



Global Health Corps' Strategic Plan **2022-2025**



» Mission, Vision, and Values



Our Mission

Our mission is to mobilize a diverse community of leaders to build the movement for global health equity.

Our Vision

We envision a world where every person lives a healthy, dignified life.

Our Values

Shared Integrity: We cultivate and nurture trust in ourselves and each other.

Inclusive Collaboration: We embrace the power of our differences.

Sustainable Resilience: We are intentional with our time and energy.

Continuous Learning: We seek and foster experiences that allow us to grow.



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» Foreword

Dear friends,

The COVID-19 pandemic changed global health, philanthropy, and the workforce in fundamental ways.

Sobering news dominated headlines. Oppressive systems and ineffective leadership failed millions, and especially the most vulnerable. Progress on many health issues stopped or reversed in the face of lockdowns, resource constraints, heightened violence, and health worker burn out.

But there were opportunities and victories, too. Equity and systems change got more attention while collaborative leaders stepped up to save lives in their communities. An overdue reckoning with power and privilege shook the chains of colonialism and racism.

Meanwhile, **we at Global Health Corps leaned on our values. Inspired by our community, we remained steadfast in pursuing our goal of strengthening health systems as we embraced opportunities to innovate.** We practiced the discipline of being hopeful (to paraphrase Mariam Kabe) and recognized joy as its own form of resistance (to paraphrase Audre Lorde).

We embarked on our strategic planning clear-eyed and ready to adapt to new global realities. Our new strategy will require us to deepen our investment in the next generation of leadership while we push the bounds of measuring the impact of doing so. We will need fresh perspectives and deep collaboration across borders and boundaries of all kinds.

We look forward to journeying with you to chart a bold and sustainable path forward.

Sincerely,



Heather Anderson
CEO, Global Health Corps



» Our approach to strategic planning



This is GHC's fourth strategic plan. Our strategies so far have cemented our identity as a leadership development organization for emerging global health leaders. To create our 2022-2025 strategic plan, we partnered with Eithos, a global strategic planning consultancy. A core group of staff met regularly with Eithos over several months and invited input from our full team and community.

Several principles guided our process:

Inclusive: We leveraged our diversity, ensuring that the ideas, concerns, and priorities of our staff, community, and other key stakeholders were represented.

Comprehensive: We wanted this process to help us see the big picture: where we're going, the obstacles and opportunities in our path, and what we need to get there.

Adaptable: Our sector and the challenges we're addressing are dynamic. We wanted a plan that would guide us and prepare us to be nimble and keep learning.

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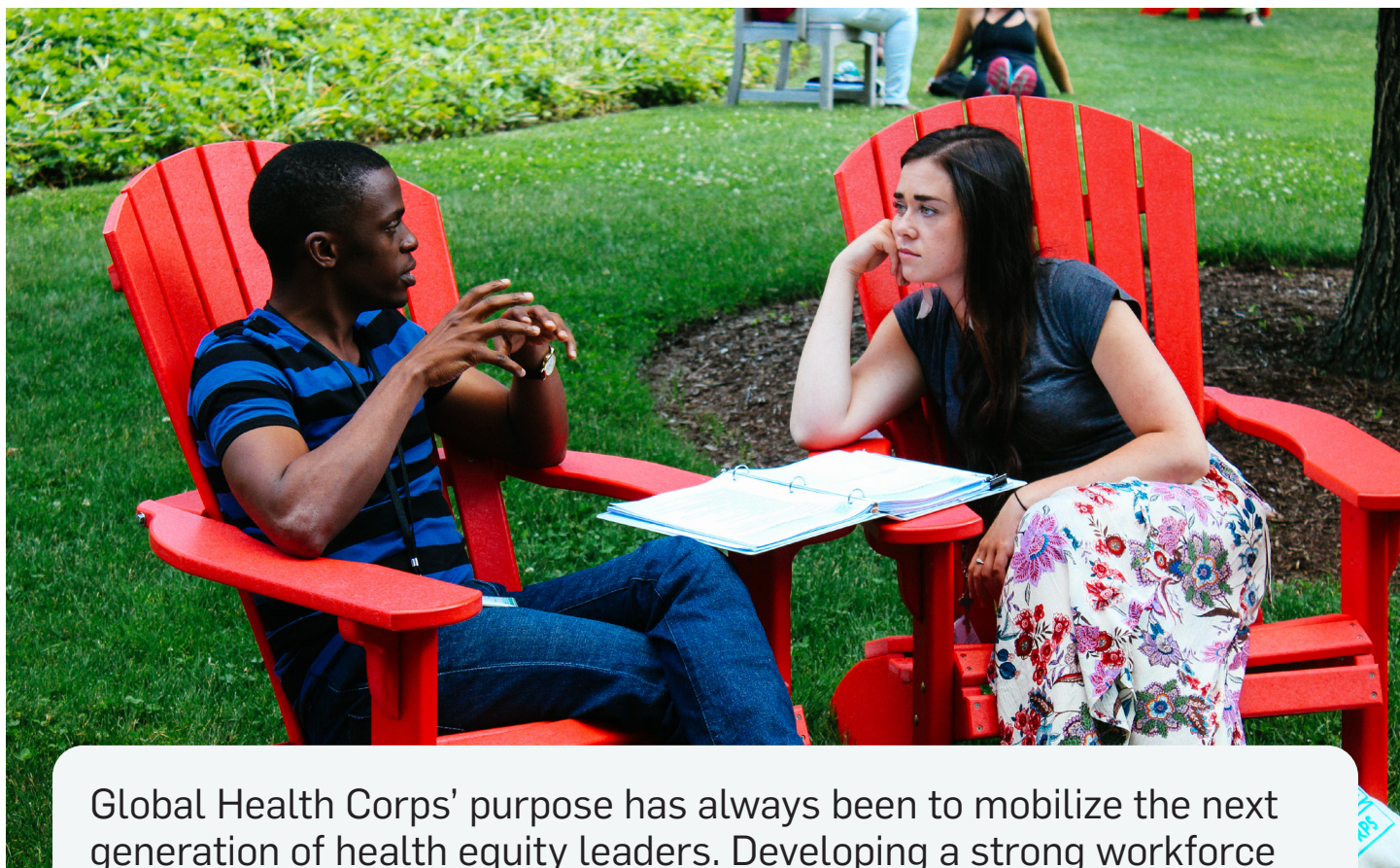
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» Our purpose



