

University of Oslo

Centre for Global Health

Strategy 2017 - 2020



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1. Introduction

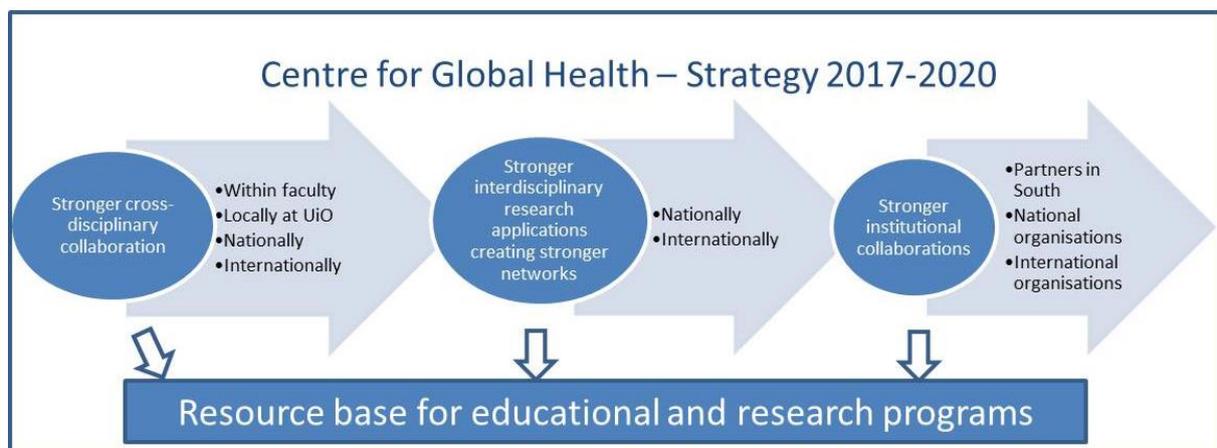
Background

The Centre for Global Health (CGH) is an initiative of the Faculty of Medicine at the University of Oslo (UiO), hosted by the Institute of Health and Society (Helsam). It builds upon established and well-working activities at the Faculty of Medicine and other locations at the university level. The CGH will contribute to fulfilling the strategic commitment of the Faculty of Medicine to fortify its internationalization and Global Health research activities (action point 12, annual strategic plan for the Faculty of Medicine 2016-2018).

Reaching the goal of health and wellbeing of people everywhere has important challenges in the 21st century. The development of the Sustainable Development Goals, together with reconceptualising international and public health within the global context is paving the path forward to global health initiatives. Global Health is about worldwide improvement of health, access to quality treatment for everybody, reduction of inequity, protection against global threats and improvement of political stability. It carries the legacy of public and international health, prioritising health outcomes, but also considers the interactions between health and global political, economic and environmental domains. It transcends all areas of health disciplines including medicine (both humans and animals), social sciences, public health, environmental health, health system research, health economics, policy making and global governance. Success and progress in the field of Global Health presents new challenges at national and international levels, requiring the skills and knowledge of these interdisciplinary teams. By creating the CGH, the University of Oslo is taking the initiative towards building an intellectual space to pursue production, dissemination and collaboration of knowledge across disciplines in order to fulfil social responsibility to advance understanding of complex problems and prioritise societal wellbeing and sustainable development. This strategy provides a plan for the CGH in the portfolios of networks, signatory themes (see page 4), education, implementation and communication.

Mission

The mission of the CGH is to facilitate high quality scientific contributions and education in the area of Global Health by strengthening the interdisciplinary cooperation internally at the Faculty of Medicine and other leading academic institutions that work on Global Health both internally and externally of the UiO.



2. Aims

The overall aim of the CGH is to provide a platform for collaboration and a hub for scientists with activities and interest in Global Health within education and research, both at the Faculty of Medicine, other departments and institutions at the UiO and in collaboration with national and international scientists and partner organisations. The CGH main strategic areas thus revolve around networks, signatory themes and education.



Networks - Strategic Aim 1

The CGH represents an umbrella Global Health initiative, offering participation in the signatory theme networks for scientists, clinicians and students linked with the UiO, and/or proposed by a signatory theme leader (=participants).¹ Other individuals interested in CGH news and seminar invitations (=affiliates)² will be included in a convenient address system that will be developed as a tool to reach this important part of the CGH network (see communication strategy 1.2 and 1.3).

