

STRATEGIC PLAN 2018 – 2022

Approved by the Governing Board, May 16, 2018



The Global Brain Health Institute (GBHI) is a leader in the global community dedicated to protecting the world's aging populations from threats to brain health. GBHI works to reduce the scale and impact of dementia in three ways: (1) by training and connecting the next generation of leaders in brain health through the *Atlantic Fellows for Equity in Brain Health (AFEHB)* program, (2) by collaborating in expanding preventions and interventions, and (3) by sharing knowledge and engaging in advocacy.

GBHI was established in 2015 with shared leadership across two *Founding Sites* at the University of California San Francisco (UCSF) and Trinity College Dublin (TCD). GBHI intends to create an international footprint through a strong and vibrant network of partners, collaborators and supporters and *Regional Sites*. In all, GBHI plans to commit about 10% of funding from the Atlantic Philanthropies in regions outside the USA and the Republic of Ireland, including Northern Ireland, with emphasis on low and middle-income countries (LMIC).

At the core GBHI operates an innovative training program called the *Atlantic Fellows for Equity in Brain Health*. Here, we seek long-term impact through large international inter-professional cohorts of leaders who will break down boundaries to develop and implement innovative approaches on behalf of vulnerable people in their communities worldwide. The founding sites provide a foundation in state-of-the-art neuroscience to propagate evidence-based information and research. The *AFEHB* fellowship program is one of six *Atlantic Fellows programs* within the *Atlantic Institute*. Together, these programs *advance fairer, healthier, more inclusive societies*. This strategic plan focuses on the *AFEHB* fellowship program.

1. Overview

1a. Problem Statement

Dementia is rapidly increasing around the world. By 2050, the number of people with dementia could triple, overwhelming, families, communities, public health care systems and economies. Most growth will occur in LMIC, highlighting the inequity of this disease. Inequity is further noted through the recognition that brain health is driven, in part, by the same social and economic determinants that drive physical illness, steeped in disparities. Thus, more effective public health and population-based approaches to lower these disparities are needed. Our inter-professional approach is key to training leaders who can speak across critically important specialties and are better equipped to address challenges in equitable brain health. Traditional training environments are insular or national in design, failing to integrate factors central to the global burden of disease, to cross-pollinate successful initiatives developed in similar but geographically distant communities. Traditional training often excludes professions that are typically outside of clinical academia; yet, they are critical to campaigns of awareness, public health, policy, and prevention.

1b. Mission and Goals

GBHI Mission: GBHI works to reduce the scale and impact of dementia locally and globally by training and supporting a new generation of leaders to develop and translate research evidence and innovation into more informed and effective policy and practice.

Goals 2018 – 2022:

- **Build** an internationally recognized, inter-professional, training program for global brain health leaders
- **Train** a diverse and high quality pool of candidates through the AFEHB program
- **Develop** a strong, robust network of mentors, colleagues and funding opportunities to support AFEHB in their career ambitions and post-training activities
- **Partner** with a diverse set of mission-aligned prestigious organizations and impactful international institutions
- **Implement** innovative and cross-professional activities in a robust and collaborative environment focused on modeling leadership and developing and implementing scalable prevention and interventions

Success in 5 years:

- At least 125 AFEHB form the basis for a zealous, creative community of leaders embodying a culture of values that include **authenticity, fairness, openness, respect, courage, and empathy (A FORCE)**.
- Fellows are connected locally and globally and are united to overcome inequity in its numerous facets. Based on the foundations of good science, AFEHB are influencing policy and practice nationally and globally, and fostering the next generation of leaders.
- The Atlantic Fellows for Equity in Brain Health Program is renowned and prestigious.
- At least 75% of Senior AFEHB report that their fellowship experience has bent the arc of their career trajectory and are beginning to demonstrate short-term impact in their home communities by applying what they have learned change **populations, perceptions, policy publications and** practice to overcome inequities.
- At least 80% (approximately 100 Senior AFEHB) are envisioning impact beyond their home institutions and are beginning to implement, or contributing to implementing plans for longer-term impact on inequities locally, nationally, systemically.

