



# BEYOND BOUNDARIES

IntraHealth's Strategy to Align with the SDG Era  
2015–2018





# Introduction

**Health workers save lives!** This idea has inspired IntraHealth International for over 35 years. IntraHealth understands that health and health care are about people—the people who receive care and the people who deliver it—and all those individuals whose daily work contributes to better health.

IntraHealth's organizational strategy maximizes the impact and value of our work to reduce mortality and morbidity in the individuals, families, and communities in greatest need around the world. Over the last 12 years, as a newly independent not-for-profit organization, IntraHealth has grown fivefold in revenue, established robust country and regional platforms, built a credible and recognized brand, and expanded our impact



exponentially. In 2014 alone, we reached 262,294<sup>1</sup> health workers directly and indirectly in 25 countries—health workers who offer critical services for family planning, maternal and child health, HIV, and malaria.

Across all our work, we embody an ethos of strengthening the capacities of individuals, organizations, and systems. We also recognize that no one organization can do it alone, and we seek diverse, results-oriented partnerships to reach our goals. The roles and functions of international

<sup>1</sup> IntraHealth defines “reach” as health workers who have had direct contact with an IntraHealth staff member or who have participated in activities supported by IntraHealth (such as training, supportive supervision, quality improvement, and provision of salaries), as well as health workers whose work lives were improved indirectly through IntraHealth assistance.

nongovernmental organizations are rapidly changing, however. Technological advances mean that global health assistance is being delivered in new ways. In addition, in-country institutions are becoming more capable, new actors are entering into the health and development space, and the global community is demanding improved evidence, accountability, and results. The competition to attract and retain global talent continues to escalate.

Throughout IntraHealth's LEAD Strategy (July 2011–June 2015), we reinforced and deepened our country presence, strengthened our organizational efficiency and effectiveness, expanded our network of partnerships, and diversified our revenue. In July 2015, IntraHealth launched its new strategy—Beyond Boundaries: IntraHealth's Strategy to Align with the SDG Era (2015–2018). The strategy seeks to guide the organization and its key partners toward greater and more lasting impact in the world through an evolution in mindsets, programs, and business models. While continuing to embrace IntraHealth's long-standing commitment to championing health workers within broader health systems, the strategy also aspires to calibrate resources and efforts to better align with the shifting global health landscape and the transition to the context of the Sustainable Development Goals (SDGs).

## **HEALTH WORKERS: ALL THOSE WHO CONTRIBUTE TO BETTER HEALTH**

Doctors, clinical officers, nurses, midwives, pharmacists, social workers, dentists, nutritionists, managers, epidemiologists, statisticians, radiographers, health planners, community health workers, supply chain managers, policy-makers, researchers, financial analysts, biomedical engineers, occupational therapists, sanitation technicians, and more.





## SDGs & the Evolving Landscape

**In the coming decade, we anticipate significant changes in health care delivery around the world.** The drive toward universal health coverage (UHC) combined with severe health worker shortages calls for a new paradigm in how health services are provided, what defines a health worker, what services they offer, and how they are trained, deployed, and supported. Growing recognition of the complexity of health systems and the importance of social determinants of health and client-centered care is bringing renewed energy to comprehensive and multisectoral responses.

The 17 SDGs will shape investment priorities at the country, regional, and global levels through 2030. Although only one goal focuses specifically

on health—Goal 3: Ensure healthy lives and promote well-being for all at all ages—each goal contributes directly or indirectly to the health status of individuals, families, and communities—or supports the underlying governance structures, systems, and institutions that are necessary for good health. None of the goals can be met without a healthy population.

