



MASSACHUSETTS  
GENERAL HOSPITAL

GLOBAL HEALTH



# 2025 STRATEGIC PLAN

## MISSION

*Driven by the belief that everyone, everywhere has a right to good health, we partner with diverse communities to exchange life-saving ideas, catalyze scientific discoveries, deliver compassionate care, and train the next generation of leaders in global health.*

## 2025 VISION

Mass General stands on a legacy of extraordinary health care research, innovation, and impact. This gives us a unique opportunity—and responsibility—to work with historically disadvantaged communities to address health and health equity issues around the globe. As the COVID-19 pandemic has proven, a bold strategy and a strong, interdisciplinary global network is fundamental to advancing quality care and fostering life-saving innovation. Now is the time to strengthen our efforts to eliminate health disparities and create long-term impact where it's needed most.

*The Mass General Center for Global Health's 2025 Strategic Plan is a roadmap for establishing CGH as a hub for the MGH global health community, channeling their work into a greater force for positive global health change.*

This plan aims to double MGH's engagement and financial investment in global health across five strategic areas: global partnerships, global education, global nursing, global research and innovation, and global disaster response and humanitarian action. These focus areas affirm our mission and leverage our strength from the research bench to the patient bedside to transform global health care, systems, and policy. With your help, we will expand MGH's legacy of discovery and carry out its deep commitment to community around the world.



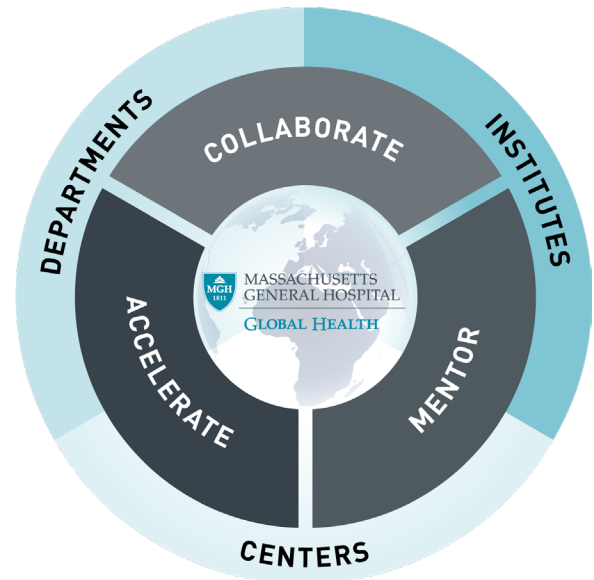
A handwritten signature in black ink that reads "Louise Ivers".

LOUISE IVERS, MD, MPH, DTM&H  
*Executive Director of the MGH Center for Global Health,  
Professor of Medicine at Harvard Medical School*