Milestone 1: Robust program strategy and organizational performance

Milestone 2: Strong program design and execution

Milestone 3: Evidence of potential impact: Regional Site and participants' work is mission-aligned and shows signs of significant impact

Milestone 4: Inter-program coordination and participation: Atlantic Fellow program leadership has proven an active collaborator in the wider network of different Atlantic Fellow programs.

Milestone 5: Engagement and support from the wider field

1c. Values

GBHI will conduct its programs and activities with excellence, dignity, equity, opportunity, diversity, collaboration, scientific rigor and curiosity. We aim to instill the following core values in Atlantic Fellows as leaders: **Authenticity, Fairness, Openness, Respect, Courage, and Empathy (A FORCE)**.

1d. Theory of Change

GBHI is founded within a robust translational research infrastructure in neuroscience with a history of addressing vulnerable populations. We maintain a strong vision, leadership, and capacity to learn and adapt. Applicants are recruited and vetted, searching for those with leadership capacity and with passion for dignity and equity. Fellows bring ideas for projects and career goals in their home communities. Training focuses on experiential learning. We model leadership, mentorship, clinical experiences and offer a rich curriculum, and opportunities to engage in transformation activities, including individual and collaborative activities through a funded pilot for activities to occur in their home communities. Fellows contribute to an evidence-base that will be disseminated via the GBHI network and other channels. GBHI, the **Atlantic Institute** and other **Atlantic Fellowship programs** leverage abundant professional connections to offer rich training opportunities and plentiful career development resources. Over time, a rich and deep network of inter-professional **Atlantic Senior Fellows** (i.e., alumni) will foster career opportunities and continue to work together towards making a global impact. Over time, these strategic partnerships will expand our geographical, provide increased funding and training resources, and promote international brand recognition and respect. This cohesive network of inter-professional brain health leaders will contribute to the five main impacts we have identified:

- **Populations:** Promote equity in prevention strategies and care models for vulnerable aging populations
- **Practice:** Improve dementia diagnosis, treatment, and care for patients and families
- **Policy:** Develop and refine brain health policies through evidence-based advocacy and outreach
- **Publications:** Generate and distribute knowledge to advance the field of brain health and dementia prevention
- **Perception:** Create social change, reduce stigma, and inspire optimism and dignity for elders

1e. Monitoring & Evaluation

GBHI maintains a monitoring and evaluation committee and actively utilizes learnings and feedback as a management tool to provide guidance for active adaptation and continuous program improvement in a flexible, adaptive and innovative way. Working closely with Learning and Assessment Partners from the Social Science Research Council (SSRC), the team informs leadership of GBHI's progress towards milestones established by The Atlantic Philanthropies. **Atlantic Fellows**, themselves, shape our approach by aiding in the definition of how they would measure their own success within their independent development plans,

termed **My Action Plan (MAP)**.

2. Program Initiatives and Primary Activities

2a. Recruitment & Selection of Atlantic Fellows

Recruitment and selection emphasizes cohort diversity (i.e., gender, profession, scientific discipline, cultural heritage, geography), and aims to have 50% of trainees from outside the United States and the Republic of Ireland including Northern Ireland with emphasis on LMIC. Through 2021, recruitment efforts will focus on Latin America and the Mediterranean to improve network success through a geographical approach that facilitates regional activities with Senior Atlantic Fellows and partners. Outstanding trainees from other regions may be accepted, particularly those from Africa.

Key criteria used in selection and assessment of applicants are: leadership potential, professional accomplishments, specialized training and regional support for success. Those applicant with exciting projects that can be completed in their home communities and are strongly aligned with GBHI's mission will be given special consideration. The committee will consider past access to opportunities for research and writing, factors that may influence the strength of applications and will mitigate these potential biases in review of applications and during interviews. Successful applicants will typically demonstrate 'zeal', "good-spirit", mission alignment and have prior experiences that suggest potential to succeed as a leader in work around health equity. Cohort development will then consider geography, gender and profession to ensure balance across and within **Founding Sites**.

GBHI aims to offer 30-40 Atlantic Fellow 12-month positions annually. Exceptions can be made for other durations only if approved by the Executive Committee. Following strict guidelines and with trainees' employer approval, a minority (~10%) applicants deemed highly capable and with strong regional support may be allowed to complete fellowship in a non-residential manner (see separate guidance in Manual of Operations). Initially, one-half of all fellows will be hosted at UCSF and the other one-half at TCD; but, with **Regional Site** development, some will eventually be hosted there. When possible, assignment to training site will map onto mentoring strengths and anticipated impact trajectories.

