) building human capital.



Faculty of Medicine’s Strategic Research Plan Highlights, p. 8

The next section describes the impactful groups working in global health at McGill and the McGill University Health Centre (MUHC). Multiple other individual researchers (e.g. colleagues in business, engineering, arts, agriculture), not affiliated with a specific group or unit, are also working in global health. There is a dire need for an overarching organization to coordinate, unify, and plan strategically the work of these diverse groups and researchers. There is huge potential for synergy amongst current McGill groups working in specific global health areas or with specific vulnerable populations. This improved collaboration will lead to more impact in the areas of training, research, and partnerships.

A recent example of synergy leading to results is the collaboration of diverse McGill groups to offer the new, world class, McGill Summer Institute in Infectious Diseases and Global Health, launching in July, 2015. In the future, different groups could also work together to apply for large, program or training grants. In order for global health to mature at McGill, Global Health Programs needs to take a guiding hand in all global health related projects in the next five years and beyond.

Global Health Programs Strategic Plan 2015-2020

GHP, with input from its Executive Council, has undertaken this strategic planning effort in order to have the best plan of support for this work and to position GHP as the recognized and trusted unit overseeing all major global health initiatives at the Faculty of Medicine, and across the university.

Strategic Planning Process

Global Health Programs strategic planning process was led by GHP's Executive Council. The Executive Council is made up a diverse group of faculty working in different departments. The GHP office and Executive Council also incorporated feedback from student groups, management team, and administration.

EXECUTIVE COUNCIL MEMBERSHIP (for the period 2014 – 2017)

- Madhukar Pai, Director, McGill Global Health Program
- Greg Matlashewski, Professor, Department of Microbiology and Immunology
- Tobias Rees, Assistant Professor, Departments of Anthropology and Social Studies of Medicine
- Dan Deckelbaum, Assistant Professor, Divisions of Trauma and General Surgery at the McGill University Health Centre (MUHC)
- Theresa Gyorkos, Professor, Department of Epidemiology, Biostatistics & Occupational Health
- Matthew Hunt, Assistant Professor, School of Physical and Occupational Therapy
- Erwin Schurr, Professor, Department of Human Genetics & Department of Biochemistry; Centre for the Study of Host Resistance
- Tasha Ayinde, Associate Director, Administrative Excellence Centre
- Kristin Hendricks, Program Manager, Global Health Programs (ex-officio)

Vision

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Mission Statement

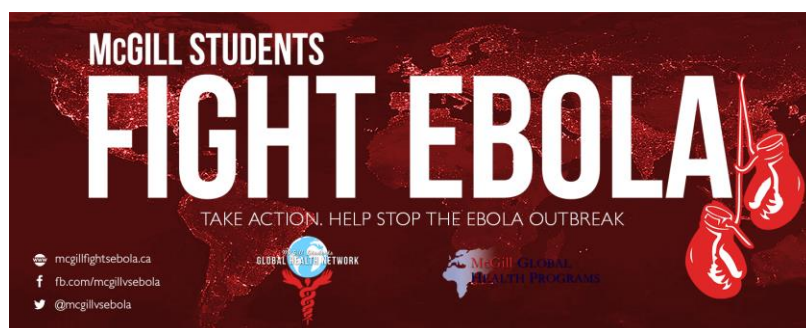
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Building on our strengths

I. Education and Training

GHP has a strong tradition of supporting students interested in traveling abroad and in 2014 alone distributed 14 travel awards totaling more than \$20,000. GHP has supported comprehensive pre-departure training for students going abroad and coursework in global health including the student-run Interprofessional Global Health Course. GHP strongly backs student-led projects and in 2014-2015 supported an impressive array of events from conferences on refugee health, to student-led journal clubs, to fundraisers for Ebola outbreak response (Image below). GHP has also supported training programs in low and middle income countries, including a workshop on tuberculosis in India and support for residency programs in Ethiopia and Haiti. Finally, GHP provides the opportunity for students to present their research at an annual Global Health Night. In 2014, we had 40 student posters and 175 attendees. As GHP looks toward the next five years we will be focusing on continuing our successful programs and building formal global health programs into the curriculum.



II. Research

McGill faculty are currently involved in at least 200 projects in 50+ countries that span the gamut of Schools, Departments, Institutes and Centres within and outside of the Faculty of Medicine. The development of trauma registries in low-resource settings by McGill surgeons, psychosocial aspects of coping with cancer in Canada and India, creation of public-private partnerships for tuberculosis in India, and drug discovery for neglected tropical diseases exemplify the diverse range of research McGill faculty are conducting in global health fields. Our goal over the next five years is to take advantage of the diversity and strength of individual global health researchers and global health related groups at McGill and enhance the opportunities for collaboration and potential impact. Our initial focus will be research groups and centres within the Faculty of Medicine. We then hope to expand our focus to engage with other faculties (e.g. management, engineering, and agriculture).

Current Global Health Teams at McGill

McGill AIDS Centre: About 35 million people (including 25 million in sub-Saharan Africa) are currently infected with HIV, and every year, another 2.3 million people become newly infected with HIV. Since its inception in 1990, the McGill AIDS Centre has strived to coordinate McGill-based research into HIV/AIDS at each of the basic science, clinical, epidemiological, and social science and behaviour levels. McGill scientists are considered second to none in Canada in regard to total research output and accomplishments. 3TC, a drug developed by BioChem Pharma Inc. and GlaxoWellcome Inc., was initially identified as having anti-viral activity at McGill AIDS Centre laboratories at the Jewish General Hospital. McGill scientists have also contributed important evidence in regard to the function of each of the reverse transcriptase, protease, and integrase enzymes, all of which are essential for HIV replication. McGill scientists were also among the first to identify the problem of HIV drug resistance, and have contributed compelling scientific information to this field. In the clinical domain, McGill-based scientists continue to participate in a large number of cutting-edge clinical and diagnostic trials that will provide enormous insight into our ability to rapidly diagnose HIV, control HIV infection and to prevent clinical deterioration in patients with HIV disease.



The McGill AIDS Centre

McGill International TB Centre: Despite the recognition of its cause in the 19th century and the development of a vaccine and effective antibiotics in the 20th century, TB continues to be the single most important bacterial pathogen of humans, responsible for about 9 million new cases and 1.5 million deaths per year. It is axiomatic that TB continues to occur due to a combination of bacterial attributes, host factors and environmental contributors, yet few groups possess the breadth of research expertise to account for each of these, in isolation, and together. The McGill International TB Centre is a world leader in the interdisciplinary study of TB. This Centre brings together over 20 investigators with expertise ranging from economics to mouse models, working both at an academic centre and with a number of collaborating groups around the world. The Centre includes researchers interested in biomedical, clinical, epidemiologic and social determinants of



TB. Their work aims to develop and evaluate new diagnostic tests, new vaccines and new treatment regimens for the control of TB and other mycobacterial diseases. TB Centre investigators have a wide range of collaboration, among themselves and with numerous groups outside of McGill, and Canada, for the study of TB and other mycobacterial diseases. The team has contributed to over 20 global policies on TB, and is highly productive (>160 publications/year, with over \$6 million held in grants during 2014).