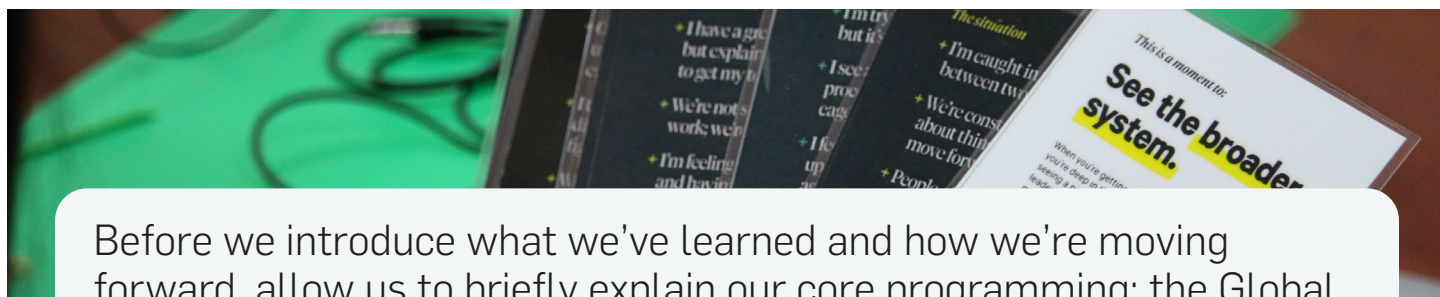
Global Health Corps' purpose has always been to mobilize the next generation of health equity leaders. Developing a strong workforce and effective, networked leadership is an essential contribution to health systems strengthening efforts.

In our 2022-2025 strategy, our purpose remains the same.

We're shifting how we work by:

- » Expanding the fellowship in Sub-Saharan Africa.
- » Launching a re-imagined fellowship in the U.S.
- » Deepening our alumni program to meet our community's needs.
- » Embracing our role as a field catalyst.
- » Strengthening our organization for the long road ahead.

» Our programs



Before we introduce what we've learned and how we're moving forward, allow us to briefly explain our core programming: the Global Health Corps (GHC) fellowship and alumni program.

» The GHC Fellowship

The fellowship is GHC's inaugural program. The year-long fellowship supports talented early career professionals to contribute to high-impact health organizations. With intensive leadership training throughout the year, it is a proven model for identifying and equipping innovative young leaders with diverse backgrounds and skill sets to lead and make an impact in global health.

The Fellowship by the Numbers, 2009-2022

1050+

and counting fellows recruited and trained.

235

fellows have published their perspectives on GHC's AMPLIFY publication.