To expand awareness among potential applicants from various fields, across sectors, backgrounds, and regions, GBHI builds relationships with established leaders and institutions and recruitment partners. This raises GBHI's profile, facilitates recruitment channels and supports GBHI activities. We disseminate requests for applications (RFA) as widely as possible leveraging relationships with key stakeholder organizations and publicize GBHI training opportunities at conferences, through faculty, current and Senior **Atlantic Fellows** and the **Atlantic Institute**.

Partnering with the Monitoring & Evaluation committee, the Recruitment & Selection committee tracks and improves recruiting by (a) examining the performance of recruiting channels, (b) compiling key statistics on application collected and analyzed; (c) examining relevant characteristics (e.g. nationality, training, affiliations) of people who: 1) apply, 2) are invited to interview, 3) are made full offers, and 4) accept positions, in order to examine key hypotheses made at selection in comparison to fellow trajectories. They will further enhance selection criteria and scoring rubrics to support the selection of highly-aligned, transformative trainees across a range of desired fields.

2b. Program Experience, Training, and Ongoing Support

We prioritize a personalized learning experience supported by both GBHI-based and regional mentors from the community where fellows intend to have impact. Our program design is guided by the following principles:

Recruitment & Selection Indicators of Success (contributing to progress on Milestone 2)

Goal: GBHI attracts, recruits, and accepts quality applicants who are transformative and aligned with GBHI mission to form balanced cohorts of Atlantic Fellows through a rigorous and equitable selection process.

Indicators:

- Recruiting partners are engaged and actively promote the program to qualified applicants, leading to robust and competitive applicant pools of candidates with desired characteristics
- Fellow cohorts remain diverse and balanced, guided by geographical targets
- Selection processes and criteria are evaluated and refined; (e.g. rubrics, streamlined processes, an analysis of characteristics of successful/unsuccessful applicants analyzed to ensure equitable selection based on the principles above)

- **Effective context-based learning** providing an opportunity to master fundamental content (i.e. behavioral syndromes) and skills (i.e., becoming an expert in an area, making a presentation, disseminating and summarizing information). Content will be delivered in the context of the personalized goals.
- **Leveraging technology** for formal and informal activities (i.e. didactics, collaboration, and networking)
- **High-quality, high-touch experience** that includes a broad array of modalities strongly influenced by mentoring to develop authentic leaders.
- **Leveraging resources for maximum impact** where coursework is developed in a manner that will allow cross-Atlantic Fellowship programs access and scalability for wider global use

GBHI's *Arc of Learning* document highlights core program components:

- **Content/knowledge transfer** that includes coursework, accounting for about 20% of time that is delivered asynchronously and completed before live instructor led group setting so that the focus of group sessions is on discussion, critical thinking, international engagement and mastery. Core content will include neuroscience, clinical knowledge, dementia prevention, implementation science, health economics, ethics, policy, epidemiology, leadership, the social determinants of health & health equity and

Program Experience Indicators of Success (contributing to progress on Milestones 2 and 4)

Goal: GBHI has developed and implemented a strong curriculum that delivers its core concepts and meets the needs of fellows.

Indicators

- Talented faculty and consultants are aligned to GBHI's needs and provide high-touch mentoring and training opportunities for Fellows (Milestone 2)
- The training experience represents the desired skills, knowledge, and values that GBHI seeks to promote (as outlined by the Theory of Learning) (Milestone 2)
- The courses and experiences are valued by participants and seen as advancing their current projects and/or future work (Milestone 2)
- Feedback loops reflect a consistently positive Fellow experience and are used to inform continued improvements of curriculum and the program (Milestone 2)
- Atlantic Fellows program actively engages with the Atlantic Institute and other platforms, tools and venues for cross-program coordination, shared training experiences, and network-building (Milestone 4)

communications. In some cases, individuals will enroll in formal courses at our institutions.