The Program in Infectious Diseases and Immunity in Global Health (IDIGH) at the Research Institute of the McGill University Health Centre (RI-MUHC): The vision for the program in



Infectious Diseases and Immunity in Global Health (IDIGH) is to (i) act as catalyst for innovative research programs, to establish discovery pipelines in select diseases, and to enhance research competitiveness of program members; (ii) to train

the next generation of scientists in biomedical, clinical, and health outcomes research; and (iii) to make program members aware and facilitate the exploitation of the shift of research funding that health research will experience in the short- and mid-term. To do so, IDIGH will integrate the existing but fragmented strength in infectious diseases, immunology and global health at the RI-MUHC into work groups that will implement a strong translational focus.

J.D. MacLean Centre for Tropical Diseases at McGill University: Neglected tropical diseases are



a diverse group of infections caused by a variety of pathogens such as viruses, bacteria, protozoa and helminths. 17 neglected tropical diseases are prioritized by WHO, and they affect more than 1 billion people worldwide. The J.D. MacLean Centre for Tropical Diseases at McGill University is a world-renowned centre of

expertise, research, and training in Clinical Tropical Medicine, including neglected tropical diseases, and is the largest of its kind in North America. The Centre includes the Tropical Disease Clinic, the Pre-travel clinic, the Clinical Parasitology section of the Department of Microbiology, and the National Reference Centre for Parasitology. It brings together 11 physicians, 2 PhD scientists, 2 Travel-Health Nurses, and highly specialised technologists. Core activities include medical care for travelers, immigrants, and refugees, with particular expertise in imported and parasitic infections. The Centre also provides care for Canadians with locally acquired endoparasitic and ectoparasitic disease, or exposure to imported pathogens. The team provides comprehensive pre-travel health assessment and medical advice, and is part of the global GeoSentinel network for surveillance of imported infections. The Centre provides training for health care professionals at all levels, and delivers reference laboratory services in clinical parasitology. Investigators at the Centre are active in several areas, including clinical parasitology, parasite diagnostics, parasite epidemiology, vaccine immunology, as well as cold-climate parasitoses and circumpolar health.

McGill Institute of Parasitology: Parasitic diseases, especially malaria, are a major cause of the



global burden of disease. In 2013, there were about 198 million malaria cases and an

estimated 584,000 malaria deaths. The Institute of Parasitology is one of the oldest recognized centres of interdisciplinary research in Canada. The Institute focuses on parasitic organisms, the relationship with their host and the means to limit the impact of parasitic disease on health and wellbeing. The Institute of Parasitology is part of the Quebec Centre for Host Parasite Interaction (CHPI), funded by the FQRNT regroupement strategique program and is one of the longest standing research centres of its type, beginning in 1973. The CHPI supports the interaction of more than 30 research labs throughout Quebec that focus on parasite research. The Institute maintains a close working relationship with the J.D. MacLean Centre for Tropical Diseases, the McGill Centre for the Study of Host Resistance, and the Faculties of Agricultural and Environmental Sciences, Medicine, and Science of McGill University. The Institute hosts an active Graduate Research program with students from Canada and around the world at the MSc and PhD level.

McGill Complex Traits Group: Members of the Complex Traits Program at the Bellini Life

Complex Traits Group

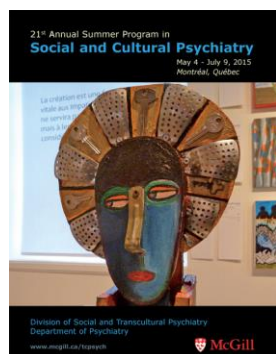


Sciences Building currently focus their research activity on several aspects of host: pathogen interactions, including early sensing of pathogens, inflammatory response, as well as innate and acquired immunity against bacterial, viral and parasitic infections. The current effort targets not only the host genes, proteins and response pathways

involved, but also the microbial pathogenicity determinants that trigger such responses. The effect of these cellular and biochemical responses on the regulation of other important events, such as cell division, cell death and neoplastic transformation is also being investigated by members of the Group. The basic science insights discovered by this group are vital for development of next generation of vaccines, drugs, biomarkers, and diagnostics, and tools for research (e.g. mouse models, molecular and genetic risk factors).

McGill Global Environmental Health Group: Environmental risks such as unsafe water, sanitation and hygiene and indoor smoke from solid fuels cause around 2 million children deaths per year. The McGill Global Environmental Health group consists of like-minded faculty and trainees who embark upon research, training, and outreach activities focused on grand challenges in global health, particularly those in low- and middle-income (LMIC) countries, that are related to environmental exposures. The group consists of multi-disciplinary experts with skills in environmental epidemiology, biostatistics, exposure assessment, occupational health, and risk assessment. Members of the group are actively researching the world's most pressing environmental health challenges, including for example, pesticide use and child development in South Africa, household air pollution and cardiovascular diseases in China, a myriad of hazards within the informal sector, environmental justice amongst susceptible groups, and water quality and food safety. In partnerships with scientists from dozens of institutions worldwide, team members are establishing networks across LMICs to strengthen global capacity in terms of collaborative research, training and curriculum development, and addressing local and regional public health needs. Accelerated activities in this area are warranted given that environmental risk factors are estimated to contribute to 24% of the global burden of disease, and to 23% of deaths globally.

Global Mental Health at the Division of Social and Transcultural Psychiatry: Mental health



disorders such as depression are among the 20 leading causes of disability worldwide. Depression affects around 300 million people worldwide. Fewer than half of those people affected have access to adequate treatment. The Division of Social and Transcultural Psychiatry is a network of scholars and clinicians within the Department of Psychiatry, Faculty of Medicine, McGill University, devoted to promoting research, training and consultation in social and cultural psychiatry. The main research centres in the Division of Social and Transcultural Psychiatry are:

-Culture and Mental Health Research Unit at Jewish General Hospital:

This research unit conducts research on the mental health of Indigenous peoples, mental health services for immigrants and refugees, cultural determinants of health behaviours, psychiatry in medicine, and the anthropology of psychiatry.

-Immigrant and Refugee Children's Mental Health Research Unit: This unit conducts research on risk and protective factors, family separation and reunification, migratory myths of young refugees, and evaluation of school programs for refugee children and adolescents.

-Global Mental Health: The mission of this group is aimed at fostering research, capacity building and knowledge transfer in the field of global mental health, with the ultimate objective of maximizing the global mental health research capacity for innovation in low- and middle-income countries and contribute to effective knowledge transfer in global mental health at local, regional, and global levels.