Incentives to join the CGH as a participant include:

- Access to relevant and updated information of events, opportunities and publications related to Global Health at various levels at the UiO (and with other central actors)
- Entry to a centralised Global Health hub, which includes academic networks and Global Health initiatives as well as to SDG relevant initiatives
- Access to an organised platform for creating internal and external collaboration across various disciplines
- Funding opportunities through joint application writing (in cooperation with relevant administrative support)
- Support in organizing/co-organizing seminars and conferences
- Dissemination of Global Health relevant information on the CGH website, social media and via events

Priority initiatives:

- Updated list of participants and affiliates for dissemination purposes
- Updated website
- Social media presence
- Quarterly distributed newsletter
- Calendar for upcoming seminars and events

¹ A *participant* to the CGH is part of one or more signatory theme(s) by being linked to the respective virtual group(s).

² An *affiliate* is any person who is not part of the signatory themes, but still wants to be informed of the CGH activities.

Metric of success:

- # of participants and affiliates in the network of Global Health
- # of Norwegian partnerships³
- # of international partnerships

Signature Themes - Strategic Aim 2

The CGH aims at promoting effective Global Health research at the UiO in CGHs networks organized around 11 signature research areas:

1. Non-communicable diseases
2. Mental health
3. Mother and child health
4. Infectious diseases
5. Nutrition
6. Migrant health and social inequalities
7. One-Health (environment, animal health, human health)/Global Health preparedness)
8. Digital health
9. Health systems and global governance
10. Contemporary history and anthropology of Global Health
11. Education

The signatory thematic networks will be managed by scientists/clinicians at the UiO, who have expertise in the respective signatory areas. The CGH will facilitate and promote cross-disciplinary research in signatory themes by:

- a. Developing a hub for research on non-communicable diseases, mental health, migrant health and social inequalities, One-Health, digital health and contemporary history and anthropology of Global Health;
- b. Strengthening and further developing hubs in already established signatory themes: mother and child health, infectious diseases, nutrition, health systems and global governance and education.

Priority initiatives:

- Facilitate communication about and development of interdisciplinary Global Health across the UiO
- Cultivate and pursue external research partnerships and funding opportunities in collaboration with the research groups
- Establish and develop cross-disciplinary networks and connect researchers to each other and to resources
- Prepare a policy on the criteria for partners, participants and affiliates, and accreditation for research output
- Announce and share alliances through the various communication channels such as website, Facebook and a regularly published newsletter

Metric of success:

- # of external funding support initiated for research projects
- # of researchers and clinicians connected to CGH

³ *Norwegian and international partnerships* are represented by agreed collaborations between research groups departments, institutions or universities of two countries or more within the fields of research, education and/or capacity building. The respective people representing the above organizations are called *partners*.

- # of research projects connected to CGH
- # of seminars per theme per year
- # of research success (CGH credited in scientific paper; exact monitoring of research success to be discussed in the steering committee meeting)

Education – strategic aim 3

In fulfilling the role of the university as an educational institution providing the most current and relevant evidence base, the CGH aims at being a leading actor in Global Health education. The CGH will offer quality *courses and lectures* for students at the UiO, in addition to *seminars* for researchers, clinicians and other professionals, interested in the abovementioned signatory themes. The CGH will contribute to organizing courses and lectures in Global Health at Master and PhD levels at the UiO. The CGH will implement their future educational activities in alignment with general UiO plans and strategy and will foster student exchange at a Master and PhD level with partners in the South.

Priority initiatives:

In 2017, the first Global Health course will be introduced into the PhD programme at the Faculty of Medicine at the UiO. In Master and PhD programmes the CGH will facilitate Global Health lectures:

- 2 lectures in the Masters programme in International Community Health
- 1 lecture in the Medical Faculty PhD programme Global Health
- 1 Global Health course with all together 26 lectures across the field within the Medical Faculty PhD programme

Metric of success:

- # of seminar per theme per year
- # of Post-docs participating in signatory themes
- # of PhDs participating in signatory themes
- # of post-graduate student supervisions
- Quality of student feedback

To reach the three strategic aims above, the CGH will:

- Map and visualise the UiO's (incl. the Faculty of Medicine's) Global Health activities
- Strengthen the UiO's (incl. the Faculty of Medicine's) ability to participate in national and international research programmes in Global Health
- Enhance institutional collaboration with partners in the South and with national and international organisations
- Establish and support cross-disciplinary collaboration within the departments (such as Helseam), the Faculty of Medicine, the UiO as well as other partners nationally and internationally, with special emphasis on our chosen signatory themes
- Provide a deeper resource base for the Faculty of Medicine's educational and research programmes within Global Health
- Provided a resource base, aligned with the global SDGs, to the Global Health education curriculum and research performed at the UiO

3. Communication strategy

The communication strategy follows the above described strategic aims.