- **Mentoring for leadership** embracing a high-ratio, high-quality, high-touch, mentor-trainee support (2:1 or 3:1) including a *Regional Mentor* from the community the fellow will return to.
- **Clinical experience** in order to understand the lived experience of people with dementia and to participate in model care delivery systems across settings
- **Environment for learning** to nurture and model essential skills, such as leadership, empathy, collaboration, self and team management, and the implementation of preventions and interventions. Fellows learn to gather and interpret data, communicate effectively, engage in influencing policy, establish services, work with diverse vulnerable populations, and leverage technology. GBHI-funded Projects contribute to this learning environment as do other grants funded to GBHI Faculty. Panel discussions organized by fellows allow them to be authorities while supporting key skills development. *Salon Events* address the six core values for AFEHB.
- **Unstructured time** that includes opportunity to enhance collaboration, networking, modelling leadership, and to develop life-long self-directed learning skills.
- **Career-duration relationships** with trainees through exchange experiences by faculty, early engagement of *Regional Mentors*, collaboration between trainees and through technology
- **An annual meeting with pre-conference leadership training workshop and a separate leadership retreat** to fortify the alumni experience, model leadership, enhance networking and to provide opportunities for fellows to lead

- **Inter-Atlantic Fellowship program coordination and participation** to create opportunities for shared training, cross training and network building.

Measurement and Evaluation for trainee experience includes:

- **Quality of course work and timing of deliverables:** (1) post-class assessments; (2) participant feedback after courses and quarterly at a meta-level; (3) tracking of course development/timelines
- **Quality of mentoring:** (1) tracking of progress (through My Action Plan); (2) participant feedback; (3) Fellow logs from meetings with GBHI leadership
- **External reach and impact:** monitoring uptake of GBHI classes by external participants; tracking collaborations by fellows and senior fellows; monitoring fellow feedback on return to home country and tracking pilot implementation.

2c. Pilots and Projects

GBHI Projects (typically \$250K) are awarded to faculty with review emphasis on mission alignment, necessary **Atlantic Fellow** engagement, and ability to leverage for larger funding either through matching or an obvious trajectory for subsequent funding. They create a unique training environment for **Atlantic Fellows** while demonstrating GBHI-mission aligned activities. They are typically implemented at **Founding** or **Regional Sites** or institutions where **Atlantic Fellows** return. GBHI projects are nominated by both the Executive Committee and Pilots & Projects Committee through consultation with GBHI Faculty. Applications undergo quality review and refinement by the Pilots & Projects Committee.

GBHI Pilots (typically \$25K) are awarded on a competitive basis with the intent of funding **Atlantic Fellow** activities in their home communities. Pilots are aligned with GBHI's mission and contribute to one or more of the five long-term impact goals noted in our Theory of Change. GBHI works to maintain partnerships to co-fund pilots and engages them in the selection and evaluation process. GBHI's Executive Committee or any of the external partnerships may choose to fund additional pilots in addition to those that are chosen through the joint selection process, based on exceptional need or other extenuating circumstances. All life-long **Atlantic Fellows** who have not previously received pilot funding through our **GBHI Pilots** program are eligible to apply every year.

Measurement and evaluation of pilots and projects will include (1) assessment of the quality and number of applications for competitive funding opportunities, (2) their contribution towards achieving the long-term impact goals of the GBHI training program, (3) the quality and number of publications, presentations, or other products arising from project/pilot, (4) their scalability in relation to population health aims of GBHI, (5) how they impact outcomes such as standards of care, guideline development, policy, health economics etc. are impacted, (6) their value towards building medium- and long-term mentor-mentee relationships and collaborative links among partnerships.

2d. Life-long Fellows

GBHI maintains a robust Senior Fellows (aka alumni) program to support its ambition for life-long **Atlantic Fellows**. Core principles driving this effort include: (1) the need to start these relationships at the time AFEHB begin in the program, extending into their post-residential experience, (2) high-touch engagement with staffing at both **Founding Sites**; and (3) multi-modal engagement heavily leveraging technology, but also including gatherings at regional meetings, one-on-one engagement, externships, etc. Senior AFEHB engage in the Alumni Committee that develops and implements an annual and multi-year plan for activities that simultaneously provides opportunities to capture information needed to assess GBHI's impact. They work closely with the technology, M&E, and communications committees. Input from other **Atlantic Fellow programs** is sought and the committee works closely with the **Atlantic Institute** to complement rather than duplicate efforts.