Centre for Indigenous People's Nutrition and Environment (CINE): CINE was created in



response to a need expressed by Aboriginal Peoples for participatory research and education to address their concerns about the integrity of their traditional food systems. Deterioration in the environment has adverse impacts on the health and lifestyles of Indigenous Peoples, in particular, nutrition as affected by food and food traditions.

Institute for Global Food Security: Childhood underweight is the leading risk factor for burden



of disease and is responsible for over 2 million children dying per year, mainly in low-income countries. The goal of the Institute, part of the Faculty of Agricultural and Environmental Sciences, is to become a magnet that attracts researchers, professionals, and students from all over the world, who are interested and

passionate about working (and fighting) for a world free of hunger. The goal is for collaboration among colleagues in a wide range of disciplines, to launch novel ideas and initiatives. At McGill University the Global Food Security Institute counts on colleagues with a wide range of expertise, which allows them to work on fostering interdisciplinary research on food security at a local, national and international level. As part of its vision, the Institute is also supportive of initiatives and programs that allow students at the graduate and at the undergraduate level to get trained in all food security aspects. The Institute's collaboration with governmental and

non-governmental agencies throughout the world aims to assist policy makers and practitioners with the knowledge gained by colleagues and students in academia.

International Research Infrastructure on Social



Infrastructure de
Recherche sur les
Inégalités
Sociales de santé

International
Research
Infrastructure on
Social inequalities in health

Inequalities in Health

(IRIS): IRIS is a laboratory infrastructure recently

created and funded by the Canada Foundation for Innovation and dedicated to the comparative study of health inequalities. Its main goal is to assess the contribution of social policies to the development of social inequalities in health over the life course. This research laboratory provides a physical location for collaborative work among researchers, research assistants, and student trainees and offers its members access to the latest computing and network technology, training, and multiple international and longitudinal databases.

Institute for the Study of International Development



ISID
INSTITUTE FOR THE STUDY
OF INTERNATIONAL DEVELOPMENT
INSTITUT D'ÉTUDE DU
DÉVELOPPEMENT INTERNATIONAL

(ISID): McGill University's Board of Governors formally created the Institute for the Study of

International Development in December 2008, and it has already become a leader in cutting-edge research and teaching related to international development. ISID's raison d'être stems from its strengths in the social sciences and humanities. This allows the ISID to provide a unique reality check often lacking in policy discussions regarding some of the most fundamental challenges of today, including food security, health and climate change, to name but a few.

Institute for Health and Social Policy (IHSP):



Institute for Health and Social Policy

The Institute supports world-class research on how social conditions impact population health and welfare. In particular it aims to translate research findings in the area of social inequalities and

health outcome into concrete provincial, national and global policies. Through the generosity of donors, the Institute also administers two programs:

2014 Grand Challenges Canada Funding



Dr. Dan Deckelbaum (Centre for Global Surgery) received funding for his electronic app to assist health care practitioners in low-income areas of Mozambique to following injury patterns and trends.



Dr. Madeline Buck (Nursing for Highland Hope) received funding for a HIV Peer education program in Tanzania.



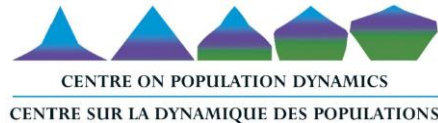
Dr. Scott Bohle (Centre for Host Parasite Interactions) was awarded funding for testing of a new non-invasive diagnostic tool for onchocerciasis called Onchoflash.

ASPIRE The Aspire

teams' winning proposal, "Developing Novel Edible-Insect Farming Technologies to Address Food Insecurity" seeks to teach farmers to rear edible insects year-round through the use of insect farming technology in Ghana and Mexico.

the McBurney Latin America Program, which focuses on training in Latin America; and the Healthier Societies Initiative, which examines the Organisation for Economic Co-operation and Development (OECD) best practices in health policy and services.

Centre on Population Dynamics: Established in May 2012, the Centre on Population Dynamics'



(CPD) principal aim is to facilitate ground-breaking research on topics relating to health, work, family, aging, and migration that are central to the lives of individuals and vital to the prosperity of societies. To examine these complex

issues from multiple perspectives, they have brought together the talents of some of McGill's premier researchers in sociology, economics, geography, and epidemiology. The 29 affiliated faculty members hold numerous prestigious awards including membership in the Royal Society of Canada and Canada Research Chairs. By creating an intellectual community which promotes the lively exchange of ideas and innovations from different disciplines, CPD will not only foster original collaborative research projects among faculty, but it will also develop rare training opportunities where students are directly mentored by multidisciplinary teams of advisors.

The School of Physical and Occupational Therapy (SPOT) Researchers at the School of Physical



and Occupational Therapy (SPOT) are conducting innovative global health rehabilitation research.

Research projects span a wide range of topics and methodologies. They include investigations of

community-based stroke assessment and technology-

based rehabilitation interventions, needs of persons with disabilities following natural disasters, and health and economic governance in the area of tobacco control. SPOT global health research is carried out across the globe, including in Canada, India, Haiti, Burkina Faso, Brazil, Philippines, Kenya, Malawi and Zambia. These research projects have received competitive funding from Canadian Institutes of Health Research, National Institutes of Health, Bloomberg Initiative to Reduce Tobacco Use and Grand Challenges Canada. Faculty members are also providing consulting services to UNICEF in a project that will estimate the extent and range of childhood disability in low- and middle-income countries. SPOT students also contribute to global health rehabilitation research; for example, students in the professional Master's program have undertaken research on musculoskeletal injuries in porters at Mt Kilimanjaro, outcomes of rehabilitation training programs in Haiti, and rehabilitation services in Northern Quebec (in partnership with James Bay Cree communities).

Global Health Research and Training at the Department of Family Medicine: The Department



Department of
Family Medicine

Département de
médecine de famille

of Family Medicine is involved in collaborative global health projects both locally and abroad. Much of

the Department's research is focused on strengthening primary care, among immigrants and aboriginal populations in Canada, and in low income countries. Current projects include participatory research and capacity building in Ecuador, mental health care in Belize, a social determinants research project called CLEAR, and family medicine clinical opportunities in

Tanzania, China, Lithuania, Israel, Peru, Nepal, and Haiti. The Department of Family Medicine is also home to the Participatory Research at McGill (PRAM) Centre whose mission is to further scholarship and promote the knowledge, expertise and training for participatory research and community engagement in health care. Additionally, the Department also houses the Humanitarian Studies Initiative and participates in the Anisnabe Kekendazone Network Environment for Aboriginal Health Research (AK-NEAHR), both described in the next section.

III Strategic partnerships:

Faculty at McGill have long-standing relationships with groups around the world (e.g. School of Public Health at Addis Ababa University(AAU)), but especially in India, Peru, Ethiopia, South Africa, and Haiti. A few of these projects are described below. These relationships have allowed for in-depth research, capacity building projects and exchange of students over the years. In addition, GHP faculty members are actively involved in coalitions such as Canadian Coalition for Global Health Research (CCGHR), Consortium of Universities for Global Health (CUGH), and Global Health Axe of the Quebec Population Health Research Network. As we look toward the future our goal is to strengthen existing connections and develop new partnerships that will mutually benefit low-resource partners and McGill University.