The CGH is a virtual centre. The communication is mainly digital, via webpages and social media, but also through seminars and conferences.

The communication strategy focuses on the following areas for communication and visibility:

1. Useful webpages for CGH target groups (definition see below)
2. Social media updates: Facebook and Twitter
3. Quarterly newsletters by email
4. Visibility activities such as seminars and conferences
5. Scientific publications with CGH affiliations
 - a. Contribution to the writing of scientific publications acknowledging the CGH affiliation
 - b. Contribution to editorial activities for dissemination of Global Health research
6. The Young Global Health Researcher Forum which will be established in 2017 and stimulate scientific exchange at a PhD and Post Doc level.



Target groups: *Researchers, clinicians, students, policymakers*

Being a virtual centre demands long-term resources to maintain and develop communication platforms. It is estimated that the work with web articles, events and other news online, database maintenance, newsletter production and social media updates will demand additional resources, and the resources allocated to this work will reflect the effectiveness and the outreach for the CGH.

Networks - Strategic Aim 1

Overall aim: The CGH offers a common virtual arena for researchers, clinicians, policymakers and students interested in Global Health, and aims to be a unifying network for different environments interested in Global Health at the UiO and beyond.

Situation analysis: The network consists of both participants and affiliates (defined above). The number of participants connected to the CGH website (per 24.2.2017):

- Global mental health: 7 participants
- Mother and child health: 18 participants
- Infectious Disease: 25 participants
- Nutrition: 9 participants
- One-Health: 4 participants
- Health system and global governance: 7 participants
- Education: 6 participants

Websites for non-communicable diseases and migrant health and social inequalities have recently been published, and are currently being developed with regard to participants. Websites for digital health and contemporary history and anthropology of Global Health are under construction.

The CGH holds and uses a contact list with around 400 email-addresses (per 24.2.2017) for promoting news, events and other activities.

Nationally, the CGH is represented in the Board for the Forum for Global Health Research and in the Board for the Norwegian Research School of Global Health (NRS GH). Locally, the CGH holds a seat on the Scientific Board of the Institute of Health and Society.

Aim 1.1: Increase visibility at the UiO

The goal is to profile the CGH through a variety of activities and (social) media activities, as well as creating a useful and valuable platform for the CGH participants and affiliates. The CGH office will undertake a survey to measure our visibility and position by mid-2017, and repeat this survey annually, in order to measure implemented communication actions.

Metric of success:

- # of meetings, seminars, conferences organized by the CGH
- # of webpage hits
- # of Facebook likes
- # of Twitter followers

Aim 1.2: Increase the number of participants in every signatory theme

The goal is to recruit participants to the signatory theme areas to create a useful platform for the CGH participants. This is done through activities like seminars, writing of applications, but also through portraying the activities online. The leader of the signatory theme group is responsible for ensuring that the list of participants on the webpages is updated and as complete as possible.

Metric of success:

- annual # of participants

Aim 1.3: Link to existing systems for handling large databases with contact information at UiO

Per se, the CGH has developed a list in Outlook with names receiving invitations to seminars, events and activities and other news. This system is incapable of filtering according to interests. The aim is to improve the system for communicating with our target groups. By doing this, it will be easy to measure the increase in number of affiliates as well as targeting specific groups in the system.

Metric of success: Not applicable.

Signature Themes - Strategic Aim 2

Overall aim: the CGH is establishing a meeting (seminars, conferences and networking events) and a networking arena for its participants and affiliates upon request and within its capacity. The CGH presents virtually all relevant research projects online and the webpages will function as hubs for the signatory themes. A communication plan around the cross-disciplinary research agenda directly relates to making the webpages relevant to the target groups.

Situation analysis: In 2016, the CGH planned five and executed four successful seminars, three international workshops and two international conferences. This contributes to an increased visibility of the CGH and its signatory themes.

The following aims overlap with aim 1.1 (increase visibility).

Aim 2.1: Host quality seminars and conferences within signatory themes

The seminars and conferences are regarded as a vehicle for promoting a sense of belonging for Global Health researchers and clinicians at the UiO, a venue for profiling visiting scholars, and an educational platform for both students and researchers. They will be promoted through the CGH network, Facebook, the newsletter and via traditional information channels at Helse and the Faculty of Medicine.

Metric of success:

- # of seminars
- # of conferences
- # of seminar attendees

Aim 2.2: Re-launching of the CGH webpages

In order to promote cross-disciplinary research, the CGH needs an updated virtual platform that gathers all Global Health related projects at the UiO. The CGH website is currently (from mid-2016) being re-launched. All signatory theme pages will be created and updated by March 15, 2017.