Pilots & Projects Indicators of Success (contributing to progress on Milestones 2 & 3)

Goal: GBHI supports the development pilots, projects, and individualized activities that provide Atlantic Fellows with the rich experiences needed to enhance their careers and fulfill GBHI's goals

Indicators

- Pilots/projects provide Fellows with relevant knowledge and critical hands-on experiences that complement the GBHI training and broadens their inter-professional view of brain health (Milestone 2)
- GBHI funds pilots/projects that are aligned with GBHI's goals (Milestone 2)
- Participants value their pilot/project experiences and believe it will contribute to their career advancement (Milestone 2)
- Pilot/project findings build an evidence base and are disseminated through the GBHI network (Milestone 3)

3. External Relations

3a. Branding and Communications Plan

GBHI's communications plan is anchored in the principle that GBHI is governed, managed and funded as one institute. This is reflected in our promotion and marketing activities with shared materials, information and coordination. GBHI aims to align with other *Atlantic Fellows programs* and the *Atlantic Institute* to enhance the collaborative global impact of the AFEBH program. GBHI seeks to develop its own identity rooted in the collaboration between UCSF and TCD, leveraging the reputations of two world-renowned institutions.

The communications committee manages an efficient system of internal communication among the GBHI principals, staff and AFEBH, leveraging technology and other tools and channels. GBHI aims to establish a profile as a leader in global brain health. It will be evaluating its approaches, channels and tools in that respect on an annual basis and undertake activities to achieve this goal, including:

Develop and implement a set of consistent key messages to be used by leadership, staff and faculty to communicate and promote GBHI.

Develop a marketing strategy to identify vital opportunities for promoting GBHI and specifically the training programs at scientific conferences, seminars, public events, and various media events, and channels on social media, websites and other communications tools beyond existing networks and collaborations.

Develop a media strategy to disseminate information, to share stories and coverage of GBHI activities to establish GBHI as a resource for expertise and commentary related to brain health and dementia.

Measurement and evaluation

The communications staff will use traditional marketing and outreach measurements such as the number of attendees, acceptance/participation rate for events; the number of articles/references, number of high-profile publications; website views / users (Google analytics), unique visitors; and social media hits.

Communications Indicators of Success (contributing to progress on Milestone 5)

Goals: GBHI's programs are well recognized in a wide range of fields and in many countries. Potential partners and collaborators are familiar with details of GBHI activities.

Indicators

- Strong brand identity and recognition evidenced by analytics demonstrating successful public relations strategies
- Media placement of stories and GBHI affiliates are actively sought after for comment and background expertise on brain health and dementia related information

3b. Partners and Collaborators

GBHI values partnerships that allow us to focus on the training portion of impact and leveraging key stakeholders to assure the most effective environment for Atlantic Fellows to seek change. GBHI follows a partnership guidance with two methods to execute agreements (see Manual of Operations). **Contractual partnerships** require Governing Board approval, often involve multi-year agreements for agreed activity, and sometimes provide funding. **Affiliate partnerships** are limited in engagement and offer benefits to GBHI without financial agreements. GBHI seeks partnerships for recruiting, training, impact and funding. Related to level of approval, **Regional Sites** are considered contractual partnerships.

Measurement and evaluation

Measures to monitor and evaluate partnerships may include the generation of novel and impactful goals, the amount of additional funding leveraged by partnerships, the number of applicants referred to program by Recruiting Partners, and the progression of partnerships resulting additional training opportunities for Atlantic Fellows.

Partners & Collaborators Indicators of Success (contributing to progress on Milestone 5)

Goal: GBHI attracts high quality partners who can advance GBHI goals in recruitment, mentoring, training, advocacy, and funding.