Training program in Infectious Diseases in Ethiopia – a collaboration between McGill University and Addis Ababa University Ethiopia, now the 2nd most populated country in Africa, boasts an impressive economic growth, but still has one of the lowest Human Development Index scores (173/187) and life expectancies in the world. A shortage of medical professionals (only 2,152 medical doctors) has critical consequences not only on delivery of care to the population, but also severely limits the capacity to train additional health professionals. With support from the Ministry of Health and the Ministry of Education, Addis Ababa University developed partnerships with international institutions in an attempt to address this gap and expand training capacity. The joint AAU/McGill Infectious Diseases subspecialty Training Program is one such partnership. This program is designed to address the tremendous need for high quality faculty in Infectious Diseases (ID) in Ethiopian medical schools and hospitals, and is based at the largest tertiary care and training centre in the country (Tikur Anbessa Hospital).

Activities of McGill faculty to date:

- Development of an ID specialty training curriculum
- Teaching on site by 8 McGill faculty members (total about 60 weeks since 2009)
- Teaching of Ethiopian fellows at McGill (2010 and 2012)
- Development of ID certification examinations (in 2011 and in 2013)



Department of Medicine's Global Health Initiative in Haiti The goal of this initiative is to continue the implementation of a partnership between Department of Medicine and two hospitals in Haiti. The McGill team is working with Partners in Health and Zanmi Lasante (PIH/ZL) in their efforts to rebuild Haiti's health care system. The goal is also to provide a model of health care delivery and medical education. The initiative supports staff members of the Department of Medicine to go on one-month rotations, supervising three senior Internal Medicine residents from McGill. Cost of travel and lodging is reimbursed via the Department of Medicine. During the rotation, staff members and residents provide clinical service, educational and technical assistance, capacity building, bedside teaching, and case discussions.

Partnerships in tuberculosis worldwide Members of the McGill International TB Centre have long-standing partnerships with international agencies such as Stop TB Partnership, World Health Organization, Bill and Melinda Gates Foundation, UNITAID, and Clinton Foundation. For example, center members have contributed to a large number of policies and standards, including International Standards for TB Care, Canadian TB Standards, and WHO policies on TB diagnosis and treatment.

In addition, the TB Center has conducted a series of advanced courses over the past 5 years, in Montreal (2012), Cape Town, South Africa (2014) and Chennai, India (2014) (photos right).



The School of Physical and Occupational Therapy (SPOT) is actively engaged in initiatives to



build capacity at the intersection of global health, rehabilitation and disability. Since 2012, SPOT faculty and clinicians from McGill-affiliated hospitals have supported the training and continuing education of rehabilitation providers in Haiti. In partnership with a

non-governmental organization, Handicap International, SPOT faculty have provided teaching to students in a rehabilitation technician training program, offered pedagogical and curricular support to local instructors, and led continuing education workshops. Members of SPOT have also contributed to capacity building projects and train-the trainer initiatives in countries

including China, South Africa, India, Poland and others through partnerships with international associations and local sponsors. Students at SPOT have the opportunity to participate in learning activities related to global health, such as the Interprofessional Global Health Course. Many SPOT students in the professional programs also conduct fieldwork placements in low- or middle-income countries (often through partnerships with agencies such as Handi-Care International), or with new immigrants or underserved communities locally.

Global Health Nursing and McGill Nursing for Highlands Hope: McGill Nurses for Highlands



Hope was established in 2006 to provide education and practice opportunities between McGill University's School of Nursing and Highlands Hope Umbrella, a nongovernment organization that brings together community, professional, and volunteer networks to address the challenge of HIV/AIDS and related social problems in the Njombe region of the Southern Highlands of Tanzania. The Ingram School of Nursing also offers other global health opportunities, including a MSc Nursing program with a global health focus, and supports the McGill Nurses for Global Health student society.

Centre for Global Surgery: Injuries cost the global population some 300 million years of



healthy life every year, causing 11% of disability-adjusted life years (DALYs) worldwide. The divisions of trauma and general surgery at the McGill University Health Centre have recognized the impact of injury and acute surgical disease, and have been committed to addressing this major problem. The Centre's ultimate goal is to reduce injury and acute surgical disease-related morbidity and mortality in low- and middle- income countries through local capacity building involving a multidisciplinary approach. Specifically, they are currently involved in education programs, research programs, on-site clinical work, exchange programs, and trauma system development in several East African nations and most recently in Haiti. These programs have been implemented through the development of strong local alliances with universities, hospitals, and governments, in the respective nations, setting the foundation for long-lasting partnerships with a common vision.

McGill Department of Pediatrics' Global Child Health Program: Around 6.6 million children



under the age of 5 die each year, and most of these deaths are preventable. In 2014, the Global Child Health Program was established within the McGill Department of Pediatrics and is coordinated by a multi-disciplinary committee wishing to broaden the Montreal Children's Hospital's (MCH) involvement in global health activities. This program builds on the long –standing engagement and expertise in global health of members of the MCH and the Department of Pediatrics. It aims to contribute sustainably to the health and well-being of children in resource-limited settings by establishing mutually beneficial, lasting partnerships with pediatric centres in low-income countries. These collaborations allow multidisciplinary staff at the hospital to capitalize on their expertise by engaging in meaningful medical education and innovative research with local health care professionals in these partner centres. The program adheres to the principles of sustainability and capacity-building by working collaboratively with local health care professionals to meet the medical education and research needs that they self-identify. Lessons

learned from these collaborations will also help to improve the care received by the large multicultural population served by our department, as well as vulnerable children living in our community. The program has ongoing partnerships with the Hôpital Saint-Michel in Jacmel, Haiti and with the Centre hospitalier universitaire de Kigali, Rwanda. In addition, to these partnerships, the program also provides global child health teaching to pediatric residents and other health care professionals in the McGill University Health Centre network and the Centre Hospitalier de l'Université de Montréal.

Humanitarian Studies Initiative: The McGill Humanitarian Studies Initiative (HSI) offers



McGill Humanitarian Studies Initiative

innovative and multi-disciplinary humanitarian training programs that advance and improve the quality of humanitarian work and practice to improve the lives of people most affected by war and disaster around the world.

Based on the Consortium of British Humanitarian Agencies Core Competencies framework, the training program offers evidence-based training on the globally recognized core humanitarian competencies that are essential for anyone involved in disaster response and/or humanitarian assistance. HSI program faculty are leading authorities in the evolving field of humanitarian studies, each bringing specialized areas of expertise from world renowned institutions such as McGill, Harvard, Tufts and MIT. This program is also instructed by the leadership of international organizations, such as the United Nations, and international and national Non-Governmental Organizations (NGOs) working in humanitarian crisis, like Action contre la Faim, the Canadian Red-Cross, and Oxfam.

