

STRATEGIC PLAN 2010-2013

COVER NOTE MARCH 2010

1. This document sets out a strategy for THET to progress its work over the next three years (2010-2013). This is not intended to be an extended 'plan' with finalised decisions regarding specific programmatic activities, resourcing, or areas of geographic concentration. Rather the aim of this document is to have a framework which helps the THET executive team and Board take key decisions going forward: outlining our values, identifying the 'space' where we believe THET should position itself, as well as establishing boundaries to the work we undertake.
2. Hence, the focus of this strategic review has not been to determine top level numerical targets (for example: *we wish to see 200 links registered by the year x*; or *we wish to see turnover double by the year y*), or specific time lines. These will feature in the annual planning process. Rather, we have focused on quality and values – aware that as a small organisation, in a fast changing world, we will need to be opportunistic and we may not be able to control how fast or far we move. But, we must not: lose sight of our values, make choices solely based on resourcing, or be reactive with no compass.
3. We are seeking to amplify what is working well, provide greater clarity with regard to focus, and revisit some starting assumptions. That said, shifts in emphasis, which may seem small at the start of a journey, can lead to quite different outcomes. For that reason, we believe this is an important process and has the potential to shape profoundly our forward journey, raising the quality of our work and the impact that UK health professionals can have overseas as a result of our actions.
4. In terms of changes of emphasis, we would like to draw attention to three areas:
 - a. moving our support for one to one institutional links into an 'International Health Links Programme';
 - b. broadening our willingness to work with partnerships which are not strictly 'institutional links';
 - c. and thirdly, no longer setting out five priority countries in which to build country programmes to support Links (but rather building programmes around our ability to respond to a specific set of needs using both Links and other partnerships – which are issue based).
5. Finally, we have focused hard on identifying what THET does which is distinctive including: our continued focus on health capacity building; our encouragement of UK health professionals to provide 'service' in support of colleagues working in resource constrained settings in Asia and Africa; consolidation of our strength in secondary care as well as formal education, while building on successes in support of primary care and CPD; the types of institutions we work with – especially NHS bodies and professional organisations; the way we seek to be responsive (though not reactive) to the needs of practitioners on the ground.
6. I will put this document in context with a slide presentation at the Board Meeting, highlighting key issues. I look forward to a robust discussion around this proposal – and would like to seek Board approval for the approach outlined.
7. Assuming broad approval for the document, we will have a further session with staff and honorary advisors to share the document and engage them in being part THET's forward journey.

Pia MacRae

STRATEGY DOCUMENT: 2010-2013

THET's Mission

We aspire to improve health services in developing countries, through harnessing the expertise and experience of health sector professionals to promote partnerships that are effective, sustainable and responsive.

We facilitate others developing partnerships and work directly in partnership ourselves. We ensure that all work is guided by Southern partner priorities – institutional needs, government health plans and the Millennium Development Goals. We seek to be approachable, professional, and to provide a catalytic leadership role.

In three years time, we would like THET to be recognised as a respected and professional niche player, supporting UK health sector professionals engaging in global health through effective and sustainable partnerships.

THET will be known both as a facilitator of partnerships (through our support of International Health Links), as well as manager of partnership-based programmes through our work in health systems strengthening and health workforce capacity building. Our focus is on strengthening capacity – we do not provide direct services¹.

We want to be known as a dynamic and innovative organisation, as well as a source of expertise on using partnerships to respond to the deep inequalities in global healthcare provision.

We do not seek to grow the organisation of THET as an end in itself.

Our goals:

In order to achieve this, we have identified four key goals for the next three years:

1. Promote the engagement of UK health professionals in global health
2. Improve global health services through delivery of strategic tailored programmes
3. Assess the value of our current portfolio through proactive evaluation and dialogue, and develop new areas of work
4. Build THET as a professional and respected organisation.

We have expanded on these four goals below.