151

fellow placement organizations, including:

- Partners In Health
- Amref Health Africa
- PATH
- Elizabeth Glaser Pediatric AIDS Foundation
- University of Global Health Equity
- Ministries of Health (Malawi, Rwanda, Uganda, and Zambia)

168+

hours of trainings designed and facilitated for each GHC fellow each year – on topics including leadership, management, writing for social change, and network building.

610

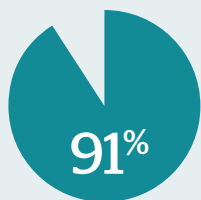
fellows have received alumni mentors through GHC's community mentorship program.

\$675,000+

in flexible professional development funds provided to GHC fellows to date.

The fellowship provides:

A critical talent pipeline for health organizations



of fellow supervisors report they would offer the fellow a role after the fellowship year.

2x

is the rate at which GHC fellows remain in global health and human development compared to their peers.



of fellow supervisors report fellows are critical to their work.

A transformative opportunity for diverse, early career professionals

28%

of our 2022-2023 fellows were new to the global health field and the majority of GHC fellows have non-clinical backgrounds.

67%

of the GHC community is female. Only 5% of top leadership roles in global health are held by women from low and middle-income countries.

2-3%

is the average acceptance rate to the fellowship.

An enriching community to foster collaboration and protect against burnout and attrition

GHC **fellows work in pairs** to promote cross-cultural collaboration.



of GHC fellows report that their participation in the program built their confidence and capacity to lead and make an impact.

Fellows are **mentored by alumni** throughout the fellowship.

A robust curriculum that catalyzes growth and impact

The program cultivates critical leadership traits including **empathy, humility, vulnerability, collaboration, and adaptability.**

Fellows build skills and knowledge in design and systems thinking, storytelling, management, and diversity, equity, and inclusion through **training, coaching, and professional development support.**

Fellows consistently rank **integration into the global GHC network** as one of the most valuable offerings of the program.

» GHC's Alumni Program

Long beyond the fellowship, GHC's alumni program catalyzes the impact of our leaders at the individual and collective levels. This level of continued support is unique among leadership development programs. It's also essential for maintaining an engaged and empowered network to sustain systems change across generations. GHC facilitates high quality professional development offerings for alumni that otherwise would be prohibitively expensive.

The Alumni Program, 2019-2022:

8

COVID-19 Coalitions comprised of GHC alumni met community health needs through targeted GHC funding and program support.

45

alumni were featured as speakers and moderators for GHC's Shift Happens Speakers Series.

85%

of alumni attributed a portion of their professional achievements to their engagements with GHC, even years post-fellowship and into senior-level positions.

24

Organizations and experts from around the world co-designed alumni programs in partnership with the GHC team and alumni, including:

Expert Impact • The Africa Management Institute • The Op-Ed Project • D-Prize • IDEO.org • Rippleworks • The Boardroom Africa • Africa Communications Media Group • Advocacy Accelerator • McKinsey Academy • Issroff Family Foundation • Bank of America • World Connect • SURU • Caring Hands • The Little Mental Health Project • Alliance for Accountability Advocates Zambia • Urban Yoga Foundation • Berrett Koehler Publishers • Rachel Okuja • Shannon Salentine • Maggwa Baker • Natalie Patterson • Dr Georgette Ledgister



Talent is global, but opportunity is not.

Dr. Tedros Adhanom Ghebreyesus, *Director-General of the World Health Organization*

The Alumni Program: Supporting Individual Growth

To bolster individual effectiveness, we support alumni to develop core global health competencies through Impact Trajectories. Alumni can opt into trajectories that are of interest and access a wide range of skill building, coaching, and funding opportunities. Initial focus areas are:

Social
entrepreneurship

Advocacy, policy,
and governance

Executive
management



Academia and
research advancement

Equity and justice

The Alumni Program: Fostering Collective Action

To harness the power of the GHC network, we support alumni to collaborate through a range of Collective Action Initiatives. These initiatives bring alumni and their broader communities together across lines of difference to drive sustainable change. Initial focus areas are:



Coalitions: Alumni design and implement programs rooted in human-centered design to meet urgent community needs.



National strategies: Alumni work with key stakeholders in their countries to improve policies and service provision in flagship issues like mental health and sexual and reproductive health.



Alumni chapters: Alumni take on leadership roles and strengthen peer connections within the GHC community.

The Alumni Program: Impact

Promoting retention:

82% of GHC alumni stay in global health and human development post-fellowship.

92% of GHC alumni are employed or in school, improving intersecting systems that are essential to realizing health equity.

Cultivating collaboration:

70% of alumni actively collaborated in the last 12 months.

40% of GHC alumni work at an organization with another GHC leader.

