



SickKids[®]

Centre for
Global Child Health

STRATEGY 2025-2030

EXECUTIVE SUMMARY



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Since its establishment in 2013 the Centre for Global Child Health (C-GCH) at The Hospital for Sick Children (SickKids) has used research, sustainable capacity building, knowledge synthesis, knowledge translation, and advocacy, to tackle some of the greatest challenges in newborn, child, adolescent, reproductive, and maternal health, with a particular focus on challenges that disproportionately impact marginalized populations. We have focused on a wide range of pressing global child health topics including infectious and non-communicable diseases, newborn survival, child growth and development, safe and healthy pregnancy, and health systems strengthening, and these efforts have resulted in meaningful impacts.

Through capacity building initiatives in sub-Saharan Africa, the Caribbean, and other parts of the world we have trained over 2,100 paediatric nurses, physicians, and other health workers through certification and in-service programs and over 50,000 health workers through online courses since 2015. We have developed a robust and diverse research portfolio, producing over 800 peer-reviewed articles between 2020 and 2024, with wide dissemination of key findings to the global community. We have hosted several global networks that advocate for the health of children globally, including our current mandate to host the Global Sickle Cell Disease Network. However, more

work is needed as many issues continue to disproportionately impact the world's most vulnerable populations and have been exacerbated by emerging threats to global health including climate change, political instability, conflict, health workforce shortages, pandemic threats, and the risk of familiar infections that no longer respond to known treatments. The C-GCH 2025-2030 strategy reflects our continued commitment and plan to address urgent and evolving challenges in global child health.

This document outlines the vision and mission of the C-GCH, the values that underpin our work, the planned trajectory of our activities over the next five-years, and a description of what success in 2030 will look like. We are committed to the global health agenda and our internal vision that healthier children are foundational to a better world. We are prepared to adapt to the rapidly evolving landscape of global health and are ready to overcome obstacles that block our path to success. Given our unique position within the largest paediatric hospital in Canada, our collective years of experience and expertise in global health, and our strong network of globally minded partners, we are well poised to support substantial improvements in the health of children, worldwide, by 2030 and beyond.

VISION

We share SickKids' vision of Healthier Children. A Better World.

MISSION

The SickKids Centre for Global Child Health's mission is to improve the lives of children and their families in marginalized populations around the world through rigorous research and sustainable capacity building, and by informing policy through knowledge synthesis, knowledge translation, and advocacy.

CORE VALUES

Our core values align with the values of the broader SickKids organization.

Compassion

We genuinely care about others. We aim to approach all interactions with empathy, respect, professionalism, and kindness by practicing active listening, and treating others the way they want to be treated.

Inclusion

We value a culture of belonging. We aim to create a safe environment where everyone feels welcomed and respected and where their uniqueness is valued and celebrated.

Integrity

We aim to do the right thing every time. We ensure that honesty, trustworthiness, fairness, sincerity and ethics guide our actions and choices.

Innovation

We will make today better than yesterday. We will challenge the status quo, embrace possibility thinking and balance risk with reward to drive necessary change.

Collaboration

We believe we are stronger when we work together. We value teamwork and relationship building, and leverage individual strengths and experiences to achieve desired results and outcomes.

Excellence

We will take personal accountability to be our best and do our best. We embrace a continuous learning mindset, curiosity, and hold ourselves to the highest standards of care, safety, quality and service.



Given the C-GCH's unique mission and areas of focus, our work is also guided by principles of equity, openness, and sustainability.

We believe that everyone should have the same opportunity to succeed and thrive, regardless of their starting point. We are committed to promoting **equity** in all partnerships, collaborations, and activities, both within SickKids and externally. We integrate a gender equality framework into our activities and strive to identify and minimize power imbalances.

We value **openness** and are committed to sharing our methods, data, results, and outcomes ethically, accurately, and promptly, through a variety of communication channels.

