2022-2027 STRATEGIC PLAN:
BUILDING HEALTH EQUITY TOGETHER

Mission: Building equity and transforming health in rural Guatemala

Vision: High-quality care, health, and well-being are within reach for everyone, no matter where they were born or what language they speak.

Theory of Change
community driven, data informed

Maya Health Alliance | Wuqu’ Kawoq is a community-led organization created in 2007 to transform health care and foster health equity in rural Guatemala. More than 90% of our staff are women and 84% are indigenous. One of the only organizations in Guatemala providing comprehensive healthcare in indigenous Mayan languages, we serve more than 20,000 patients annually. We are a recognized leader in the fields of rural health and implementation science. We work for systems-level change in collaboration with a range of government and civil sector partners.
We are closing gaps in care and achieving health equity by focusing on four interrelated strategies:

- Providing accessible, high-quality, culturally relevant patient care
- Improving care and advancing knowledge through research
- Training the next generation of community health workers
- Leveraging our knowledge for advocacy and systems change

**Patient care:** We deliver comprehensive health care care in our patients’ languages, homes, and communities. We develop long term relationships with patients to build trust and ensure they receive the follow up care they need. Our program areas include women’s health, maternal health, early childhood health, primary care, and care for chronic diseases.

**Research:** We collect data on all our work to understand what is working and how we can improve. Our Center for Indigenous Health Research has published dozens of studies on topics including child development, diabetes management, and obstetric health. We use an agile global health approach, which emphasizes providing health services and then rapidly testing efficacy and making adjustments as needed.

**Training:** We invest in building local capacity by providing extensive, ongoing staff training. We also share our expertise more broadly through publications, collaboration, partnerships, community trainings, workshops, and master classes.

**Systems Change:** We take a holistic approach that drives at the root causes of health disparities, such as language, discrimination, and gender inequities. We collaborate with the Ministry of Health and NGO partners to maximize existing resources and avoid duplication. We engage and listen to community members who are in the best position to see the most pressing health problems and most practical solutions. We change gender norms by seeking out and supporting women leaders and community health workers.
Executive Summary: 2022-2027 Goals

1. Strengthen our foundation: Build a stable but agile infrastructure

Over the next five years, we will continue to strengthen our base by cultivating reliable, diverse, and flexible funding and by making smart investments in our staff and infrastructure.

2. Build our future: Establish a permanent headquarters

We will build a headquarters that serves all organizational needs, including offices, training, and guest and research visits. This will house the base office for Wuqu’ Kawoq | Maya Health Alliance; the Institute for Health Education, Leadership, and Equity; and the Center for Indigenous Health Research.

3. Invest in our team: Empower community health workers to lead global health practice

Continue to build a talented, innovative, engaged, and empowered team by providing ongoing training, opportunities to share ideas and provide feedback, leadership opportunities, and fair wages. Provide the team with the supports they need, including covid protection, mental health and meditation resources, and access to state-of-the-art equipment and technology.

4. Scale through training: Create Institute for Health Education, Leadership, and Equity

Create a center of excellence for health education and leadership to train the next generation of Guatemalan health providers in community health, with a major focus on women and indigenous peoples. The Institute for Health Education, Leadership, and Equity will serve as a hub to share knowledge; showcase practical, effective approaches to global health, monitoring, and evaluation; cultivate and support leaders; and provide training and mentorship to replicate successful approaches to rural health across Guatemala.
5. Advance patient care: Enhance strategy and impact

Building on data; science; and staff, patient, and community feedback, continue to evolve and improve our practices to deliver the best possible care to our patients in rural Guatemala.

6. Leverage knowledge for change: Promulgate high quality care and health equity through the Center for Indigenous Health Research

As a recognized expert in research and health care in Guatemala and Central America, continue to foster knowledge and promote excellence by sharing our results and learnings. Research focus areas include: determinants of health and social, cultural, economic, and environmental factors that contribute to poor health outcomes for Maya Guatemalans; quality improvement; care navigation and advocacy; early child development; and behavior change and improving autonomy and self-efficacy for patients with chronic diseases.

7. Promote gender equity: Empower women patients, caregivers, and leaders

Keep gender equity at the center of our strategies; services; staff hiring, pay, and development; and leadership opportunities. Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. (UN Sustainable Goal #5). Women are typically the caretakers in their families and need knowledge, confidence, and empowerment to support their own and their families’ health. According to the UN, the Covid pandemic has widened inequalities for women and girls, leading to conditions that have increased their workloads at home, restricted their educational and income opportunities, and raised levels of domestic violence. We will continue to make gender equity a focus for our work and encourage and motivate others to do the same.

8. Expand our advocacy: Build networks and channels

We will strengthen our outreach and advocacy by expanding our networks and by cultivating opportunities to raise awareness about the importance of transforming health in Guatemala and to share effective practices for doing so.