Building a movement for health equity:

73% of alumni worked to change policy, published their writings, spoke publicly, or advocated for social justice and health equity each year.

18% of alumni work outside of global health and human development, helping to "make global health everyone's business."



12+ Years of Impact:

Architect Christian Benimana's Journey from a Fellow to a Fellow Supervisor, Principal, and Founding Director

Architect Christian Benimana joined GHC as a 2010-2011 fellow at MASS Design Group in Kigali. Since then, he has risen in leadership and managed four generations of GHC fellows and counting. Inspired by the GHC model, he also co-founded the African Design Centre, a field-based fellowship program to train young architects and designers committed to using design to advance social justice.

During the pandemic, Christian and other GHC alumni recognized each other as a "brain trust", regularly connecting on Whatsapp and Zoom to discuss and share resources as they navigated challenges and met urgent needs. With support from the GHC team and community, Christian has helped lead MASS Design Group to grow to 100+ staff and to build dozens of hospitals, schools, and other projects in ways that promote health and dignity across Sub-Saharan Africa.

» How we innovated & what we learned



Year over year, we adapt our programs to respond to the needs and feedback of our partners and community while staying true to our core values and principles. Over the last few years, we adapted more than ever before given the unprecedented changes to the world and global health. These innovations inspired us to envision new possibilities.

Lesson 1: Hybrid programming has immense benefits.

How we innovated: We designed and facilitated our flagship Training Institute, Midyear Retreat, End of Year Retreat, and a Leadership Academy series virtually. This allowed us to bring in more diverse speakers and to optimize staff time and resources spent on planning and coordinating in-person trainings.

What we learned: In-person engagement is uniquely valuable and important for community building. Virtual programming can be an efficient way to promote cross-cultural engagement and provide access to additional training and networking opportunities. A strong program can comprise elements of both.

Lesson 2: We can invest more in proximate* leaders & regional networks.

How we innovated:

The pandemic posed travel and visa restrictions that prevented Americans from participating in our program in Malawi, Rwanda, Uganda, and Zambia. Yet GHC's partners there were facing a critical surge in need, so we recruited and trained full cohorts of national African fellows.

What we learned:

Fellows brought valuable contextual knowledge and lived experience to their roles. Meanwhile, the African Union, Africa CDC, and others were launching exciting Pan-African initiatives to accelerate progress. GHC realized we can do more to partner with them in promoting cross-border collaboration, advocacy, and power-building in Sub-Saharan Africa.

54% of fellows were offered a full-time role with their placement organization in 2021, a **17%** increase from 2020 and 2019.

* Proximate leaders are those who have lived experience with health inequities and/or hail from, or are intimately familiar with, the communities most impacted by them.

Lesson 3: Our co-fellow model remains important & it can evolve.

How we innovated:

While we recruited and placed all national fellow cohorts in Malawi, Rwanda, Uganda, and Zambia during the pandemic, we upheld our cross-cultural co-fellow model. Rather than pairing Americans and Africans as we had before, we paired fellows from different African countries as co-fellows.

What we learned:

Pairing fellows of different nationalities remains an important way to foster support, cross-cultural learning, and collaboration. There is also a need for building greater connections among health leaders across Sub-Saharan Africa and across the U.S.

Lesson 4: Our leadership approach is urgently needed in the U.S.

How we innovated: GHC has worked in the U.S. since our founding 2009. For the last few years, we intentionally paused our fellowship program in the country while continuing to support our community of 500+ U.S.-based alumni. To inform a reimagining of our U.S. fellowship program in the wake of COVID-19, we conducted interviews with health leaders, did a literature review, and conducted a landscape analysis of health leadership programs.

What we learned: The pandemic illuminated and exacerbated long standing health inequities in the U.S. There is persistent underrepresentation in U.S. public health leadership of women, Black, Indigenous, people of color (BIPOC), and others who bear the brunt of these health inequities. GHC can and should help meet the urgent need to nurture early career leaders to grow, adopt a global lens, and drive impact.

Lesson 5: Decolonizing our curriculum unlocks greater impact.

How we innovated: In response to feedback from our community on our curriculum, we sought out training partnerships with more Global South-based organizations and individuals over the last few years. New partners include The BoardRoom Africa, Africa Management Institute, Advocacy Accelerator, Africa Communications Group, and Narachi Leadership.

What we learned: Given historical imbalances of power and resources, identifying training partners who have lived experience with health and social inequities requires commitment and creativity. While such partners may not have as much access and visibility as others in global health, they hold incomparable expertise on leadership, management, and other areas. There is immense value in taking the time to center inclusivity in building partnerships.