Anisnabe Kekendazone Network Environment for Aboriginal Health Research (AK-NEAHR):



Anisnabe Kekendazone
Network Environment for Aboriginal Health Research

The Anisnabe Kekendazone (original knowledge) Network Environment for Aboriginal Health Research (AK-NEAHR), aims to build capacity for health research and planning in Aboriginal

communities across Canada. McGill is one of many university and aboriginal partners. AK-NEAHR supports Aboriginal health researchers through fellowships and seed grants at masters, doctoral and post-doctoral levels, and by encouraging strong community leadership and participation in all research initiatives. The network features research linking modern science and Aboriginal knowledge, with a focus on community-based resilience and primary prevention of HIV/AIDS, gender and domestic violence, and diabetes and related conditions.

This program places a strong emphasis on cultural safety, community leadership, and capacity building for research and planning. Knowledge translation and exchange with communities, policy makers and health services is a key component of all AK-funded projects.

PROPOSED PROGRAM FOR EDUCATION, RESEARCH AND PARTNERSHIPS

Goal 1:

Offer high-quality education and training in global health, and enhance capacity in resource-limited settings

Initiatives 1.1-1.3: Provide opportunities to McGill students to engage in global health

Student travel awards have been offered since 1998. Currently, there are four travel awards and one excellence award for undergraduate medicine, and one travel award program available to any undergraduate or graduate student and any post-graduate medical resident. Our ability to offer more travel awards has greatly expanded in 2015 with the addition of *The Global Health Programs-PGME Travel Awards* and *The Global Women's Health Travel Awards*, both for residents, and the *Ambassador Paul Frazer Travel Award* program, for public health students. In addition, Global Health Programs received a generous donation to create the new *Steinberg Global Health Postdoctoral Fellowship* program in 2015 that will help shape future leaders in global health research. Unlike fellowships in a certain department, *Steinberg Global Health Fellows*, will be a cohort of diverse individuals at the postdoctoral level, who can benefit from and contribute to the inter-disciplinary nature of global health work. Global Health Programs will also build on our support of pre-departure training to help strengthen the process for allied-health students and start a new post-experience debriefing session.

<i>Programmatic Initiatives</i>	<i>Strategies</i>
1.1 Travel and excellence awards for medical and allied health students, residents and fellows	<p>1.1.1 Offer Undergraduate, Graduate Students & Post-Graduate Medical Residents Travel Awards</p> <ul style="list-style-type: none"> -Medical Class of '84 Student Bursary: 1 award, spring & fall, \$1000 -Medical Class of '65 Student Bursary: 1 award, spring & fall, \$1000 -Ashworth Student Travel Award: 1 award, spring & fall, \$2000 -Osler Medical Aid Foundation Award: 2 awards, spring & fall, \$1000 -Mary A. Metcalf Travel Award: 2 awards, fall, \$2000 -Ambassador Paul Frazer Travel Award: 2 awards, spring \$5,000 -GHP-PGME Travel Award (for residents): 5 awards, spring, \$2000 -Paul Frazer Travel Award (for MSc Public Health): 1 award, spring, \$1,500 <p>1.1.2 Support establishment of new travel awards in other departments (e.g. Nursing, Physical Therapy, Obstetrics and Gynecology) by providing matching funding.</p> <ul style="list-style-type: none"> -Global Women's Health Travel Award (for OB-GYN residents and fellows): spring, \$amount varies <p>1.1.3 Offer Excellence in Global Health Project Award</p> <ul style="list-style-type: none"> -Dr. Yuk Chan Ma and Dr. Yuen Kok Chan Prize in Multicultural and

1.2 Fellowships in global health for graduate students and postdoctoral fellows	<p>International Medicine: 2 awards, fall, \$1,000</p> <p>1.1.4 Conduct evaluation of impact of travel awards program.</p> <p>1.2.1 Establish a Global Health Fellowship program for graduate students and post-doctoral fellows. -Award 1-2year <i>Steinberg Global Health Postdoctoral Fellowships</i> for a cohort of 2-3 fellows per year</p> <p>1.3 International electives for allied health students, fellows, and residents</p> <p>1.3.1 Assess the needs of allied health students seeking international placement.</p> <p>1.3.2 Strengthen pre-departure training for undergraduate and graduate allied health-students who will complete an experience in a low-resource setting and establish a new post-experience debriefing opportunity.</p> <p>1.3.3 Work to develop mentorship program with both McGill faculty and McGill alumni working in the field of GH. -Mentors would serve as guides in field placement or research interests. Examples include, mentored research project options will be made available for undergraduate medical students, as part of their new curriculum which requires research exposure (Research Fundamentals I) and MSc PT/OT research placements opportunities in Haiti, Tanzania, and James Bay.</p> <p>1.3.4 Conduct student panels several times a year where students can talk specifically about opportunities for international placements.</p>
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Initiatives 1.4-1.7: Expand access to GH coursework and training

McGill has a breadth of courses being offered by a wide variety of centres and departments that relate to the field of global health. Our focus over the next five years will be to create synergy between courses and offer a recognized global health concentration to McGill students. In addition, specialized coursework will be highlighted for a global audience in the new Summer Institute. In previous years courses were offered separately by the McGill International TB Centre and J.D. MacLean Centre for Tropical Diseases, but the launch of the Summer Institute provides a platform for building a large and world renowned program on global health. A hallmark of this program is

McGill Summer Institute in Infectious Diseases & Global Health



- Launching in the summer of 2015, with internationally renowned faculty, diverse participant groups, and fellowships for low-income country researchers.
- 2015 Courses: TB research methods; Advanced TB Diagnostics and Global Health Diagnostics
- Additional 2016 Courses: Tropical Medicine; Molecular and genetic epidemiology of infectious diseases

that it has a strong base of support from industry that provides funding for travel for participants from low-resource settings.

In 2014, 13 people attended the Summer Institute using travel awards and in 2015 we expect that number to increase to more than 50, as a result of the support of donors and sponsors. In addition to specialty courses like the Summer Institute, students at McGill are clamoring for more exposure to global health. Students, with faculty support, who were concerned about the lack of Global Health coursework at McGill created the non-credit Interprofessional Global Health Course in 2007. GHP will continue to support this program and to further answer the request from students interested in global health there is already approval for Dr. Pai to teach “Fundamentals in Global Health”, a 3 credit 500-level course starting in Fall 2015 in the Department of Epidemiology and Biostatistics. As we look to the next five years, GHP will pursue the creation of three opportunities for students to obtain recognition of study in global health:

- 1) a Global Health Certificate for undergraduate allied health students,
 - 2) an online course on global health offered to students and the general public, and
 - 3) the creation of a Global Health option for graduate students across multiple departments.
- GHP will also support other McGill global health centres providing online coursework and will form a Global Health Educational Council to oversee the global health course offerings at McGill.

