

LEAD: A STRATEGY FOR TRANSFORMING OUR
FUTURE



Strategic Plan **2011-2015**

LETTER FROM THE PRESIDENT

I am pleased to present, on behalf of the Executive Team, IntraHealth International's new four-year strategy, *LEAD: A Strategy for Transforming Our Future, 2011—2015*. The development of this strategy, which I have referred to as "writing the next chapter," builds on our successes during implementation of our first strategic plan (2008-2011) and our growth and achievements since IntraHealth became independent from the University of North Carolina-Chapel Hill in 2003.

IntraHealth is committed to improving the health and well-being of people living in the countries and communities where we work. We focus on health workers because we believe that a well distributed, skilled, and productive health workforce is critical to addressing the challenges of improving health outcomes and meeting the internationally recognized Millennium Development Goals.

This strategy is based on our vision and our commitments. It emphasizes directions and priorities that will enhance our competitive position and make our organization stronger by 2015. The strategy outlines a road map that will guide our thinking and allow us to focus on what we need to do to be agile and responsive, but also proactive and agenda-setting.

I am inspired and invigorated by this bold strategy—but also recognize that it presents challenges that IntraHealth must now address. We must make key organizational changes, position the strategy prominently in our organizational culture, and use it to engage external partners and stakeholders in our vision for the future. As we put the plan into action we will be guided by our core values: excellence, openness, partnership, and accountability.

I thank all of you who have contributed to the development of the strategy, which has benefited from the collective experience, expertise, and wisdom of many. I encourage you to read this document closely, and to support IntraHealth in making this plan a reality.

Pape Gaye



President and CEO

EXECUTIVE SUMMARY

The LEAD Strategy, IntraHealth International's Strategic Plan 2011-2015, provides direction for the organization to grow and prosper over the next four years, from July 2011 through June 2015. Developed through a consultative process that engaged a wide array of stakeholders, the strategy builds on the progress, achievements, and lessons learned from IntraHealth's first strategic planning period (2008-2011).

IntraHealth emphasizes the critical role of health workers in increasing access to the quality health services and information that can lead to improved health status. Looking forward, IntraHealth will maximize our impact on improving the performance of the health workforce—and ultimately the health of the individuals, families, and communities we serve. We also will optimize our performance as an organization that is prepared to meet its goals and thrive in the constantly evolving environment of global health and development.

The core of this plan is our vision: IntraHealth believes in a world where all people have the best possible opportunity for health and well-being. We aspire to achieve this vision by being a global champion for health workers.

Our organizational mission is to empower health workers to better serve communities in need around the world. We foster local solutions to health care challenges by improving health worker performance, strengthening health systems, harnessing technology, and leveraging partnerships.

To achieve our mission and increase our impact through this strategy, IntraHealth will focus on four strategic directions and the specific initiatives to achieve them:

1) **Leadership and advocacy for technical excellence**

- Apply a comprehensive programming model for achieving impact
- Advocate for health worker-centered policies and approaches
- Expand internal capacity in priority technical capabilities
- Leverage broad alliances and partnerships

2) **Expand country leadership investments**

- Establish highly functioning IntraHealth Country Offices
- Increase capacity and authority within functions in Country Offices
- Partner with local and regional institutions and networks

3) Align our workforce and business systems

- Cultivate an aligned, high-performing workforce
- Establish more flexible and cost-effective business models
- Streamline management practices and systems
- Enhance customer-orientation

4) Develop our resource base

- Preserve continued funding from US government
- Diversify donor base
- Increase high-impact philanthropic giving

Critical to the implementation of this strategy are key performance metrics, both quantitative and qualitative, to track progress. These metrics, 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.

The LEAD Strategy will be widely disseminated both internally and externally, and it will be the basis of annual work plans, resource allocation, and organizational performance targets guiding the organization over the next four years in achieving its vision for the future.



ENDURING COMMITMENTS

Vision

IntraHealth International believes in a world where all people have the best possible opportunity for health and well-being. We aspire to achieve this vision by being a global champion for health workers.

Mission

IntraHealth empowers health workers to better serve communities in need around the world. We foster local solutions to health care challenges by improving health worker performance, strengthening health systems, harnessing technology, and leveraging partnerships.

Core Values

Excellence

We are committed to delivering outstanding performance and demonstrating results achieved.

Openness

We seek and actively engage new and diverse voices, perspectives, and ways of working.

Partnership

We work transparently and respectfully with a wide range of stakeholders, donors and partners to achieve shared goals.

Accountability

We adhere to high standards of integrity, honesty, transparency, and stewardship in all that we do.