Lesson 6: Investing in collective action is worth the effort.

How we innovated: During the pandemic, GHC developed national strategies and created alumni-led Collective Action Coalitions in Malawi, Zambia, Rwanda, Uganda and the U.S. We continued to support alumni to collaborate through local alumni chapters, our community mentorship program, peer-led leadership learning circles, and networking events.

What we learned: These efforts developed productive collaborations in each country among community members. We should continue to expand collaborations across lines of difference for stronger, more inclusive results and deepen existing professional connections within the GHC community and members of their ecosystem.

Lesson 7: We have a greater role to play in championing leadership development as a lever for change in global health.

How we innovated: The last few years saw increased attention on systems change, health equity, and leadership. In response, GHC hosted a series of virtual conversations and supported staff, fellows, alumni, and board to speak and write on these topics, with a focus on the talent gap. We also increased our participation in related coalitions and research initiatives.

What we learned: There's a fleeting window of opportunity to shift narratives in global health about who should lead and how leadership should work for the future. GHC has an opportunity and a responsibility to catalyze these efforts.

Lesson 8: The stronger our team & organization are, the more impact we can have.

How we innovated: Over the last few years, lack of in person connection challenged morale at many organizations. At GHC, we ramped up our global staff meetings, hosted virtual staff retreats, and created community building spaces. We also improved our time off policies and worked to strengthen operational alignment with our values of diversity, equity, and inclusion.

What we learned: Building culture, supporting staff, and improving our systems, technology, and knowledge management are key to driving impact. In the wake of COVID-19, we'll prioritize continued strengthening in these areas, even as we look to expand our programs.

» The challenges we face now



Our purpose is clear and the systems we work within are complex. We acknowledge and hold these paradoxes at the heart of our work as we move forward in 2022-2025:

- » We're striving to stay mission and value-aligned *and* be responsive to shifts in global health and what we're learning on our journey.
- » We're improving and expanding our programming *and* investing in organizational strengthening.
- » We're embracing a learning approach to diversity, equity, and inclusion *and* setting clear strategies and metrics to drive progress.
- » We're maintaining quality, equity, and mission alignment in programming across locations *and* tailoring programs to be specific to each context and communities' realities.
- » We're cultivating a sense of unity among community members *and* evolving programs and expanding to reach more young professionals.
- » We're equipping leaders closest to inequities *and* we're fostering intentional collaboration and connection on a global scale.
- » We're strengthening networks and health ecosystems within specific geographies *and* increasing our impact and reach globally.

» How we're moving forward: 2022-2025

By 2025, we'll grow our network of rising health equity leaders to 1400+. We're focusing on three drivers of impact:

	What's our goal?	What's new?
Fellowship	Facilitate a transformational fellowship experience for more young health leaders in more places.	<ul style="list-style-type: none"> • Launching a new fellowship in the U.S. to train 100 total emerging leaders from 2023-2025. • Expanding our fellowship across Sub-Saharan Africa, targeting 180 total emerging leaders over the next three years with $\frac{2}{3}$ female representation in each cohort.
Alumni Program	Propel more rising health leaders to greater impact and influence across their careers.	<ul style="list-style-type: none"> • Supporting alumni to expand their skills, with a focus on proximate partners and small group learning. • Fostering greater collective action between alumni and partners across health systems.
Field Catalyzing	Champion global health talent as a powerful lever for systems change.	<ul style="list-style-type: none"> • Exploring new partnerships, research opportunities, and narrative change initiatives to catalyze change across health systems actors and institutions. • Expanding and deepening strategic partnerships to drive funding and policy shifts for leadership development in global health.

A strong, inclusive organization and team are key to achieving these bold goals. To strengthen our foundation as we grow, we will:



Advance Diversity,
Equity, and Inclusion



Sustain a Rewarding
and Supportive
Workplace



Bolster Systems,
Technology and Funding

» Our Fellowship Program:

Nurturing Early Career Global Health Talent

The GHC fellowship supports young professionals who are underrepresented in global health leadership to thrive and make a lasting impact on health systems. COVID-19 illuminated deep inequities and emphasized the dangers of a lack of diversity in global health leadership. Against this backdrop, the fellowship remains a core GHC program in 2022-2025.

Expanding the Fellowship Across Sub-Saharan Africa

GHC will recruit and train 180 emerging leaders in Sub-Saharan Africa over the next three years. For the 2023-2024 fellowship cohort, we're inviting citizens of nine additional countries to apply for fellowship roles in our current countries of operation: Burundi, Ethiopia, Ghana, Kenya, Liberia, Nigeria, South Africa, Tanzania, and Zimbabwe. As we learn how best to recruit and support a more geographically diverse cohort of fellows, we intend to expand the list of citizenships eligible in 2024 and beyond.