Even as we move into the post-2015 era, global attention remains on the unfinished Millennium Development Goals health agenda, especially relating to infectious diseases such as HIV, tuberculosis, and malaria; reproductive health and family planning; and maternal, newborn, and child health and nutrition. And the changing global burden of diseases, along with emerging health threats, have shined a spotlight on urgent health concerns such as Ebola, gender-based violence, diabetes, heart disease, cancer, unintentional injuries, and mental health, among others. Through our strategy, IntraHealth will exert global, country, and thought leadership in health workforce strengthening within the context of broader health systems, helping to shape the new agenda, build the evidence base, and innovate cost-effective, scalable solutions that result in improved reach, coverage, quality, and use of health services—and better health and social outcomes.

Further, implementation of the SDGs will require the systematic mainstreaming of a gender perspective. We see gender equality as an essential precondition to better health status for women and girls as well as for men. IntraHealth will strengthen health systems so that women and girls enjoy equal access to high-quality education, economic resources, and opportunities for employment, leadership, and decision-making as actors and clients at all levels of the health system.

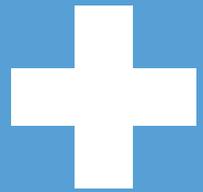
## **PRIORITY AUDIENCES**

We design our programs and services primarily for the most vulnerable subgroups, especially women, infants, and young people. Recognizing that at 1.8 billion, young people make up more than a quarter of the world's population, we are intensifying our commitment to youth and addressing their concerns holistically.



# Vision

Everyone, everywhere has the health care they need to thrive.



# Mission



To improve the performance of health workers and strengthen the systems in which they work.



# Core Values

**Partnership** We listen to and partner with diverse constituencies to codesign and implement locally relevant and sustainable results.

**Innovation** We pioneer catalytic solutions, tools, and technologies to address persistent and emerging health challenges.

**Learning** We learn from our experiences and adapt accordingly to elevate our organization's performance, value, and impact.

**Accountability** We set ambitious goals and take ownership to deliver on commitments we undertake individually and collectively.





# Impact Model: Achieving Our Vision

**Our impact model articulates how our work contributes to improved reach, coverage, and use of high-quality health care services.** In turn, this leads to improved health and well-being for individuals, families, and communities, and ultimately to more vibrant societies. The model guides the investments we make, the designs of our programs, the issues for which we advocate, the partners we select, and the types of funding we seek.

The model is presented in a circular format to represent the complexity and interconnectedness of the environment in which we work. The outer ring displays IntraHealth's technical competencies, organized into eight solution areas. The solution areas are what we do to build the capacity of health systems and the health workforce. As part of our organizational strategy, IntraHealth will increase its focus and attention on three areas at the base of the model—measurement and analytics, digital health, and private-sector approaches—given their cross-cutting and critical importance in accelerating global health impact. The rings encircled by IntraHealth's competencies represent how we will contribute to achieving our vision of a world where everyone, everywhere has the health care they need to thrive.

As the model shows, interventions through which we apply our solution areas directly or indirectly support the development of resilient, dynamic health systems. In turn, health workers make up a significant part of and are embedded within complex health systems. IntraHealth's commitment to health workers is at the heart of our model because health workers save lives. They are essential for the provision of high-quality health care, and deliver health services to help families, communities, and societies thrive.

To be effective, health workers must be:

