



**UNIVERSITY OF TORONTO**  
**FACULTY OF MEDICINE**

## **Medicine at U of T**

**A Roadmap for Global Health**  
**2011-2016**





# UNIVERSITY OF TORONTO

## FACULTY OF MEDICINE

### CONTENTS

Faculty of Medicine - Global Health Strategy.....	3
Definition of Global Health .....	3
Context.....	3
Why a Faculty of Medicine Global Health Strategy?.....	4
Vision, Mission and Principles for Global Health.....	4
Five Year Goals .....	6
Goal #1: Engage and gain the endorsement of faculty and staff in the global health vision and mission .....	6
Goal #2: Establish the structures and processes that optimize ongoing collaboration and exchange in global health .....	7
Goal #3: Advance research, innovation and scholarship in global health .....	7
Goal #4: Develop and provide diverse, learner focused educational offerings in global health .....	8
Goal #5: Engage in and nurture effective, sustainable partnerships .....	8
Priority Actions - Year 1 .....	9
Acknowledgements .....	10

## Faculty of Medicine – Global Health Strategy

In January 2011, the Faculty of Medicine (FOM) at The University of Toronto struck a Global Health Strategy Working Group co-chaired by Dr. Sarita Verma and Dr. Katherine Rouleau. The terms of reference of the working group are to:

1. Recommend the vision, values, goals, objectives and indicators of a long-term (5 year) strategy in Global Health for the Faculty of Medicine;
2. Develop and implement a roadmap for the coordination of activities (research, education and creative professional activities) of faculty and students in global health;
3. Develop principles and criteria for collaboration or affiliation with international institutions;
4. Develop a strategy for communicating and linking global health initiatives within the Faculty, affiliated partners and externally;
5. Elaborate a mechanism (or mechanisms) for sharing expertise and partnering with the Health Sciences Faculties and the University on evolving strategic issues in global health and a framework for partnership that meets each Faculty's strategic goals.

## Definition of Global Health

The Working Group agreed on the following definition of global health to provide greater clarity around the focus of its deliberations.

*Global health is “an area for study, research and practice that places a priority on improving health and achieving equity in health for all people worldwide. Global health emphasizes transnational health issues, determinants, and solutions; involves many disciplines within and beyond the health sciences and promotes interdisciplinary collaboration; and is a synthesis of population-based prevention with individual –level clinical care”.*

(Koplan JP, Bond TC, Merson MH, Reddy KS, Rodriguez MH, Sewankambo NK, et al. Towards a common definition of global health. *Lancet* 2009; 373:1993–5)

## Context

The Faculty of Medicine has a long history in international and global health. In 2000, the Faculty established a Centre for International Health (CIH) with a view to enhance the University's research, education and creative professional activities in inter and multinational health endeavors, thereby providing a new focus of excellence and scholarship at the University<sup>1</sup>. The Centre was established as a program within the Department of Health Policy Management and Evaluation<sup>2</sup>. The belief was that through a more systematic and coordinated approach to international health, the Centre would leverage the high number and quality of human resources at the University. The CIH's intention was to create a new environment for interdisciplinary research, teaching and information dissemination. It would attract visiting scholars and international students and would further engage the University of Toronto into world-wide health research, teaching and development networks. The CIH was expected to provide a focal point for U of T faculty and students to learn about and make contributions to the growing global health agenda.

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<sup>1</sup> The University of Toronto Centre for International Health, Proposal, May 10, 2000

<sup>2</sup> The CIH never sought or received approval as an EDU, nor was there a formal relationship between HPME and other departments or faculties with respect to the Centre

In 2005 the Centre moved to the Department of Public Health Sciences as an academic program and became part of the new Dalla Lana School of Public Health when the latter was established in 2008. As of January 2011 the Division of Global Health was created within the School. CIH activities were subsumed under the new Division of Global Health. The Dalla Lana School of Public Health describes its global health focus as “the inter-relationships among local, regional, national and international factors influencing health, as well as the effective program and policy interventions that will address these factors. A strong equity orientation means that emphasis is given to low-income countries, their relationships to high-income countries and marginalized populations in all countries”. Global health is a core commitment for the Dalla Lana School of Public Health as part of the Faculty of Medicine.