As fellows join our community from a wider range of countries across Sub-Saharan Africa, we are continuing to integrate them into our global community. The close relationships formed between GHC co-fellows across Global North-Global South lines have resulted in rich learning and collaboration, well beyond the fellowship year.

We're excited to roll out this pilot version of the fellowship and to keep adapting. In line with our Theory of Impact, we're working to make progress in several ways:

Engagement	Fellows — especially those who join from outside GHC's countries of operation — stay engaged as they transition to alumni.
Influence	Other institutions such as the African Union, Africa CDC, the African Development Bank, and academic institutions want to engage with and learn from GHC's model.
Collaboration	More frequent and meaningful collaborations between fellows and organizations across countries.
Gender Targets	Our Sub-Saharan African cohorts are at least ⅔ female-identifying to accelerate progress towards gender equity in global health leadership.
Partner Satisfaction	Partners renew with GHC, tell their peers to get on board, hire fellows full time where possible, and share positive feedback.

Launching a New Fellowship in the U.S

In 2023, GHC is launching a new fellowship program in the U.S., leveraging our existing partnerships and 500+ U.S.-based alumni. We will recruit and train 100 emerging leaders over the next three years. The U.S. fellowship aims to support young leaders — especially those who identify as women and Black, Indigenous, people of color — with diverse backgrounds to move into managerial and executive roles in public health. It provides a cadre of rising U.S. health leaders with critical skills, global acumen, and connections to strengthen U.S. health systems.

The fellowship is our proven model with some contextual adjustments, informed by our understanding of what it will take to shift U.S. health systems. For example, rather than injecting new talent into the sector, we're investing in early career professionals already in public health roles to support retention and readiness for managerial and executive roles. We're strategically recruiting fellows across geographies, issue areas, and institutions working to strengthen U.S. public health including Federally Qualified Health Centers, grassroots organizations, health agencies, departments of health, and organizations addressing public and community health through intersecting issues (e.g. housing, education, racial justice, violence prevention).

Our pilot cohort launches in 2023. In line with our Theory of Impact, we're working towards several contextual measures of success:

Recruitment	Our applicant pool is diverse and strong in numbers and quality.
Growth and Engagement	Fellows commit to the program in full, self-reported growth, and stay engaged as they transition to alumni.
Collaboration	We see frequent and meaningful collaborations between fellows and organizations across sectors, disciplines, and geographies.
Influence	Fellows eschew the harmful myth of Global North exceptionalism in global health and actively seek to learn from and partner with their Global South counterparts in the GHC community.
Global Lens	Partners renew with GHC, tell their peers to get on board, hire fellows full time where possible, and share positive feedback.



» Our Alumni Program:
Cultivating Health Equity Leaders for Life

Long beyond the fellowship, GHC's alumni program catalyzes the impact of our leaders. COVID-19 demonstrated the importance of having equity-driven leaders at the helm in global health. It also showed the value of networks and collective action for changing complex systems. Against this backdrop, we're continuing to develop our alumni program in 2022-2025. By 2025, our alumni network will grow to 1400+ globally.

Maintaining & Improving Impact Trajectories

Our impact trajectories support individual alumni to excel in core areas of global health. We're advancing three important shifts to this programming that have emerged over the past few years:

Prioritizing proximate partners	To provide more effective trainings for our diverse community, we're prioritizing partnerships with organizations and individuals with contextually relevant lived and professional experience.
Learning through small groups & cohorts	We're developing more opportunities for alumni to gather with each other, with fellows, and with partners in smaller curated groups to foster deeper engagement and cross-cultural collaboration.
Tailoring program offerings	As our community grows bigger and more diverse, we'll provide more targeted offerings to meet specific needs of alumni in different career stages and role types.

Strengthening Collective Action

We're ramping up our focus on collective action, building on the foundation we set from 2019-2022. We're focusing on a few key areas of progress:

Launching national strategies	We're implementing alumni-developed national strategies and refining methods for advancing them including Collective Action Coalitions, workshops, hackathons, advisor reviews, and research.
Supporting & mapping the network	We're fostering greater cross-country collaboration and developing more effective digital tools for community building. We're also building better tools to map our community — where they live and work, what they are most passionate about, what opportunities they are seeking, and how they are connected with other GHC fellows, alumni, and partners.
Expanding our ecosystem approach	We're opening our programs to more people in the spheres of influence of alumni to expand the reach of our leadership approach. We're also strengthening ties between our alumni and leading health stakeholders through technical working groups and coalitions.

