



JOHNS HOPKINS

CENTER *for*
HUMANITARIAN HEALTH

Saving lives through research, education and empowerment

2017-2020
STRATEGIC PLAN



VISION

To pursue new knowledge and disseminate this learning to save lives and reduce human suffering and other consequences of humanitarian emergencies and disasters.



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▲ Refugees at Budapest train station, Hungary. 2015. UNHCR/Paul Spiegel

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▼ Red Cross personnel transport a refugee rescued from the Mediterranean Sea by the Italian coastguard, Italy. 2016. UNHCR/Patrick Russo





▲ Somali refugees gathering around water point, Ethiopia. 2011. UNHCR/Paul Spiegel

STRATEGIC OBJECTIVES



Undertake innovative **research** in humanitarian health science to discover and apply evidence-based strategies for prevention, preparedness, response, recovery and reintegration.



Educate and train individuals, governments and organizations on the latest theories and best practice approaches of humanitarian health science to allow for their evidence-based and practical application.



Empower individuals, communities, organizations and governments to practically apply skills and expertise gained through research and education.

STRATEGIC APPROACHES



Partnership: Expanded partnerships within Johns Hopkins University and among numerous other organizations, governments and academic institutions will be actively sought.



Management and Governance: Clear structures with explicit expectations and incentives will be put in place for faculty and non-faculty involvement as well as for Advisory and Technical Committees.



Capacity: Adequate human resources and financial capacity according to an internal action plan with measurable targets will be needed to achieve the strategic objectives.



Communication and Advocacy: Strong communication through a variety of mechanisms including social media will be implemented to advocate for evidence-based and human rights policies both domestically and internationally.

STRATEGY AT A GLANCE



▼ Afghan mother with her young child, Afghanistan. 2011. JHU/Gilbert Burnham



INTRODUCTION

DEFINITIONS

DISASTER: A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources. (International Strategy for Disaster Reduction)

DURABLE SOLUTIONS: The three durable solutions are voluntary repatriation, local integration and resettlement. (United Nations High Commissioner for Refugees)

GLOBAL HEALTH SECURITY: Capacity to protect the world's nations and populations from factors that threaten public health, such as infectious diseases, humanitarian crises and the growing burden of noncommunicable diseases.

HUMANITARIAN EMERGENCY: A serious event or events resulting from internal or external conflict and/or natural disaster in part of or all of a country or region where there is considerable breakdown of systems

or authority that represent a critical threat to the health safety, security or wellbeing of communities over a wide area, which require a coordinated national or international response that goes beyond the capacity of the authorities or any other single entity.

HUMANITARIAN HEALTH SCIENCE: Multidisciplinary field of study that discovers and applies knowledge from public health, biomedical science, social and behavioral science, political science and human rights to humanitarian settings.

HUMANITARIAN-DEVELOPMENT NEXUS: The connection between humanitarian and development organizations that work in concert to address humanitarian requirements while taking into account current and future development needs.

JUST-IN-TIME TRAINING: Training that imparts necessary knowledge and skills for immediate application in specific contexts and evolving situations.

The **Johns Hopkins Center for Humanitarian Health** (the Center) is a unique Johns Hopkins University collaboration of the Bloomberg School of Public Health, the School of Medicine and the School of Nursing. It draws upon a variety of disciplines and sectors, including epidemiology, demography, emergency and disaster medicine, health systems management, communicable and non-communicable diseases, nutrition and food security, environmental engineering, political science and human rights. The Center collaborates with a variety of partners including national and international non-governmental organizations (NGOs) and community-based organizations (CBOs), United Nations agencies, bilateral and multilateral organizations, and governmental agencies, as well as partner research institutions on field-based research, training and humanitarian projects.

Johns Hopkins University has an international reputation for excellence in research, education and training. It boasts a global outreach with a multitude of field-based faculty and projects. The University's scholarly expertise in many disciplines, together with its global and influential alumni network, are resources for extensive partnership and advocacy opportunities involving U.S. policymakers, legislators and Washington, D.C.-based organizations as well as governments and non-government actors around the world.