<i>Programmatic Initiatives</i>	<i>Strategies</i>
1.4 McGill Summer Institute in Infectious Diseases and Global Health	<p>1.4.1 Launch first annual McGill Summer Institute in July 2015 -Three courses offered in 2015. Offerings will be expanded in subsequent years (see above Box). -\$200,000 has been generated from sponsors (Roche, Alere, Cepheid, BD, USAID, and Capital for Good) as travel money for participants from low-resource settings.</p>
1.5 Certificate program in global health for healthcare trainees (medicine, nursing, OT/PT, dentistry)	<p>1.5.1 Offer Global Health Certificate for allied health students administered by the Global Health Programs office. -Requirements for non-credit certificate would include Interprofessional Global Health Course, completion of a clinical elective and research project related to global health, and participation in pre-departure training.</p> <p>1.5.2 Investigate the creation an online program for the general public and students -Partnership with Office of Continuing Studies to offer Global Health Online Certificate for junior and mid-level working professionals and McGill students in non-allied health degree programs (example from John Hopkins)</p>
1.6 Graduate Option (concentration) in global health	<p>1.6.1 Investigate beginning a Master’s level Global Health Concentration available to students from a variety of departments -The Department of Epidemiology, Biostatistics and Occupational Health</p>

<p>1.7 Increase the number of global health faculty at McGill.</p>	<p>(MScPH) would offer a GH option that would be three 3-credit courses and a global health focused research project approved by the GH committee.</p> <p>1.7.1 Hire faculty with specific expertise in global health</p> <ul style="list-style-type: none"> -Hire faculty with Global Health expertise with joint appointments, but with a base at GHP and the Institute for Population and Public Health -Global Health faculty will be a resource for courses and research mentorship
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Initiatives 1.8: Offer opportunities for McGill community to learn from larger GH community

GHP has always provided excellent opportunities to learn about a variety of global health topics to the McGill Campus. In 2014, distinguished researchers presented their latest findings as part of the Global Health Seminar Series, Global Health Night, Global is Local Conference, and special workshops (e.g. public health impact evaluation, operational research). In addition, students were supported in their efforts to learn from each other about global health issues both through student organized events and Global Health Night presentations. Moving forward GHP will strategically expand its seminar offerings to include seminars targeting both students and researchers.



Global Health Night 2014

(Left to right) Dean David Eidelman, VP Health Affairs, Keynote speaker Dr. Christy L. Hanson, Dean of the Institute for Global Citizenship, Macalester College, Dr. Alice Chan-Yip, donor of the Chan Prize, and Dr. Madhu Pai, Director of Global Health Programs.

Global is Local 2014

This event served as an opportunity for the plethora of University researchers, academics, clinicians and students involved in Global Health activities to discuss, network and highlight their respective programs and projects. We focused on the existing talent within our multi-disciplinary community, with emphasis on forging partnerships.

GLOBAL IS ALSO LOCAL

"Global health concerns us all," said Suzanne Fortier, BSc'72, PhD'76, McGill's Principal and Vice-Chancellor, opening the first Global is Local conference, held at the McGill University Faculty Club in May 2014. "It is not someone else's problem. It is a problem of the whole world. SARS took the airplane to come to Canada; viruses cross borders now."

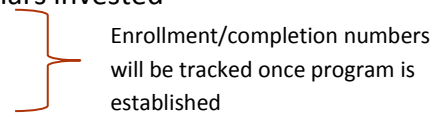
"We can increase the health access in our country and the world... by working together."
- Principal Fortier



<i>Programmatic Initiatives</i>	<i>Strategies</i>
1.8 Short courses (e.g. interprofessional course in GH), webinars, MOOCs, seminars and other educational events	<p>1.8.1 Support the Interprofessional Global Health course -GHP will provide administrative, financial, and faculty support to continue this noncredit class offered each winter semester. Expected enrollment is 80 per course. This course is open to all students in the health professions.</p> <p>1.8.2 Continue Global Health Night -Annual event in November that highlights work of students and provides them the opportunity to shares their global health work via a judged poster session.</p> <p>1.8.3 Support events by student groups working in global health -Provide administration and financial support to subject matter events (e.g. refugee health) put on by student groups.</p> <p>1.8.4 Hold Global Health Seminar Series -Once per month with topics that may include:</p> <p>Researcher focused:</p> <ul style="list-style-type: none"> -Distinguished researchers in global health -Issues related to GH policy setting -Resources for researchers (i.e. funding opportunities in global health) <p>Student focused:</p> <ul style="list-style-type: none"> -Getting a job in global health -Pursing a research career in global health -Ethics and student participation in international electives

Metrics of Success for Goal 1

Process Measures

- Number of travel awards offered annually, and total amount of dollars invested
 - Establishment of Global Health Certificate
 - Establishment of online course for global health
 - Establishment of Master's Option for Global Health Concentration
 - Enrollment/completion numbers for Interprofessional Global Health Course
 - Enrollment/completion numbers for "Fundamentals in Global Health" (EBOH Course)
 - Number of seminars offered and attendance by staff and students
 - Amount of support given for student events related to global health
- 
- Enrollment/completion numbers will be tracked once program is established

Outcome Measures

- Number of students and locations of field electives
- Number of McGill students who go on to work and/or do research in low-resource settings
- Number of McGill undergraduates who go on to obtain advanced degrees in the field of GH (e.g. they win a Global Health fellowship or get a PhD in Global Health)
- Number of McGill students who volunteer on GH related projects (e.g. Doctors without Borders, Red Cross) after graduation

Goal 2:

Support innovative, interdisciplinary, collaborative, and policy-relevant global health research.

The introduction of this document describes the many centres and groups working on global health at McGill. McGill has both breadth and depth in global health research already taking place. Current strengths informed the development of our research priorities, which also align with the United Nation's Millennium Development Goals, the new Sustainable Development Goals, and the extensive Global Burden of Disease (GBD) projections. Table 1 provides the rationale for our prioritization process, although further analytics and stakeholder consultations are expected during 2015.



Dean David Eidelman, Dr. Dan Deckelbaum, Dr. Haile Debas, and Dr. Rose Goldstein (left to right)

Research priority areas identified for the next 5 year phase include:

- Infectious diseases (specifically, HIV, TB, and neglected tropical and parasitic diseases)
- Non-communicable diseases (specifically, diabetes, obesity, cardiovascular diseases and cancer)
- Global environmental health
- Global mental health
- Global surgery, trauma care and injuries
- Global health nursing
- Global health nutrition
- Health inequalities and global health policy
- Capacity building and primary care strengthening in resource limited settings

Special populations of interest includes:

- Aboriginal health
- Immigrant and refugee health
- Maternal, newborn, and child health

The goal of GHP's research area is to be the hub for interprofessional collaboration around global health at McGill. As we continue in the next five years, we will strengthen the connections between individual McGill researchers and groups. We will raise funds for and support groups at McGill who are organizing themselves into strong interest-focus groups under the global health umbrella. In order to be part of the GHP research umbrella we are looking for groups to be well organized with a clear mission and evidence that they are working together (i.e. critical mass of faculty members, regular meetings, strong online presence, group poster and brochure).