Indicators

- Recruiting Partners from well-recognized and respected organizations and institutions yield a strong pipeline of applicants and offer access to leaders who provide mentoring to Fellows
- Impact partners broaden and accelerate global impact
- Partnerships developed for additional Regional Sites

3c. Financial Stability

GBHI's fundraising priorities are to sustain GBHI for the initial 15 years and beyond. UCSF and TCD are

committed to raising additional funds from private grants, governmental grants, and private philanthropy. Early success will target support for GBHI activities particularly around training and pilots and projects. We will build GBHI awareness among current and potential supporters affiliated within the partner institutions. We will concentrate on the areas to leverage the gift from the Atlantic Philanthropies from governments and other sources. We work with our Advisory and Governing Board members to further identify prospective donors. The Faculty and Foundations at both UCSF and TCD will identify opportunities to showcase GBHI in an effort to raise funds.

Fundraising is based on the following principles:

- **Joint efforts** where both TCD and UCSF contribute a substantial fundraising effort from their respective Foundation offices, and in TCD's case, also from the Trinity College Research and Innovations Department
- **Unique site needs** across founding partners with different, complementary and overlapping fundraising needs in order to ensure the success, expansion and sustainability of their respective contributions
- **Commitment to raising research dollars** to expand the funding for innovative projects and interventions, which ultimately should lead to policy implementation by future fellows.
- **Community engagement** to leverage The Atlantic Philanthropies' generous gifts by engaging other community partners who have been inspired by AP and have an interest in continuing the work of GBHI
- **Endowment funds** for on-going support of faculty and fellows after year 15
- **Funds sharing** where funding is secured for GBHI as a whole and its dispersal to each partner institution will be subject to a funding agreement and the approval of GBHI's Governing Board

TCD and UCSF Foundation staff are funded by their respective institutions and not by GBHI. However, a standing fundraising committee made up of development leads from both institutions, the COO, Deputy COO, and an Executive Team member from each institution will meet regularly to assess progress on fundraising targets.

Monitoring and Evaluation

Key indicators of success will focus on the following:

- Build an overarching case for supporting the GBHI that can be used in conjunction with specific targeted asks and proposals.
- Identify fundraising opportunities and priorities within the GBHI, i.e. support for faculty, and fellows, support for new research
- Identify individual major gift prospects, government funding sources, NGO and foundation prospects, industry partners
- Qualify prospects and cultivate and solicit those whose interests align with the GBHI; track qualification, cultivation and solicitation results including outreach efforts, proposals or asks and solicitation results.
- Track gifts/grants solicited: Monitor the status of each gift/grant solicitation tracked: approved, declined
- Monitor and evaluate returns on investment of capital against projected goals.
- Leverage existing funding to attract additional funding

Financial Stability Indicators of Success (contributing to progress on Milestone 5)

Goal: GBHI develops an effective fundraising plan and attracts significant funding from a variety of sources.

Indicators

- Fundraising goals are met
- Success of grant proposals to government, foundations and other external organizations is high
- Existing funds are leveraged to attract additional funding

4. Implementation

4a. Organizational Structure

Governance Structure

GBHI is overseen by a Governing Board including an Executive Sub-Committee of this Board, with expert input from the Advisory Board. The role, responsibilities, and operations of each are explained in separate documents (see Manual of Operations). The Governing Board's role is similar to a Board of Directors providing general program oversight. A Senior Management Team consisting of the Executive Director, Deputy Executive Director, Chief Operating Officer and the Deputy Chief Operating Officer and chaired by the Executive Director manage all GBHI programs and operations, and fulfills a function analogous to a

corporate management team. It is charged with the responsibility of setting program priorities and establishing, reviewing, and modifying policies and procedures. It is responsible for communication and publication policies, resource use and distribution, as well as access to any database by outside investigators. The Senior Management Team receives regular input from six Program Committees composed of staff and faculty.

The six Program Committees are led by key functional area staff leaders addressing curriculum, recruitment & selection, communications, monitoring & evaluation, alumni and pilots & projects. Staff Leads work closely with and receive guidance from a Chair and Deputy Chair (one from each **Founding Site** per committee and alternating annually). These committees are empowered to manage core programmatic operations, making final recommendations (e.g. for fellows selected, pilots and projects funded, alliances to be developed) to the Executive Committee for ratification.

Similarly, core aspects of daily operations report to the COO and DCOO, with COO having final decisional authority. The DCOO is responsible for the daily operations of GBHI's TCD site with oversight from the COO.