Humanitarian contexts refers to a wide range of settings and situations that includes conflicts, natural disasters, infectious disease outbreaks as well as mixed migration. For the Center, the various stages of humanitarian contexts include preparedness, acute emergency, protracted emergencies, durable solutions, reconstruction, post conflict/recovery and reintegration. The Center's focus on affected persons in humanitarian contexts extends to non-displaced persons, displaced persons (refugees and internally displaced persons) and the surrounding national populations as well as to responders themselves. These persons may be in urban or rural areas, in camps or outside of camps and in low-, middle- and high-income countries anywhere in the world.

All humanitarian emergencies may be categorized as disasters, yet not all disasters are humanitarian emergencies. Emergency/disaster medicine has evolved as a discipline separate from that of humanitarian action. Our strategy therefore refers to both "humanitarian emergencies" and "disasters."

Health is interpreted broadly, applying the World Health Organization's definition: "health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." The Center currently addresses a wide range of public health sectors that include communicable diseases including epidemics, non-communicable diseases including

mental health as well as nutrition and food security. These sectors are interpreted in a broad sense that avoids a siloed approach and considers other important issues such as the resilience of affected individuals and communities, the global health security agenda and the humanitarian-development nexus.

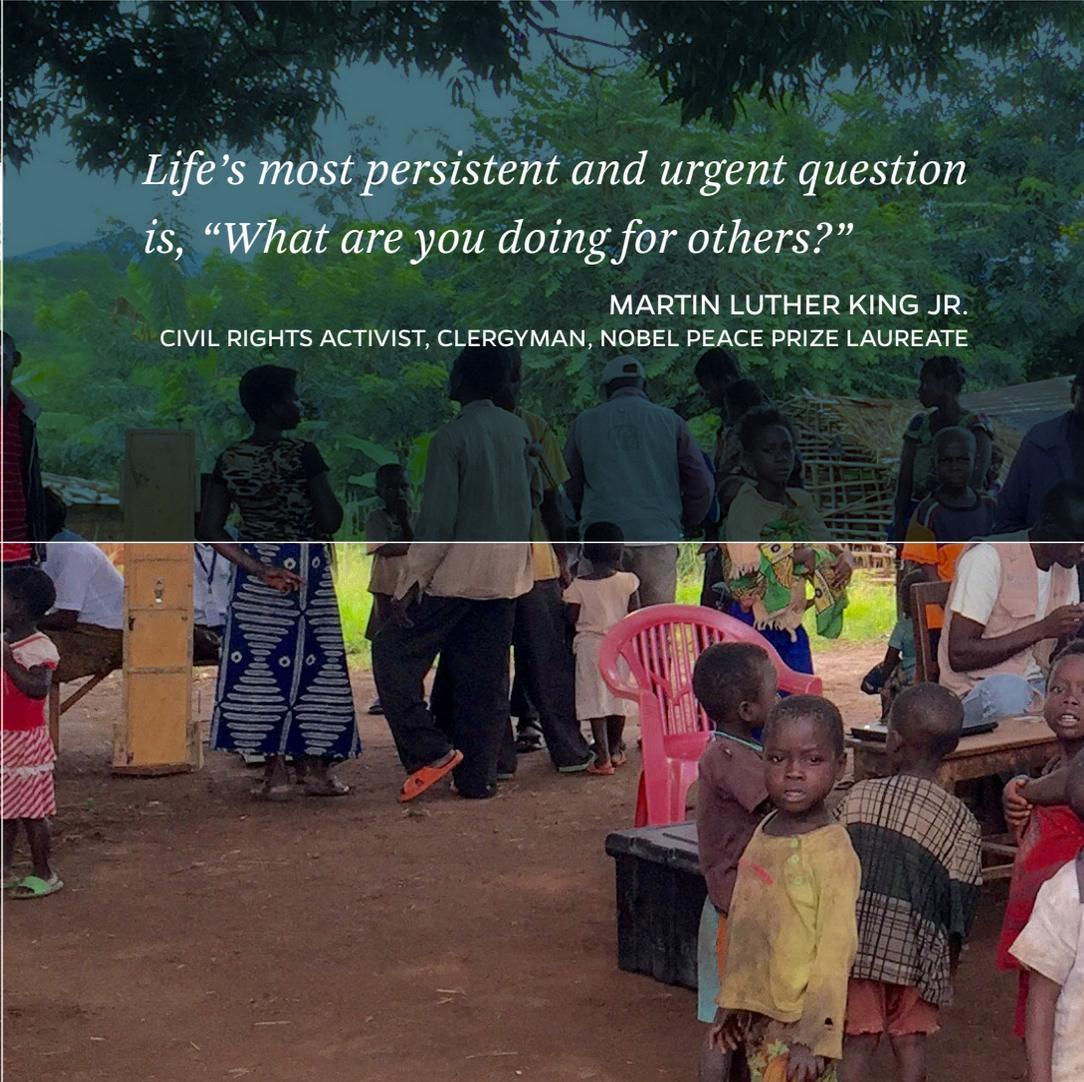
The Center's focus rests on the multi-disciplinary field of **humanitarian health science**, which studies and applies a wide range of disciplines in humanitarian settings including public health, biomedical science, socio-behavioral science, political science and human rights.