Table 1: Rationale for selection of priority areas and populations of interest*

Research priority area or population	Existing research capacity: based on groups/centres at McGill working in this area	Potential impact: fit with MDGs& SDGs, and expected importance in terms of GBD projections**	Likelihood of attracting funding and investments	Ability to attract faculty and highly qualified personnel and students
Infectious diseases (HIV, TB, and neglected tropical and parasitic diseases)	Strong	High	Moderate	High
Non-communicable diseases (diabetes, obesity, cardiovascular diseases and cancer)	Moderate	High	Very high	High
Global environmental health	Moderate	High	Moderate	Moderate
Global mental health	Strong	Moderate	High	High
Global surgery, trauma care, and injuries	Moderate	High	Moderate	Moderate
Global health nursing	Moderate	Moderate	Moderate	High
Global health nutrition	Moderate	High	Moderate	High
Health inequalities and global health policy	Strong	High	Moderate	High
Capacity building and primary care strengthening	Strong	High	High	Moderate
Aboriginal health	Moderate	High (in Canada)	Very high (in Canada)	Moderate
Immigrant and refugee health	Moderate	Moderate (in Canada)	Moderate (in Canada)	Moderate
Maternal, newborn, and child health	Moderate	High	Very high	High

*Rankings for Table 1 are a work in progress and additional input will be sought from all key stakeholders as we progress.

**Millennium Development Goals (MDGs): <http://www.un.org/millenniumgoals/>

Global Burden of Disease (GBD): <http://www.healthdata.org/gbd>

Sustainable Development Goals (SDG):

<https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals>

<i>Programmatic Initiatives</i>	<i>Strategies</i>
<p>2.1 Support global health researcher teams and centres at McGill.</p>	<p>2.1.1 Designate a faculty leader (or working group) for each research priority area</p> <p>2.1.2 Support seed grants for research projects in priority areas -Award \$50,000 1-year seed grants for McGill teams engaged in global health research. Award 2/ year.</p> <p>2.1.3 Offer research awards and prizes to engage junior faculty in global health -Award \$10,000 Excellence In Global Health Research to Assistant Professors at McGill. Award 1-2/year.</p> <p>2.1.4 Provide funding for thematic conferences and events -Support research partners at McGill with funding for events (within the funding priorities).</p> <p>2.1.5 Provide research grant support services through GHP office -Coordination of ad hoc groups for pursuit of externally-funded research projects, especially team grants for training or research -Take advantage of knowledge of successful researchers at McGill who have obtained funding from large granting agencies by organizing a forum for them to share ideas with current and future principal investigators. -Support in the area of biostatistics, pre-submission peer reviews, and grants administration and management.</p> <p>2.1.6. Showcase innovative research teams to potential donors and support fund-raising efforts by University Advancement office (DAR)</p>
<p>2.2 Increase the number of global health faculty at McGill. (also goal 1.7)</p>	<p>2.2.1 Hire faculty with specific expertise in global health -Hire faculty with Global Health expertise with joint appointments, but with a base at GHP and the Institute for Population and Public Health -Global Health faculty will be a resource for courses and research mentorship</p>
<p>2.3 Directly impact real world global health issues through innovative research projects.</p>	<p>2.3.1 Develop projects based in research that directly impact people on the front lines of global health care. -Continue to fund travel for individuals from low-resource settings to attend the Summer Institute -Facilitate collaboration with innovative programs across campus that have products in the field under development or evaluation</p>

Metrics of Success for Goal 2

Process Measures

- Amount of seed grant money distributed
- Number of faculty awards given
- Number of thematic conferences funded
- Number of faculty hired jointly with academic units
- Number of potential donors contacted for gifts for any of the global health teams/centres

Outcome Measures

- Number of researchers able to leverage seed grant money for larger, extramural grant funding, and total value of such leveraged grants
- Number of global health groups at McGill who are organized and meet criteria to apply for funding from GHP
- Amount of donor/philanthropic funds raised under the umbrella of GHP
- Number of publications generated by McGill faculty under the umbrella of GHP
- Number of McGill products that are global health focused and could reach the commercialization stage (e.g. HIV Smart phone app for HIV self-testing; trauma registry by Center for Global Surgery; diagnostic for visceral leishmaniasis)

Goal 3: Build strategic international partnerships.

In the past five years students at McGill have completed electives on six continents. They have sought out opportunities worldwide through established relationships that they have identified themselves through their professors, mentors or their peers.



Photo Credit: Vanessa Lavergne

International Partnerships

Though McGill has many bilateral relationships with institutions around the world, the Faculty of Medicine and GHP currently do not have well established sites in low-resource settings where faculty, residents and students may engage in clearly defined, ongoing, global health activities. Concurrently, there is growing demand for these opportunities. With a focus on education, research and service to the global community, Global Health Programs will pursue a set of partnerships to build health care service and educational capacity in low-resource settings that simultaneously creates opportunities for McGill faculty, residents and students to pursue research, service and educational opportunities in underserved areas.



Map of locations that McGill faculty have current projects in global health.

GHP's goal moving forward is to establish long-term relationships that will not only benefit McGill and the identified institution, but will also invest in mechanisms that will form a network across continents, cultures, and boundaries that can tackle the complex global health challenges of today. These newly formed strategic partnerships in key locations will establish: 1) leadership through faculty, staff and onsite infrastructure development, 2) bi-directional training opportunities, 3) bi-directional research collaborations and 4) delivery of capacity-building efforts at the local level.

<i>Programmatic Initiatives</i>	<i>Strategies</i>
3.1 Build strategic international partnerships.	<p>3.1.1 Build partnerships with major national and international agencies, and support policy development and advocacy. - GHP will encourage partnerships with agencies such as Public Health Agency of Canada, Health Canada, Canadian Coalition of Global Health Research, Bill and Melinda Gates Foundation, Consortium of Universities for Global Health, among others. -Faculty affiliated with GHP will deliver lectures, courses, or consulting for institutions in partner locations.</p> <p>3.1.2 Foster collaborations with academic institutions and NGOs in low and middle income countries, and enable exchange of knowledge and skills. -GHP will work to establish at least two major international partnerships.</p> <p>3.1.3 Enhance ties with governmental agencies in priority countries, and support implementation of policies and knowledge translation. -For example, continue to support the work of McGill faculty who are contributing to leishmaniasis control in India, Bangladesh, and Nepal, TB control in India, deworming programs in Peru, and TB outbreak response in Nunavik, by providing technical assistance and by advising governments.</p> <p>3.1.4 Position GHP faculty to sit on key boards or advisory councils. -McGill faculty are serving (or have served) on the boards of organizations such as Stop TB Partnership, Foundation for Innovative New Diagnostics, or have served as technical advisors for agencies such as TDR, WHO, and Gates Foundation. GHP will continue to encourage such activities, as it can open doors for new grants, initiatives, and opportunities for students.</p>

Metrics of Success for Goal 3

Process Measures

- Number of partnerships established, MOUs signed with key partners
- Number of active research projects at each partnership location/site
- Number of students exchanged each year at partnership location/site
- Number of capacity building initiatives in process
- Number of McGill faculty who provide technical advice to major donor agencies (e.g. Gates Foundation, Global Fund, UNITAID, PEPFAR)
- Number of McGill faculty who provide technical advice to governments
- Number of McGill faculty who provide technical advice to major public health agencies (PHAC, CDC, WHO, TDR)

Outcome Measures

- Outcome measures this goal are currently under development.