We value **sustainability** in all aspects of our work. We partner to support locally identified solutions that promote long-term benefits, beyond the completion of projects or programs, and that minimize the environmental impact of our work.

BY THE NUMBERS



18

Core Faculty
Members



86

Staff Members



48

Trainees



58

Active Research Grants
(>\$61 million CAD awarded)



113

Countries where
we Partner



58,200

Health Care Professionals
Trained Worldwide
(2010-24)



54,626

Health Care Professionals
who Completed Online
Courses (2010-24)



3,574

Health Care Professionals
Trained In-Person or
Virtually (2010-24)

Unless specified otherwise, all data reflect the C-GCH's scale and scope of activities in 2025.



Contribute to the Global Child Health Evidence Base

- Generate new evidence in global child health through rigorous research and evaluation of existing interventions, programs and policies
- Promote research innovation by encouraging cross-disciplinary collaboration and, where appropriate, integrating new technologies and methods
- Consider Precision Child Health, where appropriate, throughout the lifecycle of projects or programs, to build a Precision Global Child Health evidence base
- Share knowledge by disseminating methods, results, and data ethically, accurately, promptly, and broadly. This includes a focus on engaging the UN and development agencies in Canada and globally
- Strengthen research capacity by establishing strategic partnerships and promoting reciprocal knowledge-sharing



Strengthen Health Systems Through Collaborative Health Workforce Training and Targeted Investments in Learning and Clinical Environments

- Partner to design, implement, and/or support accredited health professional and laboratory medicine education programs that are integrated into health systems
- Collaborate to strengthen health systems through quality improvement initiatives and by investing in and facilitating enabling and supportive learning and clinical care environments
- Ensure accountability by monitoring and evaluating the implementation and impact of health professional and laboratory medicine education programs
- Share methods, lessons, and impact of training programs by communicating outputs widely
- Conduct relevant trials and implementation research to inform and influence policy



Advocate for the Health of Children, Globally

- Advocate for attention, in-kind support, and funding from local, national and international communities to address global child health priorities
- Mobilize and collaborate with local, national, and international networks, academic centres, governmental, intergovernmental, and non-governmental agencies to amplify advocacy efforts and advise on global action plans



Train the Next Generation of Global Child Health Leaders

- Collaborate to develop cross-disciplinary global health training programs
- Prepare trainees for leadership positions in global health research, capacity building, or advocacy
- Create opportunities for global health learning through mentorship, knowledge-sharing sessions, and e-learning resources



Raise Awareness, Generate Evidence and Support the Development of Sustainable Interventions to Address the Impact of Climate Change on Maternal and Child Health

- Raise awareness of the impact of climate change on maternal and child health and the solutions that improve outcomes
- Increase the scope of our research on climate change and its impact on health and generate evidence on effective action



CONTRIBUTE TO THE GLOBAL CHILD HEALTH EVIDENCE BASE

Our objectives:

- Generate new evidence in global child health through rigorous research and evaluation of existing interventions, programs and policies
- Promote research innovation by encouraging cross-disciplinary collaboration and, where appropriate, integrating new technologies and methods
- Consider Precision Child Health, where appropriate, throughout the lifecycle of projects or programs, to build a Precision Global Child Health evidence base
- Share knowledge by disseminating methods, results, and data ethically, accurately, promptly, and broadly. This includes a focus on engaging the UN and development agencies in Canada and globally
- Strengthen research capacity by establishing strategic partnerships and promoting reciprocal knowledge-sharing



CONTRIBUTE TO THE GLOBAL CHILD HEALTH EVIDENCE BASE



We will harness our long-standing research and program evaluation expertise in maternal, newborn, child and adolescent health, nutrition, growth and development, and infectious and non-communicable diseases to lead and collaborate on new research and program evaluation opportunities, the outputs of which will increase the global child health evidence base. In parallel, we will broaden our existing areas of focus and expertise by growing our collaborative network and the number of Core Faculty members in the C-GCH, with a focus on engaging individuals from disciplines that have not traditionally been represented within the C-GCH (e.g., surgery, basic sciences, and clinical laboratory sciences). To support this growth, we will establish an inclusive membership model.