Life's most persistent and urgent question is, "What are you doing for others?"

MARTIN LUTHER KING JR.
CIVIL RIGHTS ACTIVIST, CLERGYMAN, NOBEL PEACE PRIZE LAUREATE





▲ Returnees in South Kivu participating in a food security and nutrition survey, Democratic Republic of Congo, 2016. JHU/Jillian Emerson

STRATEGIC OBJECTIVES & ENABLING ACTIONS: RESEARCH, EDUCATE, EMPOWER



▲ Internally displaced Azerbaijanis get their eyes tested by Japanese optometrists working with UNHCR, Azerbaijan. 2016. UNHCR/Andrew McConnell



Undertake innovative **research** in humanitarian health science employing a continuous improvement approach to improve prevention, preparedness, response, recovery and reintegration.

ENABLING ACTIONS

- Continue the Center's strong focus on health systems, communicable diseases, mental health, nutrition and food security, human rights (including protection from human trafficking and gender-based violence), and measurement methods including surveys, surveillance, monitoring and evaluation.
- Expand to other areas such as humanitarian leadership, cash transfers, innovative health financing, cost efficiency and effectiveness, adaptive technology, humanitarian-development nexus, non-communicable diseases beyond mental health, global health security and resettled refugees.
- Coordinate, plan and submit multi-year large-scale strategic domestic and international proposals involving various schools of Johns Hopkins University and other partners that will lead to a wide range of innovative projects.

- Collaborate with a wide range of partners to define and shape a global evidence-based research agenda according to need while taking into account cost and prioritization.
- Develop priority research relationships with academic institutions, particularly in designated low- and middle-income countries as well as various domestic and international NGOs and CBOs.



Educate and train individuals, governments and organizations on the latest theories and best practice approaches of humanitarian health science to allow for their evidence-based and practical application.

ENABLING ACTIONS

- Provide current concepts, information, data and practices, with the ability to analyze and make recommendations, to students and practitioners, using suitable pedagogical formats (including blended active learning) to reach as many persons as possible.
- Explore and implement a range of educational formats accessible and attractive to domestic and international students and

practitioners, taking into account their travel restrictions, financial situations, and needs to continue working while studying. Possible formats include but are not limited to online certificates and master's degrees, massive open online courses, short courses, seminars and webinars.

- Provide audience-appropriate trainings to organizations (including but not limited to international and national NGOs, CBOs, academic institutions, United Nations agencies, multilateral and bilateral organizations, donors, and the private sector) and governments to provide knowledge, practical skills and capacity according to their needs and specific contexts, including just-in-time trainings.
- Emphasize practical application of theory and practice for different contexts such as leveraging technological tools and platforms to provide information in remote and insecure settings for delivery of essential just-in-time training.
- Develop priority research relationships with academic institutions, particularly in designated low- and middle-income countries as well as various domestic and international NGOs and CBOs.