Implementation and governance structure

Management and Communication

The implementation and advancement of this strategic plan will be guided by Global Health Programs in conjunction with the Faculty of Medicine and GHP's Executive Council. Global Health Programs will ensure that there is adequate and skilled staff to support the implementation of our three goals. Staff will support a diverse group of both student organizations and faculty members working in global health. Annually, GHP will hold a series of small meetings on campus that will bring together global health groups either by topic interest or population interest to share information and promote faculty dialogue regarding progress on the strategic plan.

In order to increase visibility on campus and internationally, GHP will aim to have a consistent message as we work toward accomplishing our three goals. Strategies for communication will include:

- Effectively use our website and social media to promote our programs, disseminate GHP's faculty research findings, highlight work of McGill students, and departmental initiatives.
- Conduct outreach activities for past alumni in the field of global health.
- Participate in internal and external events that will increase knowledge of the McGill GHP unit.
- Market the opportunities for global health study that exist at McGill to potential students.

Funding

Over the next five years GHP will continue to pursue donor funding for new revenue streams and activities to lead GHP to become a more sustainable and successful unit. GHP will seek grant opportunities, private partnerships, and industry sponsorships to support our initiatives. We will work with University Advancement to establish permanent global health faculty

endowments within multiple departments at McGill. It is also a priority to expand the McGill global health alumni network in order to both find possible mentoring relationships, but also to eventually raise funds.

Leveraging resources within the university

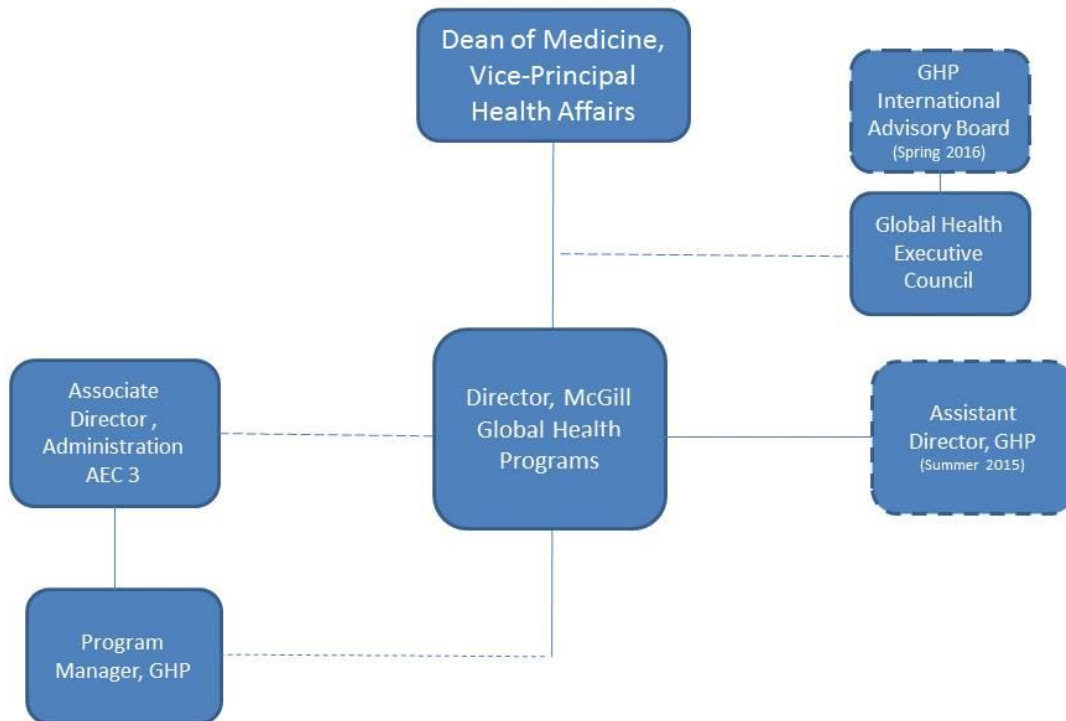
GHP has already adopted a model where contributions by GHP are expected to be matched by units or departments. This leveraged model of funding guarantees joint ownership, and engages several units/centres to play a more active role in global health. For example, we are working with Post-graduate Medical Education (PGME) to launch a new travel award program for residents and fellows. We are negotiating with School of Nursing, School of PT/OT, Department of Epidemiology and Biostatistics, and the Department of Obstetrics and Gynecology for fellowships exclusively for their students and trainees.

Governance and oversight

GHP is a program within the Faculty of Medicine, and the Director of GHP is accountable to the Dean, Faculty of Medicine. The Director of GHP is supported by a full-time Program Manager, and Associate Director of the Administrative Excellence Center 3 (AEC). Global Health Programs was identified as one of the first units/departments to be clustered under the Faculty's AEC initiative in August 2013. The initiative grouped six individual units/departments who receive support from a team of four specialists in addition to the local staff. The administrative model's objective is to service groups of departments to improve service levels to faculty members and Chairs of each department. The AEC is staffed with an Associate Director (AD), an academic and non-academic Human Resource specialist, Finance specialist and General Administrator. The AD acts as the Unit head's chief advisor and administrative conduit to obtain the necessary support required to run the operations of each department. The AD supervises the local departmental staff who perform their existing duties and liaise with the AEC as required.

The core GHP staff is also supported by an Executive Council represented by various disciplines/departments. The Executive Council meets quarterly to provide input to the GHP, and to also provide oversight. In addition, GHP will soon constitute an external advisory board of eminent experts to provide guidance and direction.

McGill Global Health Programs



Conclusions

The McGill Global Health Programs Strategic Plan (2015 – 2020) will uphold and promote the vision and goals of the Faculty of Medicine and align GHP to be one of the key drivers in establishing a robust, innovative and forward thinking global health program. During the next five year period, GHP is well positioned to draw on the expertise and resources of one of the world's leading education and research institutions as we work to achieve our vision to address health inequities and improve global health through education, research, and partnerships.