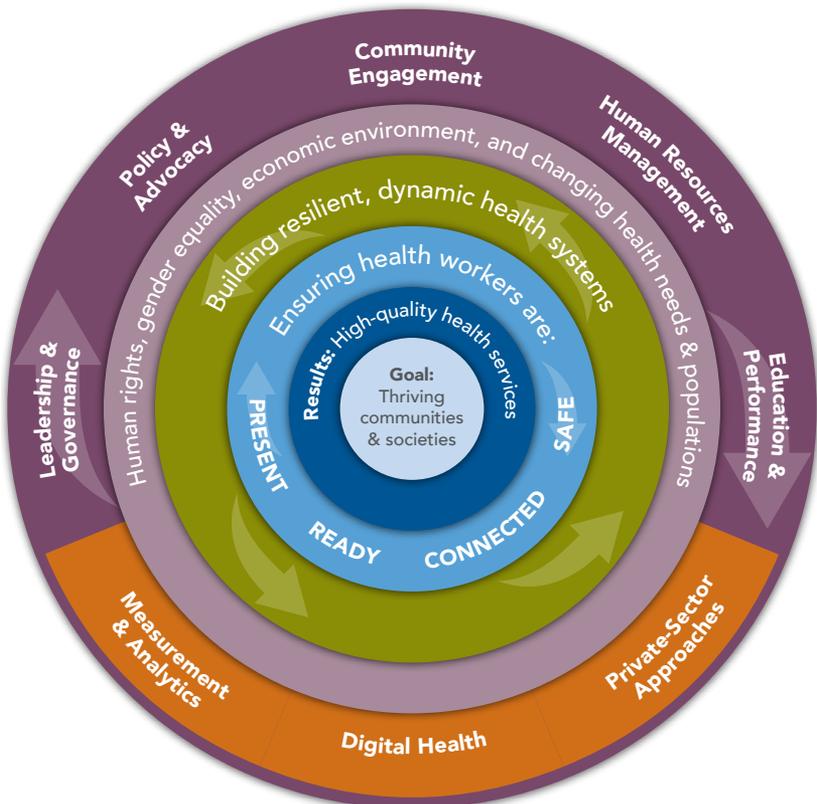
**Present** on the job where they are needed.

**Ready** with the necessary qualifications, motivation, and enabling environment.

**Connected** to information, networks, and communities.

**Safe** from infection, gender-based violence and discrimination, and conflict.

We implement our programs and services with a deep understanding and appreciation of the context of human rights, gender equality and discrimination, economic empowerment, and changing populations. Only by understanding the interconnectedness of these social determinants of health and health care delivery can we ensure that our programs are context-specific, relevant, and sustainable.





# Strategic Road Map

**The new strategy includes six overarching strategic directions to guide and align our organizational resources, investments, and decisions.** These directions are at two levels. The first set includes three “levers of change” that we believe, if fully harnessed, will help us achieve our overall organizational goals. The second set of strategic directions focuses on strengthening the operational and management systems, platforms, and structures that will enable us to increase our efficiency, effectiveness, and capacity organization-wide.

## LEVERS OF CHANGE

**Accelerate application of digital health solutions in all projects and programs.** Technological innovations, in many forms, have shaped our world in dramatic ways and offer the promise of enabling individuals, organizations, and systems to deliver faster, better, cheaper results. With a consensus established around the Principles for Digital Development, the global health community has matured, built a growing evidence base, and strengthened country systems. IntraHealth is an industry leader in its core competencies of health workforce informatics and interoperability and has many promising applications, approaches, and tools that will be further tested and scaled.

**Stimulate private-sector engagement.** The private sector has emerged as a serious health and development actor motivated by the dual interests of pursuing business and doing social good, as well as by a deep desire to leverage its assets to contribute significantly to meeting global and national health goals. The private sector brings unique talents, tools, knowledge, and relationships. IntraHealth will focus on expanding its engagement with and learning from the private sector to increase our impact.

**Augment measurement, analytics, and advocacy.** The global health community demands results at the outcome level supported by empirical evidence on all health system-level interventions. Open access to data sets has enabled access to massive amounts of data that were previously unavailable, and new methodological and analytic approaches are creating opportunities for generating new evidence and presenting this evidence in a way that facilitates learning and adaptation. IntraHealth will strengthen its ability to offer relevant, evidence-based policy and practice recommendations and to advocate effectively among key decision-makers globally, nationally, and at the community level. Internally, IntraHealth will learn from and share experiences across countries and programs to continually strengthen and grow its impact and scale.

