MG 5 FINAL STRATEGIC PLANNING GOALS

Key Strategic Goal # 1 - MedGlobal Mission / Vision [DRAFT]:

MedGlobal is an organization working for healthcare equity in fragile, low resource, and crisis states, with refugees, in response to conflicts and climate change / natural disasters, across the globe and in the U.S.

POSSIBLE ALTERNATIVE LANGUAGE: MedGlobal is a global and health humanitarian organization building resilience in fragile states and vulnerable communities through emergency response, health services delivery, and sustainable programming

- MedGlobal is an agile emergency response organization that also works consistently over time to increase healthcare resiliency, access, and self-sufficiency.
- MedGlobal will develop clear criteria for what a “successful” country program includes (e.g. strong local partners; skilled local staff; clear healthcare strategy; sustainable funding; etc.); and clear decision making processes for beginning and ending a country program.
- MedGlobal works with local healthcare leaders to identify emergency and longer term gaps in the healthcare systems, and to identify strategies to address these gaps. MedGlobal mobilizes resources, technology, training, and medical volunteers to work together with the local partners to implement these strategies.
- MedGlobal is a powerful advocate working with local communities and health workers to advocate for health equity.

MedGlobal Board will review and finalize its Mission, Vision, and Theory of Change within 3 months of completing the Strategic Plan.

Key Strategic Goal # 2 - MedGlobal Programs [DRAFT]:

MedGlobal will achieve its mission through core program strategies, including:

- Work centered in the leadership of and in partnership with local healthcare leaders to identify healthcare needs and gaps, and strategies to address them systematically - MedGlobal is a reliable partner in the field
- A core commitment to training, especially “training the trainers” for the full range of health and public health workers.
- Appropriate use of volunteer medical professionals for training, direct medical services, and expertise.
Strategic provision of direct healthcare services and contextually useful technology, innovation, and technical support.

Advocacy and communications to give voice to the voiceless through assessments, research, and publications

MedGlobal will have comprehensive quality healthcare programming expertise to offer our local partners, as needed in their local situation, including:

- Non-Communicable Diseases
- Communicable Diseases / Infectious Disease
- Critical Care
- Maternal & Child healthcare (Inc. Sexual & Reproductive Health)
- Mental Health and Psychosocial Support
- Nutrition

These specialized healthcare programs will be delivered through 3 pillars of response

1. Emergency Response
2. Health Services Delivery

By June 2021 MedGlobal will have a Medical Coordinator leading a technical unit which will be responsible for creating standard program and training packages and ensuring technical quality across all key MedGlobal health program categories. The Technical Unit will include volunteer expertise, from the Board and other medical professionals.

By August 2021 each country of operation will have a tailored focus of pillars and health topics based on gaps and context, created in partnership with our local staff and local partners. An annual per country plan will lay out the programmatic plan.

**Key Strategic Question # 3 - MedGlobal Funding [DRAFT]**

MedGlobal will double the current size of its funding by building a diverse set of funders, with multi-year grants, a reserve fund, and an endowment. We will have substantial streams of income in 5 categories: Individual donations; foundations and faith communities; corporate and business funders; partnerships with International NGO’s; and institutional and government funders. (Decisions to apply for USAID and similar governmental funds will require Board approval.) We will do this by:

- Growing a professional fundraising staff team
• Having clear responsibility for fundraising by the Executive Director, Senior Staff, and In-Country Staff for the organization, their programs, and their countries, with concrete annual goals
• Within three months the Board will understand their role in fundraising, with support from a Staff team; concrete annual goals; and Board teams created to speak to corporate donors, to reach out to foundations and hospitals, and supporting a “family and friends” giving program.
• Setting aside 2% of the budget each year for an endowment, and 10% for a reserve fund of at least 6 months of our projected budget [Timeframe?]

Key Strategic Question # 4 - MedGlobal Governance, Decision Making, and Staffing:

MedGlobal Board and Officers, Senior Staff, and In-County Staff will structure their work to implement the Strategic Plan in a culture that stresses high levels of leadership, collegiality, and accountability at all levels, with clarity of roles and areas of authority and responsibility. We will do this by:

• Clearly defined roles, responsibilities, expectations, and authority –
  ○ Board: Policy, Strategy, Fundraising, and bringing their specific expertise to the overall mission of Med Global.
  ○ Executive Committee: Meets at least bi-weekly with the Executive Director (and Senior Staff, as helpful) on program level decisions, support of fundraising efforts, and resource allocation.
  ○ Executive Director: Overall responsibility to lead on the implementation of our strategic plan; on strategy and fundraising; hires, supervises, and holds accountable all staff; strengthening programs, risk mitigation, advocacy, and internal and external communications; operational resource allocation; and works closely with the Board of Directors on fundraising and to engage them in the areas of their expertise.
  ○ Senior Staff: Responsible for leadership in their program area, including moving an overall strategy, fundraising, and communications. Work under the direction of the Executive Director, showing high levels of leadership.
  ○ In-country Staff: Leadership in finding and organizing local partners; determining medical vulnerabilities to address; fundraising to build and sustain programs; and high-quality program implementation.

• Regular “Executive Team” meetings, including Executive Committee Officers, the Executive Director, and the Senior Staff, to pursue the implementation of the Strategic Plan Goals.
• Over the next three months, the Executive Team and Committee Chairs will evolve the charge of Board Committees to support implementation of Strategic Plan Goals in the areas of Program, Fundraising, and Advocacy.
• Expand the Board as necessary to strengthen the ability to achieve our Strategic Plan Goals, including several impacted, in-country representatives.
• Board members are encouraged to work in partnership with staff, contributing with their medical, advocacy, organizational, and fundraising expertise. Board members will maintain professional boundaries of their oversight, but not supervisory, roles.

**Key Strategic Question # 5 - Advocacy [DRAFT]:**

By 2024 MedGlobal will be a global healthcare justice thought leader, with a focused, clear, and powerful advocacy voice, lifting up the story and struggles of our in-country partners, leading and supporting campaigns to reduce global healthcare inequities, to protect and support healthcare workers, and to strengthen humanitarian partnerships with fragile states and vulnerable populations. This advocacy voice will be fully funded and fully integrated into our staffing, fundraising, communications, and health programs, and be grounded in our direct experience with on the ground staff, health workers, and partners. We will do this by:

- Working and advocating under the umbrella of the humanitarian principles of “neutrality, impartiality, independence, and humanity”, while also taking a human rights lens.
- Work in, with, and through advocacy collaborations in ways that add value.
- Be accountable to affected communities.

We will have:

- Strong Advocacy Senior Staff, working with the Executive Director, to develop and lead a focused and funded Advocacy Team implementing the advocacy goal of the Strategic Plan.
- Within 3 months we will present to the Board of Directors a clear decision-making structure for making decisions on when to lead and when to support advocacy campaigns.
- Within 3 months we will have create a Board Committee that provides active policy guidance, and staff and fundraising support, composed of Board members with subject area expertise.
- Within 3 months we will present to the Board of Directors for approval a clear strategy and prioritization for the “value add” of MedGlobal’s advocacy agenda, including a multi-layered communications plan (reports, case studies, position briefs; web, blog, earned media).
- Dedicated fundraising to accomplish this goal, and resources to support this strategic priority.