Amplifying Underrepresented Voices & Perspectives

We're continuing to support our community to hone and share their voices and perspectives to influence the global health sector. We're deepening our efforts in a few areas:

Providing the most support for the least heard	We'll target more of our support for our community members who identify as women, African, and Black, indigenous, and people of color. We'll offer focused training, mentorship, coaching, and confidence building initiatives.
Establishing GHC as a destination network for thought leadership	We'll leverage strategic partnerships to land more high-impact speaking, writing, and advocacy opportunities for alumni to share their perspectives and expertise. We'll deepen readership and engagement with GHC's publication, AMPLIFY.
Expanding partnerships for greater influence	We'll look to collaborate with new partners, especially media makers, influencers, advocates, and event organizers in the Global South, to co-create opportunities for our alumni to build their profiles and expand their influence.



» Field Catalyzing:

Mobilizing a Movement for Global Health Leadership

In the wake of the pandemic, there is increased attention on the role of leadership in health systems strengthening. GHC has an opportunity and a responsibility to catalyze the global health sector to create a more enabling environment for leadership development.

Accelerating Progress by Moving Mindsets

GHC's wide-ranging partners, proven model, and 13+ years of experience in position us well to catalyze the field of leadership development for global health. We have long prioritized amplifying diverse voices to build a movement for equity-driven leadership. During the pandemic, we increasingly championed the power of investing in emerging leaders early and often in their careers. From 2020-2022:

- » GHC staff engaged in coalitions, committees, and research initiatives with partners including Impact Fellowships Summit, We Wonder, Women Leaders in Global Health, Talent For Good, and the People First Community.
- » GHC hosted virtual town halls with the Skoll Foundation and Adtalem Foundation and storytelling salons with activists Jamia Wilson and Rosebell Kagumire.
- » GHC leadership published timely pieces on equity-driven leadership.

Over the next three years, we're embracing our role as a field catalyst. Working closely with a wide range of partners, we'll pursue mindset, policy, and funding shifts that further center leadership development as a lever for change in each of our countries of operation and at a global level. Other tactics we're exploring include:

- » Spearheading or contributing to research and narrative change initiatives.
- » Establishing new strategic partnerships to advance the field (e.g. advocacy coalitions, communities of practice).



» Organizational Strengthening: Leading by Example

A strong team and organization are fundamental to GHC's success. Over the last few years, GHC has established a solid foundation of organizational systems, processes, and policies. We have also made strides in aligning our operations and culture with our values of diversity, equity, and inclusion. In 2022-2025, we're working to operationalize these initiatives, making GHC an even more rewarding and supportive place to work.

Advancing Diversity, Equity, & Inclusion (DEI)

The racial justice uprisings in 2020 catalyzed deeper anti-racism efforts at GHC. To strengthen alignment between our operations and our DEI values, we formed an internal DEI task force engaging staff from across teams, countries, tenures, and seniority levels. The task force leads key initiatives including publishing a DEI Vision, contracting facilitators to lead an organizational DEI audit and trainings, and creating tools to codify decision making and culture norms.

To build on this momentum, we're focusing on:

Monitoring & tracking progress	Create and implement a framework to assess DEI progress and inform strategies year-over-year.
Allocating resources to operationalize DEI	Align budgets and staff capacity to enable a transition from a task force approach to a fully integrated staff approach to advance DEI goals at the organizational level.

Sustaining a Supportive Workplace

Since 2019, we have adopted new practices and policies to support our growing team, from more paid time off and better benefits to a stronger culture of feedback and career growth. We're committed to establishing an excellent career development program and making GHC a great place to work.

In the next few years, we'll build on these efforts by:

Increasing clarity & transparency	<ul style="list-style-type: none"> • Operationalize a framework for individual and team goals. • Implement a robust Performance Evaluation System. • Develop philosophies and policies to guide compensation and promotion.
Increasing support	<ul style="list-style-type: none"> • Establish and enhance learning and development opportunities. • Improve staff surveys and feedback channels to identify areas of improvement for engagement, well-being, belonging, and morale. • Strengthen foundational HR systems and processes (payroll, benefits administration, recruitment, onboarding, and offboarding).

Bolstering Systems, Technology & Funding

Implementing user-friendly, functional systems and technology is critical to sustaining the growth and impact of our work. To date, our investments in new systems for finance, fellow selection, human resource and project management, and relationship tracking have paid great dividends.

