

## 2019-2021 Strategic Plan and Institutional Goals Overview

1. **Grow fundraising and revenue portfolio for better sustainability.**
  - a. Build a strong and dynamic fundraising center in San Francisco
    - i. Have an active fundraising program across the USA, based in San Francisco with our development director.
    - ii. Executive Director will work with board of directors to identify time for visit and growth in their personal network.
  - b. Better articulate Maya Health's model and impact for a clean, clear message.
    - i. Continue to redefine our message with a clear brand across all website, social media platforms.
    - ii. Maintain website and all public platforms up to date.
  - c. Continue Identifying new funding sources (in-kind or cash) within Guatemala through strategic partnerships.
  - d. Revenue within Guatemala with a Fee-For-Service Model
    - i. Launch the Fee-For-Service Diabetes Clinic in September 2019
      1. On-going evaluation of this model to assess viability and growth.
    - ii. Identify models for opening a pharmacy and family medicine fee-for-service clinic in Tecpán
2. **Continue to strengthen our rigorous research program.**
  - a. Leverage our alliances and partnerships in Guatemala and the USA to become the known expert in doing research in Guatemala.
  - b. Work closely with the Guatemalan Ministry of Health, research institutions and large nonprofits in each way possible to build alliances. Work for inclusion at policy and decision-making meetings.
  - c. Continue to grow our publication footprint to further scientific knowledge in health to be shared on an international stage to encourage better health outcomes for all of Guatemala.
  - d. Provide feedback on research outcomes to the communities and Guatemalan population in Spanish
    - i. Provide short reports to Centros de Salud, COCODEs, partners, mayors
  - e. Continue to strengthen the research infrastructure
    - i. Ensure the permanent research scientist position in Guatemala
    - ii. Make the necessary software and equipment available for versatility in different research programs.
    - iii. Professionalize and simplify the internal research laboratory and protocol structure, to enable easy adaptations for new projects.

3. **Ensure all of our service provision and programs are focused on impact. Increase the level of monitoring and evaluation that can be done in the field and develop easier reporting for oversight and sharing results.**
  - a. Build better dashboard and technological infrastructure for easier month-to-month and over time reporting of all program. During 2019, move all programs from counting outputs to focusing on patient, community and population impacts. Help all team members better understand impact. Create and support the necessary monitoring and evaluation to focus on impact with in administration, operations, research, and programs.
  - b. Strengthen managers' decisionmaking and leadership in their programs through guidance and support and having them take on more responsibilities for their programs.
    - i. Managers will be responsible for creating yearly workplans starting for the 2019 year
      1. Focus on: Impact, population, and budget
      2. Work closely with finance manager to understand and utilize budget.
  - c. Programs
    - i. Continue to shape the vision of the Health for Life program with Friendship Bridge so that it remains a vital program offering.
    - ii. Further improve our nutrition program for longer term, more sustainable applications for scale.
      1. Position ourselves as a program of excellence to be replicated across Guatemala.
    - iii. Highlight our program successes in Chronic and Women's Health and grow their visibility and influence in Guatemala.
      1. Look for options to scale mobile health through partners.
    - iv. Identify new funding sources for these programs and continue to build and invest in the human resource.
  - d. Simplify and streamline processes and communications
    - i. All team use of platforms: Asana, BambooHR, Email, OpenMRS, OwnCloud, RedCap, Wiki, & inventory system.
  - e. Always seek out collaborations with other nonprofits, government and research institutions.
4. **Create an empowering environment for employee growth.**
  - a. Create a professional growth program for staff that helps personal growth and focuses on work while avoiding burnout.
  - b. Work to maintain and grow an atmosphere of creativity and innovation Create an innovation space for **all** staff to share ideas and provide feedback about our work. All team members are part of our future direction.

- c. Provide space for shared learnings between teams and staff to learn from one another and foster skills development.
  - d. Whenever possible, simplify procedures and use technology and best practices to streamline processes and communications and enable staff to have more decision-making capability.
5. **Place the needs of the infrastructure of the institution as a central focus for our growth and stability which will enable us to invest in operational processes to maximize program delivery, while maintaining financial sustainability.**
- a. Staff
    - Fundraising – Development Director
    - Administration and operations staff – Accounting assistant, physician for general clinics and M&E, pharmacy assistant, human resources administrator, director of operations, further support in programming and technology
  - b. Financial and Legal Commitments. Over the next 3 years, finalize putting all staff on the formal Guatemalan payment system.
  - c. Vehicles and equipment
    - Purchase new vehicle every 3-4 years with the goal to have 3 good vehicles available.
    - Plan to purchase new equipment yearly
      - 1. Early in each year purchase new computers and medical equipment that have depreciated.
  - d. Buildings
  - e. Through fundraising and partnerships secure the necessary funding to purchase land and build a permanent office for Maya Health operations and the Institute for Health Leadership, Education, and Equity.
6. **Plan, operationalize, and fundraise for the Institute for Health Leadership, Education, and Equity.**
- a. Create a center of excellence for health education and leadership that focuses on training the next generation of Guatemalan health providers in community health, with a major focus on women and indigenous peoples. Create a diploma certificate, approved by the ministry of health. Leadership track focus on training and promoting women, especially indigenous women, to be leaders in health care and all fields. This institute would be located in Tecpán.
  - b. An international center for research, teaching, conferences, and field school in the rural health context with curriculum programs in areas such as:
    - i. programmatic experience delivering child nutrition, behavior change, diet quality, women's health, family planning programs in indigenous areas of Guatemala
    - ii. programmatic experience working with indigenous communities to define mutual priorities and to adapt interventions to indigenous languages

- iii. M&E and research experience, including advanced statistical analysis, quality improvement methodology, anthropological and qualitative methods
    - iv. experience developing curriculum and training frontline providers in both child nutrition and women's health
    - v. experience working with the private sector and with municipal governments
  - c. The building would serve as the base office for Maya Health Alliance and house the institute. The institute would serve as a way to replicate our values and models across Guatemala through training staff nationwide and as a place to showcase global health, monitoring and evaluation
- 7. **Place social performance management at the core of our decision-making processes to ensure we are achieving our mission.**
  - a. Create a system to evaluate our social impact in Guatemala
    - i. Surveys, interviews, focus groups with patients, beneficiaries and partners service providers (centros de salud, hospitals).
    - ii. Along with direct numbers from chart review to better reflect the quality and impact of our services
  - b. Use social impact to lead decision making
    - i. Information from evaluation of social impact can help us identify where we need to make changes in our programs and staff.
- 8. **Continue to grow and diversify our Board of Directors.**
  - a. Evaluate board performance and take action to improve areas of weakness
  - b. Translate the importance of the board to board members for stability and growth of Maya Health.
  - c. Better define the role of the board, board committees and board recruitment. Clearly define board expectations, roles, and leadership.
  - d. Recruit 5 new board members during the 3-year period.