Through our annual Catalyst Grant competition, the establishment of cross-disciplinary C-GCH Fellowship programs, and by expanding membership in the C-GCH to include representation from diverse fields, we will encourage multi-disciplinary collaboration, research innovation, and the pursuit of new areas of priority research by our Core Faculty members. By using and developing new technologies and methods, including novel analytical approaches for large and complex datasets, including genomic data, we will further bolster our commitment to research innovation, while simultaneously contributing to the global evidence base.

In alignment with SickKids' 2025 strategy, in which Precision Child Health is a key component, the C-GCH will consider how Precision Child Health concepts and approaches, where appropriate, can be incorporated into existing and new projects or programs. In doing so, we aim to build a novel Precision Global Child Health evidence base that will help promote global child health equity.

Consistent with a global movement to make research accessible to everyone, and our own commitment to information sharing and the promotion of academic integrity, we will disseminate methods, results, and data ethically, accurately, promptly, and broadly. These efforts will ensure that all aspects of our work, regardless of the outcome, contribute to the global evidence base and that we are prepared to defend our outputs against fair academic scrutiny.

Partnerships are a cornerstone of many of our activities and are approached as reciprocal relationships through which knowledge is both shared and gained. Through discussions with our partners, we will identify knowledge and skill gaps, and support initiatives, such as education and mentorship opportunities, to enable professional development.



STRENGTHEN HEALTH SYSTEMS THROUGH COLLABORATIVE HEALTH WORKFORCE TRAINING AND TARGETED INVESTMENTS IN LEARNING AND CLINICAL ENVIRONMENTS



Our objectives:

- Partner to design, implement, and/or support accredited health professional and laboratory medicine education programs that are integrated into health systems
- Collaborate to strengthen health systems through quality improvement initiatives and by investing in and facilitating enabling and supportive learning and clinical care environments
- Ensure accountability by monitoring and evaluating the implementation and impact of health professional and laboratory medicine education programs
- Share methods, lessons, and impact of training programs by communicating outputs widely
- Conduct relevant trials and implementation research to inform and influence policy

STRENGTHEN HEALTH SYSTEMS THROUGH COLLABORATIVE HEALTH WORKFORCE TRAINING AND TARGETED INVESTMENTS IN LEARNING AND CLINICAL ENVIRONMENTS



To support resilient health systems, we will partner with local governments and public training institutions to develop high-quality clinical education programs focused on newborn, child and adolescent health. These education programs will be rooted in equity and rights-based approaches that advance child and family-centred care and contribute to more equitable health outcomes. Training opportunities for a broader range of health professional cadres and integration of interprofessional education will foster interprofessional collaborative practice and strengthen health system responsiveness.

Alongside our partners and funders, we will identify opportunities to invest in the local learning and clinical environments to create an enabling environment that supports the application of knowledge to practice and therefore promotes good clinical outcomes.

We will work with our partners and our funders to develop robust implementation frameworks that leverage best practices in project management, strong governance and participatory and inclusive monitoring, evaluation and learning to encourage iterative program improvements and purposeful knowledge translation.



ADVOCATE FOR THE HEALTH OF CHILDREN, GLOBALLY



Our objectives:

- Advocate for attention, in-kind support, and funding from local, national and international communities to address global child health priorities
- Mobilize and collaborate with local, national, and international networks, academic centres, governmental, intergovernmental, and non-governmental agencies to amplify advocacy efforts and advise on global action plans

To stimulate attention and resources in support of global child health research, education, and advocacy, we will communicate evidence-based and compelling stories about the importance and impact of studying and supporting global child health initiatives through social media, publication in journals and newspapers, and direct outreach.