## Why a Faculty of Medicine Global Health Strategy?

There is significant activity and commitment to global health across the Faculty of Medicine. Increasingly, academic departments and units within the Faculty are developing global health strategies, embedding a global health orientation in their curriculum, supporting faculty and learner local and international experiences and establishing partnerships across the globe.

As the world indeed becomes flatter, the demand for greater engagement within and outside our complex network of diverse communities grows. Achieving the Faculty’s vision of “International **leadership in improving health** through **innovation** in research and education”, and its mission of “We fulfill **our social responsibility** through developing leaders, contributing to our communities, and improving health of individuals and populations through the discovery, application and communication of knowledge”, requires a broader, interdisciplinary and multilateral world view. A commitment to global health is central to the Faculty’s priority strategic direction for Social Responsibility.

## Vision, Mission and Principles for Global Health

The first task of the Global Health Working Group was to articulate a vision, mission and principles for Global Health for the Faculty of Medicine. A planning session was held on March 16<sup>th</sup>, 2011 in which Working Group members and a number of invited guests, considered a bold destination, core purpose and defining set of principles for global health.

Several themes emerged as important to expressing a unique Faculty of Medicine mission and vision for global health. These include the need to:

- reinforce the breadth and depth of expertise across the Faculty of Medicine, the University of Toronto and its partnerships and foster greater synergies amongst these strengths;
- recognize the uniqueness of Toronto and the Greater Toronto Area as one of the most culturally diverse regions in the world;
- be clear on outcomes of improving health and well being and alleviating the burden of suffering and disease world-wide;
- appreciate the relevance of both describing global health issues and conditions, as well as discovering and innovating through scholarly research to provide health solutions to address these problems;
- confirm education, scholarship, knowledge exchange, capacity building and partnerships as the way in which the Faculty can best contribute to achieving these outcomes;
- underscore the importance of interdisciplinary, reciprocity and bilateral exchanges as a means of achieving this vision and mission.

**The vision, mission and principles for Global Health for Faculty of Medicine are proposed below.**

<b>Vision</b>	Positively impact global health and well being through scholarship, shared learning and sustainable partnerships.
<b>Mission</b>	<p>As part of our social responsibility, we are committed to discovering and solving health problems to alleviate the burden of disease and suffering world-wide. Fostering synergies between the Faculty, University and our partners and drawing on the cultural diversity in the Greater Toronto Area, we achieve our mission by:</p> <ul style="list-style-type: none"> <li>▪ <i>Innovative curriculum, teaching and learning for local, national and international learners</i></li> <li>▪ <i>Responsible capacity building</i></li> <li>▪ <i>Collaborative research scholarship</i></li> <li>▪ <i>Knowledge exchange with a reciprocal flow of experience, information and understanding</i></li> <li>▪ <i>Interdisciplinary and effective partnerships</i></li> </ul>
<b>Principles</b>	<p>Our engagement in global health is guided by the following principles:</p> <p><b>Mutual Respect</b> - for the history, context, values and the culture of communities with whom we engage.</p> <p><b>Equity</b> - by recognizing the inherent dignity of every human being and the just distribution of resources and access, especially with respect to marginalized and vulnerable groups.</p> <p><b>Sustainability</b> - by living and working within the limits of available physical, natural and social resources to facilitate the self reliance and independence of individuals and communities.</p> <p><b>Social justice</b> - by ensuring that individuals and groups have fair and impartial access to the benefits of society including the right to health.</p> <p><b>Excellence</b> - in striving for and adhering to the highest standards of quality, integrity professionalism and leadership.</p> <p><b>Accountability and Responsiveness</b> - to students, faculty and the communities with which we collaborate.</p> <p><b>Pursuit of Global Public Good</b> - by appreciating our roles and obligations as a leading academic institution in creating disseminating and translating knowledge for the benefit of all people.</p> <p><b>Cooperative Spirit</b> – through mutual enrichment and a commitment to reciprocity.</p>