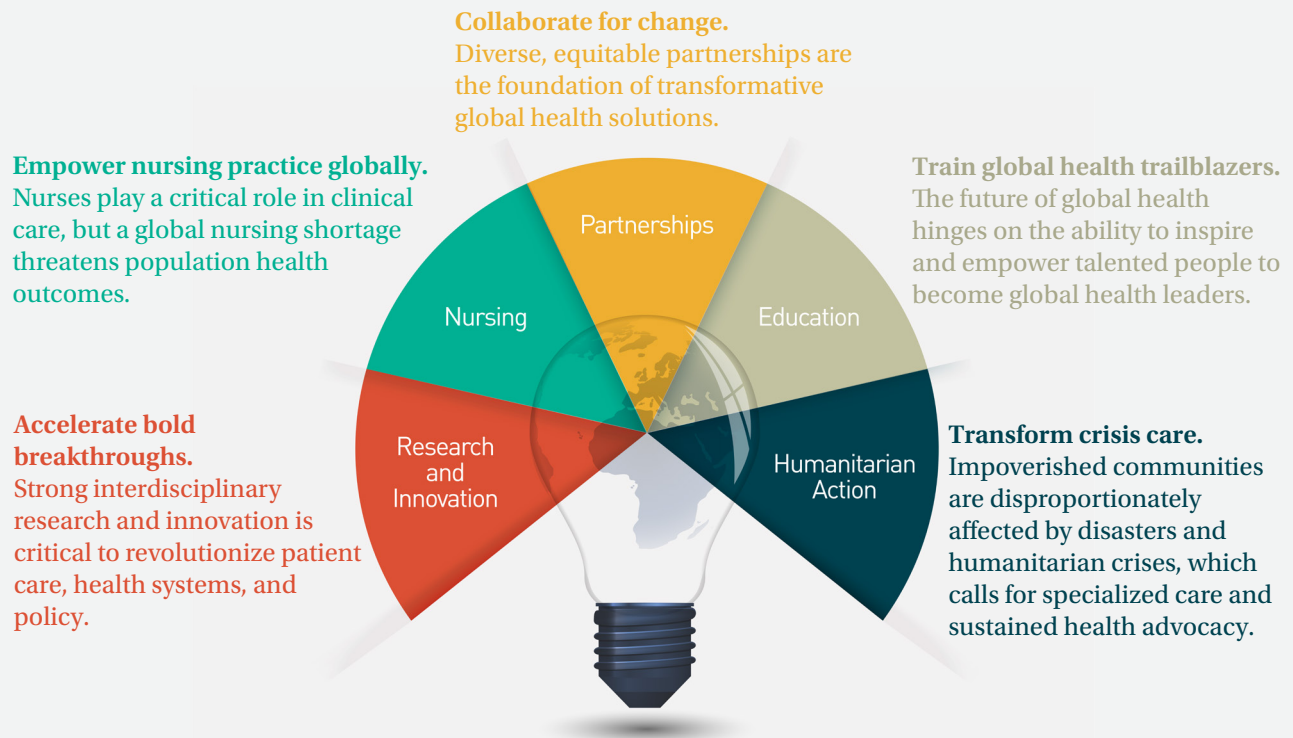
# ABOUT THE CENTER FOR GLOBAL HEALTH

## What We Do At Mass General

The Mass General Center for Global Health is a central hub of expertise and support for global health initiatives across the MGH ecosystem. We increase the efficiency and effectiveness of MGH's global health engagements by securing sustainable, equitable partnership infrastructures; educating, training, and organizing global health resources; facilitating interdisciplinary collaboration; and accelerating impactful research and innovation.



## Our Five-Pronged Approach to Global Health



# RECORD OF SUCCESS

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**Global Partnerships** **83** RESEARCH PROJECTS **17** CLINICAL PARTNERSHIPS

We develop institutional global partnerships to deliver excellent patient care and craft effective health solutions.

**Global Education** **50** MGH GLOBAL EDUCATION FACULTY **89** MASTERS IN MEDICINE & NURSING SCHOLARSHIPS

We empower caregivers, scientists, nurses, and researchers to build knowledge and community in global health through frontline service and bi-lateral learning.

**Global Nursing** **50** MGH GLOBAL NURSING FELLOWS **1325** UGANDA GRADUATES & TRAINEES

The MGH Global Nursing program is the only one of its kind, answering our partners' call for advanced nursing training with peer-driven education and mentorship tailored to each community's unique clinical needs.

**Global Research & Innovation** **\$62 MILLION** IN LMIC GLOBAL HEALTH RESEARCH IN 2019 **831** GLOBAL HEALTH INNOVATIONS

We catalyze groundbreaking health research and technology using innovation frameworks to harness cross-cultural ideas and perspectives.

**Global Disaster Response & Humanitarian Action** **13** MAJOR DISASTER DEPLOYMENTS SINCE 2015 **745** HEALTHCARE PROFESSIONALS TRAINED SINCE 2015

Our GDRHA programs organize resources and provide advanced training to individuals to respond to a full spectrum of humanitarian emergencies, both acute and chronic.



# THE CGH DIFFERENCE

## 1 Committed to Equity

Health equity is the cornerstone of our work. We address health disparities head-on. Our workspaces and collaborations are built on a foundation of inclusivity, equality, reciprocity, and respect.