Coordination with other globally focused entities will allow us to amplify our global child health advocacy efforts. We will leverage our network of collaborators, partners, consortiums, and funders to strengthen or establish new relationships with local, national, and international organizations that have interest and expertise in global health. We will also establish a local consortia of global health academics to identify potential synergies in our work and advocacy efforts.





TRAIN THE NEXT GENERATION OF GLOBAL CHILD HEALTH LEADERS



Our objectives:

- Collaborate to develop cross-disciplinary global health training programs
- Prepare trainees for leadership positions in global health research, capacity building, or advocacy
- Create opportunities for global health learning through mentorship, knowledge-sharing sessions, and e-learning resources

The multi-disciplinary nature of the field of global health was a driving force behind the establishment of the C-GCH's Global Child Health Fellowship Program, which aims to recruit and train physicians, allied health professionals, and researchers with doctoral-level training, who have experience and interest in global health. We will continue to recruit, mentor, and prepare fellows for a variety of leadership positions in global health.

To complement our long-standing fellowship program, we will form strategic partnerships to develop and administer novel cross-disciplinary global health training programs. As part of this initiative, the C-GCH will partner with other Centres and Departments within SickKids (e.g., Garron Family Cancer Centre, Department of Surgery, Department

of Obstetrics and Gynaecology, Centre for Brain and Mental Health, Department of Paediatric Laboratory Medicine), the University of Toronto, and elsewhere, in areas where global health collaborations are needed but have been historically absent or underrepresented. We will also partner to support the development of a global health elective for trainees at SickKids that will engage clinical and laboratory medicine trainees with an interest in global health at an early stage in their career. This type of elective will create learning opportunities and reduce barriers to trainee engagement in global health.

Leveraging our existing knowledge-sharing platforms, we will continue to create opportunities to foster the exchange of evidence and ideas, and to stimulate discussion.



RAISE AWARENESS, GENERATE EVIDENCE AND SUPPORT THE DEVELOPMENT OF SUSTAINABLE INTERVENTIONS TO ADDRESS THE IMPACT OF CLIMATE CHANGE ON MATERNAL AND CHILD HEALTH



Our objectives:

- Raise awareness of the impact of climate change on maternal and child health and the solutions that improve outcomes
- Increase the scope of our research on climate change and its impact on health and generate evidence on effective action

Climate change has undeniable consequences to human health, with vulnerable populations disproportionately impacted. The C-GCH will lead research efforts to better understand the impact of climate change on maternal and child health and health and laboratory medicine systems and the efficacy of interventions that could make systems and populations more resilient to the

effects of climate change or that mitigate the negative effects of extreme climate events. Our findings will be disseminated to raise awareness and inform policy. The C-GCH will aim to support the development of a health workforce that can identify and respond to the health impacts of climate change.

A HIGH-LEVEL VIEW OF WHAT SUCCESS WILL LOOK LIKE IN 2030



GENERATE AND SHARE EVIDENCE

2025

Rigorous global health research portfolio that focused primarily on areas traditionally linked to global health

Absence of internal resources to promote open sharing of research materials

2030



Expanded global health research portfolio that values multidisciplinary and interdisciplinary collaboration as a driver of innovation

Guidelines to promote and support the public dissemination of research materials



STRENGTHEN HEALTH SYSTEMS

Large portfolio of health system strengthening activities



Expanded portfolio of health system strengthening activities focused on partnerships to strengthen an interprofessional health workforce and implementing cost-effective interventions



ADVOCATE FOR CHILDREN

Collaborative network



Broadened collaborative network that connects globally engaged individuals and organizations in Canada and around the world



TRAIN GCH LEADERS

Established Global Child Health fellowship program that aims to train the next generation of global health leaders



Collaborate to expand the current fellowship program to include training in new disciplines



CLIMATE CHANGE AND MATERNAL AND CHILD HEALTH

Growing portfolio of research and advocacy on climate change and maternal and child health



Increase the scope and awareness of our research on climate change, its impact on health, and how to improve community and health system resilience and adaptation