## Five Year Goals

The Working Group identified five key goals to achieve the Faculty of Medicine global health vision and mission. These are:

1. **Engage and gain the endorsement of faculty and staff in the global health vision and mission.**
2. **Establish the structures and processes that optimize ongoing collaboration and exchange in global health.**
3. **Advance research, innovation and scholarship in global health.**
4. **Develop and provide diverse, learner focused educational offerings in global health.**
5. **Engage in and nurture effective, sustainable partnerships.**

Expected outcomes for the first 12 to 24 months, as well as for the end of five years, are outlined in the charts that follow. Priority implementation actions for the five goals are summarized at the conclusion of the section.

### Goal #1: Engage and gain the endorsement of faculty and staff in the global health vision and mission.

Expected Outcomes 12 – 24 months	Expected Outcomes 5 years
<ul style="list-style-type: none"> <li>▪ Academic units have been consulted, understand and endorse the global health vision and mission</li> <li>▪ Academic units within the Faculty of Medicine have established goals which align with the global health vision and mission</li> <li>▪ Global health section created on the Faculty of Medicine website, including map populated with global health initiatives world wide</li> <li>▪ Profile of global health strategy developed, with a focused section in the Faculty of Medicine Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Faculty of Medicine engages in collaborative projects across and outside the Faculty which advance global health vision and mission</li> <li>▪ The number, scope and impact of collaborative global health projects have increased</li> </ul>

**Goal #2:  
Establish the structures and processes that optimize ongoing collaboration and exchange in global health.**

<b>Expected Outcomes 12 – 24 months</b>
<ul style="list-style-type: none"> <li>▪ Governance and organizational structure for global health has been defined, including linkages to the Faculty of Medicine’s International Relations and Dalla Lana School of Public Health Division of Global Health</li> <li>▪ Well defined leadership for global health is in place</li> <li>▪ Pre-departure protocols and orientation have been developed and standardized</li> <li>▪ Cross cultural training, protocols and orientation modules have been developed and standardized</li> <li>▪ Post-return protocols and evaluation have been developed and standardized</li> </ul>

<b>Expected Outcomes 5 years</b>
<ul style="list-style-type: none"> <li>▪ Physical infrastructure for global health has been established and is shared by the Faculty of Medicine and other stakeholders</li> <li>▪ Structures and processes in place to allow departments and programs to mount programs jointly with other academic units</li> <li>▪ Toronto Global Health Alliance is being established</li> </ul>

**Goal #3:  
Advance research, innovation and scholarship in global health.**

<b>Expected Outcomes 12 – 24 months</b>
<ul style="list-style-type: none"> <li>▪ Environmental scan to establish baseline of global health research across the Faculty of Medicine has been completed</li> <li>▪ Business plan has been developed for endowed chairs</li> <li>▪ Increased funding has been secured for capacity building with existing partnerships</li> <li>▪ Faculty-wide annual global health Research event initiated</li> </ul>

<b>Expected Outcomes 5 years</b>
<ul style="list-style-type: none"> <li>▪ Chair(s) established in global health Research</li> <li>▪ The Faculty of Medicine is successful in international global health competitions (e.g., Gates Foundation)</li> <li>▪ Number of global health scholars has increased</li> <li>▪ Number of global health research projects with strategic partners has increased</li> <li>▪ Increased sustainable funding for global health initiatives</li> <li>▪ Education Scholars Fellowship in global health is established in collaboration with the Wilson Centre</li> <li>▪ Criteria for academic promotion in global health have been developed</li> </ul>