Empower individuals, communities, organizations and governments to practically apply skills and expertise gained through research and education.

ENABLING ACTIONS

- Operationalize research outcomes and knowledge gained from practice, education and training into humanitarian action.
- Train a cadre of well-educated professionals with managerial and leadership capacity to support organizations operating in humanitarian settings.
- Develop and implement platforms using evolving technology to provide current information and support to humanitarian field practitioners.
- Advocate with governments, particularly the U.S. government, to adapt humanitarian policies and priorities according to evidence and need.





*The philosophies of one age have become
the absurdities of the next, and the
foolishness of yesterday has become
the wisdom of tomorrow.*

WILLIAM OSLER

PHYSICIAN, EDUCATOR, HISTORIAN, AUTHOR, AND ONE OF
THE FOUNDING PROFESSORS OF JOHNS HOPKINS HOSPITAL



◀ *Afghan boy with camel, Afghanistan. 2006.*
JHU/Krishna Rao

STRATEGIC APPROACHES



Partnership: Partnerships are essential to the Center's current and future success. Within the Johns Hopkins University, the Center is currently a collaboration among the Bloomberg School of Public Health, the School of Medicine and the School of Nursing. There are plans to expand to other Hopkins schools as well as its numerous other centers and institutes. The Center partners with a broad range of actors in its research, education and empowerment strategic objectives, including a diverse range of government, United Nations agencies, international organizations, domestic and international NGOs and CBOs, foundations and donors. Hopkins faculty undertake field-based research in varied settings. We will pursue more decentralized local partnerships to give our students increased access to field projects and our researchers new avenues for collaboration with local organizations, government officials and, most importantly, affected populations worldwide. We will also seek partnerships with the private sector as it becomes more prominent in humanitarian action, as well as with academic and research institutions in the U.S. and internationally to extend the reach of our research and education resources in humanitarian settings, creating synergies and powers of scale.



Management and Governance:

The Center will be composed of core faculty, center faculty, and affiliates (the latter are not Hopkins faculty), each with a clearly defined role. There will be an Advisory Committee and a Technical Committee, each with clear terms of reference. The Center will require and seek core funding to ensure strong management (see capacity section below). As the Center expands, the need for more expertise and support will be necessary for support functions of communications, grant writing and resource administration.



Capacity: For the Center to achieve its vision and strategic objectives, it requires adequate human resources and financial capacity that will progressively increase. Working with the University and the Center's Advisory Committee, Johns Hopkins Center for Humanitarian Health will develop an internal action plan with clear goals and targets following the three strategic objectives. To pursue the expanded objectives described above, more doctoral and postdoctoral students and faculty will be needed. Grants to support training, scholarships, fellowships and research will be pursued in a way that reflects the Center's vision and objectives. Sufficient Center core

funds will be secured to support effective administration, dedicated student and faculty time, travel, communication and outreach. The strong and influential Johns Hopkins alumni network will be actively sought to facilitate the achievement of Center objectives.



Communication and Advocacy:

The Center for Humanitarian Health will develop a communications strategy for reaching its various constituents in a variety of media, including social media, to disseminate news of projects, programs and research results effectively. Through our communications channels we will also advocate for evidence-based human rights policies domestically and internationally. Availability of the full range of Center academic offerings—courses, trainings, seminars and webinars—will be communicated to reach as many persons as possible, working with partners to choose the right methods and tools to reach first responders and other humanitarian workers to improve their preparedness, response and recovery efforts. Similarly, we will enhance communications with affected populations, not only to improve their health awareness but also to enable us to listen to and learn from these individuals and communities.



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▲ Somali refugee boy flying kite on top of shelter frame, Ethiopia. 2011. UNHCR/Paul Spiegel

◀ Somali refugee woman with her children, Ethiopia. 2011. UNHCR/Paul Spiegel