To strengthen the foundation we built over the last few years, we're prioritizing:

Improving knowledge management & IT	<ul style="list-style-type: none"> • Strengthen existing IT and implement new IT systems through collaborative design with staff • Streamline knowledge management practices and data to support hybrid work and foster efficiency and agility
Reducing risk	<ul style="list-style-type: none"> • Instate more robust organizational risk management practices. • Build a stronger culture of compliance. • Operationalize a more proactive approach to health, safety, and security issues.
Ensuring steady financial growth & preparation	<ul style="list-style-type: none"> • Accelerate revenue growth each year. • Diversify our funder pool to include new and multi-year donors. • Build an investment fund strategy as a long-term safety net.

» Measuring the impact of global health leadership



Effective leadership and management are crucial to strengthening health systems and improving health equity. Yet there remains a paucity of impact data on leadership programs. Measuring the impact of a leader — and a network of leaders — on complex and evolving health systems is especially challenging. Nevertheless, GHC is committed to understanding and assessing the critical contributions our community makes in strengthening these systems.

» GHC's Theory of Impact

In 2018, GHC enlisted Dr. Amy Lockwood from University of California, San Francisco to lead a mixed-methods research project to assess the impact of our program over the previous decade. The research illustrated that GHC fellows contribute to mission-critical and lasting systems change and that they are nearly twice as likely to currently work in the field of global health compared with finalists for the fellowship. It also found that the GHC fellowship experience shapes individuals' worldviews, builds early technical and foundational leadership capacity, and provides lifelong access to a valuable network.

In light of these findings, we designed and rolled out an innovative Theory of Impact (TOI) and impact metrics in 2019. It captures meaningful change among our network of leaders and clearly links GHC's results to progress in the field of global health. It is a bold and robust model for assessing impact.

Our 2019-2022 Results & Our 2022-2025 Targets

Using our TOI as our road map, we tracked key outcomes to understand how we're achieving **the intended outcome of our programs: a diverse community of leaders who excel in their careers, collaborate, and influence the field of global health.** From this approach, we anticipate longer-term change toward Sustainable Development Goal 3 in areas such as maternal mortality ratio, HIV incidence, contraception satisfaction, and the Health Access and Quality Index.

Through our TOI and our indicators, we've seen encouraging progress and developed an even more nuanced understanding of how leaders and networks affect systems change. With a slightly adjusted TOI that better captures how systems change across time and through mindset shifts and collaboration, we'll work towards ambitious targets over the next three years.

Outcome	Indicator	Average 2019-2022	Target 2022-2025
Leaders who are committed to health equity	% of GHC leaders who remain in the fields of global health or development	82%	Maintain >80%
Effective leaders	% of GHC leaders currently employed and/or in school	92%	Maintain >90%
	% of GHC leaders who occupy senior-level decision making positions	13%	Increase to >15%; Increase percentages of women and African nationals in senior-level positions
Collaborative leaders	% of GHC leaders who have collaborated with at least one other GHC leader in the last 12 months	63%	Increase to >75%; Increase cross-border collaborations to maximize the power of our diverse network
	% of GHC leaders reporting that they were connected to their current job via the GHC network	21%	Increase to >25%
Influential leaders	% of GHC leaders who have completed one or more influencing activities (e.g. writing, public speaking, advocacy) in the last 12 months	73%	Increase to >80%; Increase percentage of women participating in influencing activities

Through continued learning and adaptation, we'll strengthen our measurement approach and develop innovative ways to measure network strength and connectivity. We look forward to continuing to improve the field of measurement for leadership development and systems change.

» Thank you & let's keep going!



We are deeply grateful to the many partners — foundations, corporations, organizations, and individuals — who have journeyed with us over the past 13 years and supported our growth. As we enter the next chapter of GHC, we are eager to deepen these relationships and establish new partnerships.

Our increased investment in African leaders, our renewed commitment to deepening our work in the U.S., and our efforts to drive greater collective impact through our growing network create exciting opportunities for GHC and our community. Collaboration lies at the heart of the GHC model and community, and we are excited to invite a wide range of partners to join us. In particular, we invite strategic partnerships for fellow recruitment, staff professional development, thought leadership and coalition opportunities, network-building, program and curriculum design, and organizational strengthening.

As we launch into the next three years, we are pursuing a bold \$20 million strategic vision. Key partners supporting this vision include MacKenzie Scott and Dan Jewett, Rippleworks Foundation, Packard Foundation, Bank of America, Abbvie Foundation, and Bloomberg Philanthropies. We look forward to deepening our relationships with our current financial partners who are committed to our work. We are also excited to build new relationships with others who believe that investing in leadership is a powerful lever for change in global health.



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