**Goal #4:  
Develop and provide diverse, learner focused educational offerings in global health.**

<b>Expected Outcomes 12 – 24 months</b>
<ul style="list-style-type: none"> <li>▪ Education programs endorse and support the global health vision and mission</li> <li>▪ Environmental scan and mapping to establish a baseline of educational programming, including level and credit, is completed</li> <li>▪ Pre-departure orientation and cross cultural training embedded into global health curriculum</li> <li>▪ Global health competencies established and defined in collaboration with national colleagues</li> <li>▪ Faculty development curriculum developed for global health</li> <li>▪ Annual Grand Rounds for global health initiated</li> </ul>

<b>Expected Outcomes 5 Years</b>
<ul style="list-style-type: none"> <li>▪ Education programs have integrated global health offerings along the education continuum</li> <li>▪ Learners across all departments and sectors have educational offerings appropriate to their needs</li> <li>▪ Global Health Fellowships established</li> <li>▪ Global Health Summer Institute established</li> <li>▪ Visiting scholars in global health hosted by the Faculty of Medicine</li> <li>▪ Reciprocal learning opportunities available and endorsed through the School of Graduate Studies (e.g., joint Masters or PhDs)</li> </ul>

**Goal #5:  
Engage in and nurture effective, sustainable partnerships.**

<b>Expected Outcomes 12 – 24 months</b>
<ul style="list-style-type: none"> <li>▪ Criteria for partnership engagement are confirmed</li> <li>▪ The continuum of types of partnerships and reciprocal expectations of those partnerships have been defined; this includes protocols for international relations, affiliation agreements, letters of intent and memoranda of understanding as appropriate</li> <li>▪ The Faculty of Medicine identifies priority global health projects which it will champion and support through capacity building and educational initiatives</li> <li>▪ The key partnerships in which the FOM engages are understood, including the goals and objectives of the partnerships</li> <li>▪ The Faculty of Medicine establishes metrics and a framework with core indicators to demonstrate impact of the global health strategy</li> </ul>

<b>Expected Outcomes 5 Years</b>
<ul style="list-style-type: none"> <li>▪ The Faculty of Medicine and its partners demonstrate a sustained impact in global health as a result of progress in goals 1 – 4 above</li> <li>▪ Using framework of core indicators, the Faculty of Medicine tracks achievement in global health on a regular basis</li> </ul>



## Priority Actions – Year 1

To move forward with each of the five goals, we have identified the following priority actions which must be undertaken within the first twelve months of this plan.

- 1. Communicate, consult and share the global health vision broadly across the Faculty of Medicine.** An immediate first step is to develop a targeted consultation strategy, which includes all academic units and sectors, as well as other stakeholders in global health who may not have engaged in the current Working Group process. This consultation strategy is to be developed in collaboration with the Dalla Lana School of Public Health Division of Global Health.
- 2. Develop pre-departure and orientation modules.** Appropriate pre-departure training for all global health learners will soon be a national requirement and has been adopted broadly by universities across the country. Appropriate training modules and the requirement to fulfill this training must be implemented in the first year of this plan. This curriculum should be built upon the success of the Global health Certificate Program already offered to postgraduate trainees.
- 3. Conduct an environmental scan and establish a baseline for global health research.** There are pockets of global health research throughout the Faculty. An inventory is required to better understand the range of activity, identify potential collaborations and establish a baseline for measuring progress towards our goal of advancing research, innovation and scholarship.
- 4. Map global health educational offerings.** A first step in developing a robust menu of educational offerings is to understand what is currently being provided by the Faculty and its partners and to identify priority needs for new curriculum, course offerings, etc.
- 5. Establish criteria, and define the continuums for partnerships and the reciprocal expectations resulting from these partnerships.** The Vice Dean Research and International Relations will take a lead role in clarifying the range and scope of these partnerships as well as the appropriate agreements to formalize these partnerships.
- 6. Develop a framework to measure the impact of the global health strategy.** Metrics and core indicators are required to track progress against goals and determine the overall value and effectiveness of the global health strategy. Developing the measurement framework is an essential component of the Year 1 action plan.

## Acknowledgements

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