## ENABLING SYSTEMS AND STRUCTURES

**Build context-specific country and regional platforms.** One of IntraHealth’s critical assets is its presence in nearly 20 countries on four continents and organizational experience in 100 countries. This presence enables us to have frontline knowledge, trusting relationships, and business intelligence regarding shifting country and donor priorities. To be successful in the coming years, IntraHealth will explore different options for maintaining and growing our country presence, including creating affiliates, entering into joint ventures, diversifying the number and types of contracts and grants we administer—and ensuring that we have the in-country talent and capacity to do so.

**Streamline agile business systems.** As countries expand their financial and human capital to respond to their own health challenges, the roles, functions, and expectations of high-impact international organizations are changing. IntraHealth will ensure that core business functions, processes, and systems are efficient, cost-effective, technically sound, secure, and close to the clients. In addition, these systems will give us the ability to gather and leverage data to monitor trends and inform future decision-making.

**Cultivate adaptive leadership.** Key thinkers agree: “The single biggest way to impact an organization is to focus on leadership development.”<sup>2</sup> IntraHealth leaders at all levels are adapting their leadership styles to identify and encourage new ideas and possibilities. We will invest in building our talent at all levels of the organization, focusing on creating greater rigor and discipline in the areas of decisiveness, accountability, transparency, empowerment, and commitment.

<sup>2</sup> Maxwell, John C. 2001. *The 17 indisputable laws of teamwork: Embrace them and empower your team.* Nashville: T. Nelson.

SUMMARY OF STRATEGY MAP					
Vision	Everyone, everywhere has the health care they need to thrive.				
Mission	To improve the performance of health workers and strengthen the systems in which they work.				
Contribution	Contribute to global SDGs, including the unfinished Millennium Development Goals agenda and broader health priorities.				
Overarching Metrics	<ul style="list-style-type: none"> <li>• Increase health worker reach to 475,000 annually by 2020</li> <li>• Achieve annual revenue target of \$100 million</li> <li>• Diversify funding sources with a target of 30% from non-US-government sources</li> <li>• Deepen presence in 20 priority countries</li> </ul>				
Strategic Directions					
Levers of Change			Enabling Systems and Structures		
Accelerate technology in all projects and programs	Stimulate private-sector engagement	Augment measurement, analytics, and advocacy	Build context-specific country and regional platforms	Streamline agile business systems	Cultivate adaptive leadership
Priority Investments					
Amplify our technology service offerings	Increase organizational capacity in shared-value partnerships	Grow our capacity to generate, analyze, use, and disseminate evidence	Enhance regional shared support services	Strengthen enterprise-management systems	Reinforce leadership accountability structures, systems, and mindsets
Reinforce our digital health leadership position	Establish a private-sector coordination and development unit	Promote cross-organization and country learning	Reinforce capacity of country offices	Bring business services closer to clients	Strengthen talent management
Apply technology solutions across all business units		Establish a Center for Health Workforce Solutions	Explore alternate models of delivering services	Adapt business models	Ensure clear and timely communications

Organizational Performance Metrics					
Sustained use of proven digital health solutions	Private-sector partnerships leading to diversified program portfolios	New knowledge generated and disseminated through research and publication	Key operational and management functions decentralized	Fully functioning enterprise resource planning generating real-time data globally	Streamlined leadership structures and processes
More health workers able to perform optimally in their jobs	Private sector contributing to workforce and health system performance	Influence global and national health policies, financing, and practice	High-quality, timely, and relevant assistance to country partners	Responsive business models leading to expanded client base	High performing and highly engaged staff

# Evaluating progress

**Critical to the implementation of this strategy are key organizational performance metrics, both quantitative and qualitative, to track progress.** Metrics and dashboards, along with an annual assessment of project results from IntraHealth's Results Framework, will be used to monitor our organizational progress and to measure the outcomes and impact of IntraHealth's contributions to improved health and well-being. Over the next three years, this strategy will guide IntraHealth's annual work planning, resource allocation, and organizational performance targets toward achieving its vision.



IntraHealth  
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