¹ Please note that we use the term service in two senses: 'supporting health services' (i.e. supporting the formal health sector), but not providing 'direct service' (i.e. we support building capacity of health workers, rather than encouraging UK practitioners to deliver directly).

1st GOAL**Promote the engagement of UK health professionals in global health****1. Selectively support and partner with others who are working to achieve similar missions to ours in the UK**

- Participate in events which promote the engagement of UK health professionals in global health (e.g. Royal Colleges & other professional associations; NHS Confederation; RCN; Universities)
- Support organisations and groupings with a shared agenda (e.g. International health Links Centre, Liverpool; Vision 20/20; Phi)
- Partner with organisations in promoting the engagement of UK health professionals (including our work with Kings Health Partners and the RSM)

2. Advocate for an enabling environment for UK health professionals to engage in Global health

- Build and maintain relationships with key decision makers and opinion formers in political parties, government, the NHS and other key organisations
- Develop a systematic communications plan (including maintaining new website, monthly e-bulletin and newsletters), with priority audiences
- Seek opportunities to promote our work and share learnings through our own communication channels, external press and publications

3. Raise awareness of the global human resource for health crisis, and ways in which the UK can constructively respond

- Promote development awareness
- Seek opportunities to publish both in the press and other 'trade' publications

2nd GOAL**Improve global health services through delivery of strategic tailored programmes**

These programmes will support: quality Health Links, health systems strengthening and health workforce capacity strengthening. Service will be a key element of these programmes.

1. International Health Links

Actively seek to extend and enrich our support of UK International Health Links beyond the International Health Links Funding Scheme, supporting a Health Links community that delivers appropriate and effective interventions

Areas of activity:

- Grants both for establishing Links, as well as for extending Link activity and supporting specific interventions.
- Access to information and signposting
- Capacity development and training
- Coaching and consulting
- Initiating and facilitating communities of practice
- Generating and synthesising good practice
- Monitoring and Evaluation

2. Health Systems Strengthening

Implement programmes that strengthen the health workforce, improve service delivery, develop leadership and governance and may also address health financing, improve health information and better access to medical products.

Principles of these programmes:

- Over two of the WHO's 6 'building blocks' for health system strengthening addressed
- Minimum value £100 000
- Alone or as part of a consortium
- Usually single country
- Minimum 2 year engagement

Currently Somaliland:

Goal: Somali people, especially women, children and the most vulnerable, have increased access to quality health services in target areas

Outputs

- Functioning institutional frameworks and systems to support improved health services in place in target areas
- Health personnel trained and employed to agreed standards in target areas
- Quality health service delivery, appropriate and prioritised for poor and vulnerable people in target areas
- Citizens and services working together for accountability and increased access to good health

3. Health workforce capacity strengthening

Programmes that address skills development and resource allocation for the global health workforce.

Principles of these programmes:

- Across a health system or in specific thematic areas.
- Minimum value £100 000
- Alone or as part of a consortium
- Single or multi country
- Minimum 1 year engagement

Currently Zambia:

Goal: strengthened healthcare service delivery and to achieve progress towards the health MDGS by increasing the availability of health workers in Zambia

Outputs:

- Providing five volunteer nursing/midwifery tutors to be posted in understaffed rural/provincial schools (from 2010) for a period of three years. As an interim measure to increase the number of tutors, while five local staff are provided with scholarships through this project to pursue BSc courses at the Post Basic Nursing training (University of Zambia) to enable them become tutors.
- Providing three interim volunteer lecturers to develop curricula and teach courses in three medical specialties prioritised by Z-MOH (anaesthesia, pathology and psychiatry), leading to the training of Zambian specialists in these fields. The tenure of these volunteers varies from two to three years. These will also be eventually replaced by locally trained tutors.
- Providing a volunteer specialist in biomedical engineering to support the development of a curriculum in biomedical engineering for an initial period of four months (renewable subject to availability of funding).
- Providing short term volunteers in various specialities particularly to support teaching in the three MMed programmes. These placements will range from a week to a couple of months where necessary.