*MGH Global Health Collaborative Leadership, Uganda 2019*

## 3 Community-Centered

We don't script solutions. We are guided by the needs of the diverse communities we support, and **join with** them to co-develop research, strategies, and innovations that drive long-term positive change.

## 2 Enriched by Diversity

We build stronger solutions by harnessing the power of diversity. Our approach unites experts across fields, cultures, and ways of knowing to exchange perspectives, ideas, and innovations that propel global health care forward.



*CGH Global Disaster Response, Typhoon Yutu, 2018*

## 4 Interdisciplinary Expertise

As a world-leading academic medical center, we address global health from the research bench to the patient bedside. This approach yields pivotal insights for advancing care and influencing meaningful policy change around the globe.



**As caregivers,**

we work shoulder-to-shoulder with other practicing clinicians to solve challenges at the ground level.



**As nurses,**

we address the global shortage of nurses through our Global Nursing Fellowship—a program that is unique to MGH.



**As scientists,**

we develop innovative breakthroughs that crack global health's most pressing issues.



**As educators,**

we prepare global health leaders to serve, exchange knowledge, and innovate in low-resourced communities.

# 2025 STRATEGIC PRIORITIES

## Global Partnerships

**To expand our global health partnerships while upholding the highest standards of quality, we aim to:**

- Build additional institutional global partnerships as core infrastructure for programs and collaboration.
- Ensure MGH global health partnerships are strategic and comport with our commitment to equity, innovation, and collaboration.
- Secure our ability to make 10-year investments in each partnership, which is a reasonable standard to achieve mutual success.



*Dr. Agnes Binagwaho, MGH Pediatric Global Health Summit at MGH, 2019*

## Global Nursing

**To increase nursing capacity in underserved communities and strengthen nursing leadership globally, we aim to:**

- Double the number of nursing fellowships we offer through partnerships
- Increase nursing capacity at all of our partner sites through training and education.
- Build a Nursing Research program in collaboration with the Munn Center.



*MUST Nursing Leadership Training at MGH, 2019*

## Global Education

**To empower healthcare trailblazers, both domestic and international, to pursue a career in global health, we aim to:**

Build a Global Health Academy that includes:

- Fellowships from multiple healthcare disciplines under the global health umbrella.
- Knowledge exchanges through classes, online modules, simulation, and peer learning.
- A partnership with Harvard leadership experts to enrich the leadership skills of global health clinicians.



*First Mile Bachelor of Science Nurses, Uganda, 2019*



# Global Research & Innovation

To accelerate transformative global health research and innovation, we aim to:

- Invest in the Global Health Research collaborative—a diverse and interdisciplinary network of researchers and faculty across fields—to increase the exchange of life-saving ideas, the creation of partnerships, and the dissemination of research.
- Seed the growth of novel research areas where MGH is strong and need is emergent—especially diabetes, emerging infections, cancer, social and behavioral policy, maternal mortality, and infant mortality.
- Hire to administratively support global health research initiatives, ensuring there are adequate resources to deliver quality work.



CGH Global Disaster Response, Cyclone Kenneth, 2019



Dr. Howard Weinstein and MUST Oncology team, 2019

## Global Disaster Response & Humanitarian Action

To maintain a center of excellence in disaster response and humanitarian action, we will:

- Continue offering cross-disciplinary crisis response trainings, including specific training in gender-based violence, trauma-informed care, and palliative care.
- Continue responding, influencing policy, and fostering greater public awareness of urgent humanitarian needs through MGH Global Disaster Response, MGH Asylum Clinic, the Durant Refugee Fellowship, and the Global Initiative to End Gender-Based Violence.

## HOW TO ENGAGE WITH CGH

To learn more about our programs, visit:

[globalhealth.massgeneral.org](https://globalhealth.massgeneral.org)

To read about our values visit:

[globalhealth.massgeneral.org/mission-and-values](https://globalhealth.massgeneral.org/mission-and-values)

To donate, visit:

[giving.massgeneral.org/global-health/donate](https://giving.massgeneral.org/global-health/donate)

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