The webpages will be designed according to signatory themes, projects, researchers, the educational portfolio, ongoing teaching activities, funding opportunities, contact points, relevant news and events. A geographical map with projects is being developed as well as a new graphic profile for the CGH. This profile will be used for branding of CGH as well as marketing CGH activities.

We aim at presenting the diversity of projects in the field of Global Health from the UiO – and its collaborators – as well as creating a user-friendly website that highlights the research portfolio at the Medical Faculty, and Global Health research at UiO. Updated and well-informed webpages requires constant maintenance.

Metric of success:

- # of webpage hits
- # of new participants and affiliates
- # of news articles

In order to increase webpage hits and number of participants/affiliates, the CGH proposes to place the webpage-URL at a higher level, i.e. uio.no/globalhealth. In addition, this will place the CGH on an open and cross-disciplinary platform within the university.

Aim 2.3: Production and distribution of a quarterly newsletter

From 1 January, 2017, a quarterly newsletter with selected links to our website (news, new research projects, funding opportunities and other relevant material) will be distributed to the CGH network and via Facebook.

Metric of success:

- # of hits
- # of newsletter recipients
- # of new participants and affiliates

Aim 2.4: Increase use of social media

The CGH aims at updating and further developing the website and effectively using social media platforms to build an interactive, online community and views this as a continuous process. Projects will be promoted on Facebook and Twitter.

Metric of success:

- # of likes/shares of the Facebook page
- # of Twitter followers
- # of retweets

Aim 2.5: Publishing of scientific papers with CGH affiliations

Collaborative efforts will preferably be published with credits to the CGH, UiO. An article series in the Journal of the Norwegian Medical Association will be done in collaboration with NORAD in 2017, aiming for a follow up article series in the Scandinavian Journal of Public Health in 2018.

Metric of success:

- # of overall scientific papers with CGH affiliations
- # of successfully conducted article series
- # of publications within those article series

Education – Strategic Aim 3

Overall aim: The CGH aims at contributing to improving educational resources and standards of Global Health related curriculum at UiO.

Situation analysis: Currently, no students are directly part of the CGH. However, the CGH management committee members give several Global Health relevant lectures and teach within Global Health courses and programmes at the UiO.

Aim 3.1 Promote all Global Health education through websites and social media platforms

The CGH aims to facilitate, support and visualize innovative education and research, and will promote this mainly through networking opportunities, seminars (see aim 2.1) and teaching programmes.

Metrics of success:

- # of PhDs interested in and applying to Global Health courses
- # of students from the UiO participating in the Norwegian Research School of Global Health
- # of students enrolled in exchange programmes with partners in the South that come to study at UiO

Aim 3.2: Develop a special Forum for Global Health students, the Young Global Health Researchers Forum

The CGH will establish and support a student forum (for PhD students and Post docs) with the aim of creating a once or twice-monthly meeting arena that is student driven. Themes of common interest and ongoing projects can be shared and discussed. The forum can be an arena for rehearsing conference presentations and the like. The CGH will contribute administrative support if needed. Some financial support can be given to guest visitors (for example a tailor made course in academic publishing). The student forum will start locally at Helse, and aims to develop to other areas of UiO from 2018.

Metric of success:

- # of meetings
- # of Forum participants
- # of invited guest speakers

4. Implementation

Administrative and operational support

The CGH will implement the aims highlighted in the strategic plan through the following structures/bodies:

- A “core group” for the day-to-day running of the CGH
- A “management committee” consisting of the leaders from the 11 signatory research areas as well as the core group members - the management committee will meet two times a year and discuss Global Health related issues and the way forward for the CGH.
- A “steering committee” that includes key stakeholders in the field of Global Health at the UiO and the Norwegian Institute of Public Health (NHI) as well as selected international experts - the “steering committee” will have an advisory function to the CGH.