- Constructing accommodation for tutors in five selected (by Z-MOH) provincial nursing schools thus creating an important incentive for the additional local nurse tutors to return after completion of their training.

3rd GOAL

Assess the value of our current portfolio through proactive evaluation and dialogue, and develop new areas of work

1. Actively maintain contact with previous partners, build new relationships, and develop new areas of work

- Selectively engage in non-programmatic activity to widen our reach and identify opportunities for project and programmes that best leverage UK health partnerships in meeting the global health human resource crisis
- Maintain existing relationships with key overseas stakeholders, to ensure THET is aware of Southern partners' needs and the opportunities to respond

2. Programme Development

- Proactively seek to develop partnerships, design and obtain funding for up to two new programmes in the areas set out in Goal 2
- Possible areas for development are likely to be in the area of health workforce capacity strengthening (in particular we should assess medical education in Ethiopia and West Africa). We also believe that we should proactively explore opportunities in Pakistan.
- Prioritise opportunities based on considerations including partner and priority needs, THET and partners' skills and experience, ability to respond effectively given other commitments, programme sustainability, funding opportunities and duration, interest of consortium partners if relevant, , practical viability and operational issues
- Regularly review list of top priorities

3. Knowledge and learning

- Actively seek to learn as an organisation from our experiences through a structured approach to evaluation and learning disseminated through THET, regular sharing events with staff, Trustee and Honorary Advisors
- Improve our information management and institutional memory
- Strengthen our capacity to evaluate our projects and programmes, in particular building up a more robust evidence base for building health capacity through partnership.

4TH GOAL

Building THET as a professional and respected organisation

1. Value the people who work with us and build capability (staff and volunteers)

- Ensure human resource basics are in place through: regular review of staff structure; monitoring salary arrangements (matching charitable pay rates where possible); ensuring legal compliance (such as access to stakeholder pensions prior to full compulsory contributions in 2012), and aiming to consistent HR processes (JDs; appraisals etc).
- Develop standardised processes and policies for overseas professionals (including developing an international policy, reviewing security arrangements; ensuring legal compliance overseas).
- Increase training and development opportunities for staff (including a regular annual staff training event)
- Broaden the base of honorary advisors & regularly review role
- Keep all working manuals up-to-date (Office, Staff, Finance, IT etc)

2. Stabilising and growing our unrestricted funding, and diversifying our funding more generally

- Build and maintain established fundraising building blocks to ensure a steady source of unrestricted funding (grow our donor base; increase the impact of our annual calendar of fundraising events; systematic trawl of smaller grant-giving Trusts; marketing of legacy giving opportunities; leveraging our regular communications vehicles such as the newsletter and website)
- Develop a new fundraising campaign to underpin new strategy which will aim to diversify our sources of funding through: seeking synergies between programme development and fundraising, developing relationships with high net worth individuals and corporates, and marketing substantial programmes of work to funding agencies and Trusts.

3. Finance and Administration

- Manage annual budgets flexibly, whilst maintaining maximum financial control.
- Extend full budgetary control to all Restricted Funds
- Maximise income from cash reserves (including Anniversary funds) and re-consider possible medium term investments.
- Continue to improve accuracy of financial reporting, forecasts and longer term estimates.
- Monitor overall financial viability and Reserves Policy in accordance with guidelines
- Evaluate the success of having staff based at Kings as a model for partnership working (RSM & King's)

4. Governance (incl Legal)

- Check that THET continues to meet the "Hallmarks of an Effective Charity", including updating the Memorandum and Articles of Association, maintaining a balanced skill mix within Trustee Board as Trustee turnover takes place (and more specialised roles on the Board); monitoring the effectiveness of the "Scheme of Delegation"; assessing the value of either Patrons or an Advisory Panel.
- Explore possibility of Charitable Incorporated Organisation Status.
- Review Risks regularly, in particular in light of increasing overseas legal and security exposure.