Core group, CGH 2016:

Members:

- Professor Andrea S. Winkler, Institute of Health & Society, UiO, Director of the CGH (50% position)
- Ms. Ingeborg K. Haavardsson, Institute of Health & Society, UiO, Coordinator of the CGH (100% position)

The core group is advised by:

- Professor Johanne Sundby, Dept. Of Community Medicine and Global Health, Institute of Health & Society, UiO, Deputy Director of CGH
- Professor Christoph Gradmann, Dept. of Community Medicine and Global Health, Institute of Health & Society, UiO, Strategic Advisor of CGH

The Core group will contribute with the following:

- Develop the strategy
- Develop the annual plan of action
- Coordinate meetings and facilitate networks
- Decide on relevant research activities and funding initiatives relevant for Global Health
- Initiate relevant research activities and funding initiatives together with the leaders and/or their team members of the relevant signatory themes
- Initiate and facilitate Global Health educational activities
- Initiate and facilitate Global Health relevant publications
- Collaborate with the different partners (national and international institutions)
- Consider areas for advocacy directed towards policymakers, key stakeholders, the funding agencies, and global communities
- Strengthen interdisciplinary cooperation internally at the UiO and with other central actors that work on Global Health
- Manage communication activities, including the website and social media
- Handle budgetary issues, financial overview
- Manage travel arrangements and accounting
- Respond to public, scientific and clinical requests

Management Committee, CGH 2016:

(Proposed) Members:

- *Non-communicable diseases:* Professor Espen Bjertness, Dep. of Community Medicine and Global Health, Institute of Health & Society, UiO

- *Mental health*: Associate Professor Suraj Thapa, Adult Psychiatry Unit, Institute of Clinical Medicine, UiO
- *Maternal and child health*: Professor Johanne Sundby, Dep. of Community Medicine and Global Health, Institute of Health & Society and Deputy Director of CGH, UiO
- *Infectious diseases*: Professor Anna Margarita Dyrhol Riise, Dep. of Infectious Diseases, Institute of Clinical Medicine, UiO
- *Nutrition*: Professor Nanna Lien, Institute of Basic Medical Sciences, Division of Clinical Nutrition, UiO
- *Migrant health and social inequalities*: Bernadette Kumar, Norwegian Centre for Minority Health Research (NAKMI)
- *One-Health (environment, animal health, human health)*: Post-doc (TBA), Dep. of Community Medicine and Global Health, Institute of Health & Society, UiO
- *Digital health*: Professor Josef Noll, Department of Technology Systems, The Faculty of Mathematics and Natural Sciences, UiO
- *Health systems and global governance*: Ass. Professor Trygve Ottersen, Dep. of Community Medicine and Global Health, Institute of Health & Society, UiO
- *Contemporary history and anthropology of Global Health*: Professor Christoph Gradmann, Dep. of Community Medicine and Global Health, Institute of Health & Society, UiO
- *Education*: Head of Master of International Community Medicine course
- *Director of the CGH*: Professor Andrea S. Winkler, Institute of Health & Society, UiO
- *Coordinator of the CGH*: Ms. Ingeborg K. Haavardsson, Institute of Health & Society, UiO

The Management Group will contribute to the following:

- Review the annual plan of action and the strategy
- Determine a process for prioritizing thematic fields and collaborations with (a limited number of selected) institutions in the South within their own signatory themes
- Suggest themes for seminars and lectures
- Coordinate research applications
- Coordinate contributions to the educational programmes
- Ensure that the thematic webpages are updated and as complete as possible with regards to participants and projects
- Report on agreed measures of success within their own signatory themes
- Act as support and a link between the CGH and the research environments

Steering committee, CGH 2016:

Members:

- Professor Frode Vartdal, Dean, Faculty of Medicine, UiO
- Professor Flemming Konradsen, Director, Copenhagen School of Global Health, University of Copenhagen
- Professor Camilla Stoltenberg, Director-General, Norwegian Institute of Public Health (Deputy: Bjørn Gunnar Iversen, Department Director, International Health, Norwegian Institute of Public Health)
- Professor Per Ole Iversen, Institute of Basic Medical Sciences, Division of Clinical Nutrition, UiO
- Professor Johanne Sundby, Dep. of Community Medicine and Global Health, Institute of Health & Society, UiO

The Steering Committee will advise the CGH regarding the following:

- Strategic plan for 2017-2020

UiO : Global Health

- Global Health focus areas in addition to abovementioned signatory themes
- Successful establishment of networks
- A shortlist of key national and international actors in the field of Global Health with whom the CGH would establish contact
- Political agenda of Global Health within Norway including the relevance for SDGs
- Global Health teaching at all levels
- Improving visibility (use of new media, seminars etc.) of Global Health at the UiO
- Selection of appropriate funding opportunities for CGH
- Position/role of the CGH amidst other Global Health actors such as the National Centre for Global Health, the Norwegian Forum for Global Health Research and other Centres for Global Health at other national universities
- Creation of synergies of the CGH with the National Institute of Public Health
- Creation of synergies across research groups within the UiO and in particular within Faculty of Medicine