



STRATEGIC PLAN 2019-2028



EXECUTIVE SUMMARY

Health at the center

Good health changes everything. With good health, children can learn, parents can provide and neighbors can work together to build, and rebuild, their communities. For millions of people around the world, however, poverty and disaster put health at risk. We strive to make good health possible—and with it, a chance at a full, productive life.

A critical way to do that is to make smart investments in local health centers. When local health centers do their job well they catalyze health improvements for people and their communities.

Our strategy is built on this singular idea: when local health centers *thrive*, so do people in their communities; they have better health, more opportunity and increasingly productive lives. We will make transformative programmatic investments in thousands of local health centers, rally others to support them, and advocate on their behalf. To do this, we will increase our programmatic impact, enhance our global engagement, expand and diversify resources and strengthen operational excellence and innovation.

WHO WE ARE

Our vision

A world in which all people have pathways to health and opportunity

Our mission

Save lives and improve health for people affected by poverty or disaster so they can reach their full potential

Our values

Compassionate
Accountable
Responsive
Effective

OUR FOCUS

Thriving local health centers

Local health centers are the health posts, clinics and hospitals that serve as hubs of primary care and health-focused activity in their communities. More than simply facilities, health centers include the health workers—from medical professionals to health educators—who staff them, as well as the people and communities they serve.

We define *thriving* local health centers as those with strength in four areas: the professional capacity of the health **center** itself; the sense of **care**, respect, and dignity patients experience from a health center team; **community** engagement to prevent disease and promote good health, while ensuring those served by a health center have a voice in how it serves them; and **connection** to the larger health system for referral, support and resilience.

Why we focus on local health centers

A global priority

Strong national and local health systems are now seen as the key to improving health, and the local health center is the critical entry point into that health system for communities and individuals.

Our unparalleled network

Americares has worked for decades with an unrivaled network of thousands of local health posts, clinics and hospitals. We know them, and they know and trust us. We also operate several local health centers ourselves.

Connecting donors for impact

Increasingly, donors are seeking tangible and emotional connections to the people and communities they want to help. Local health centers—physical places staffed by inspiring people making a difference in the lives of real families—provide that tangible and emotional connection.



OUR PROGRAMS

How we serve health centers and communities



Access to Medicine

Increase access and quality of medicine and supplies to improve health for people and communities



Clinical Services

Provide quality clinical services that bridge prevention, treatment and health promotion



Emergency Programs

Advance capacity and resilience across the continuum of disaster preparedness, response and recovery



Community Health

Design and implement clinic-to-community programs that measurably contribute to sustained health improvements

OUR 10-YEAR STRATEGY

To help local health centers thrive

In 10 years, AmeriCares global network of more than 5,000 local health centers will work even more effectively to improve health outcomes for people in their communities and give them an opportunity for increasingly productive lives.

The health centers AmeriCares operates will serve as models of effective health service. Our network of partners will have increasing access to quality medicine and supplies, with many will benefiting from evidence-based projects to improve clinical quality and community health. We also will work alongside them in disaster preparedness, response and recovery. Information flowing to and from this network will enable health centers around the world and in the U.S. improve their services, and help AmeriCares and other stakeholders serve them better.

Our programs will be evidence-based or evidence-generating. Through research, thought leadership and partnership, AmeriCares will be a leading voice advocating for the importance of health and the value of local health centers in meeting global and national health goals. We will implement long-term programs in a limited number of countries, implement projects in others and maintain the global breadth of our work to increase access to critical medicine and supplies.

AmeriCares will build one of the world's best-known and most highly respected brands, provide new and innovative means to connect donors to our health-focused programming, and add new geographies and new resources. We will build out excellent operational capabilities and drive innovation.

On the pages that follow, we present four strategic objectives, each anchored by a 10-year goal and illustrated by a set of 3-year priorities and targets.



OUR COMMITMENT TO HEALTH

Within our programs, we prioritize five areas critical to health



Women's and Children's Health

Invest in health center-based programs, mobilize health workers and communities and encourage utilization of clinical services



Infectious Disease

Improve health and promote safety by reducing the impact of infectious diseases on at-risk people and communities



Mental Health

Strengthen health center capacity to provide mental health support to their patients and communities



Hypertension and Diabetes

Improve hypertension and diabetes outcomes through prevention, treatment and management



Health System Strengthening

Improve health center capacity to deliver sustainable, high quality health services

OUR STRATEGIC OBJECTIVES

Increase programmatic impact

In 10 years, AmeriCares will strengthen the capacity of more than 5,000 local health centers across the U.S. and around the world so they can better serve people in their communities every day and at times of disaster. Over the next three years, we will:



Improve access to medicine

Increase health center access to quality medicine and supplies by strategically expanding donations and network, improving quality and launching innovative solutions.

- **\$2.3 billion** in medicine and supplies delivered (cumulative)
- **3** local supply chain models expanded to multiple sites
- **5-7** access to medicine innovations identified, and at least 1 launched



Carry out effective emergency programs

Continue to respond rapidly and effectively to disasters while enhancing health center-based preparedness and pushing more deeply into insecure environments.

- **75%** of teams on the ground within 72 hours of acute disaster
- **at least 1** response in a highly insecure setting
- **100%** of preparedness and recovery programs built with a focus on long-term sustainability



Enhance clinical services and community health

Address general primary care needs while also extending health center work into community-based programming that addresses root causes of illness and disease.

- **700,000** clinical consultations conducted (cumulative)
- **75%** of patients receive health education
- **3,000** health workers better able to protect themselves and their patients (cumulative)

Deepen global engagement

In 10 years as a fully global organization, AmeriCares governance, leadership, programmatic initiatives, support and influence will come from all over the world and its voice on behalf of those it serves will be heard globally. Over the next three years, we will:



Strengthen global presence

Maintain deep programmatic presence in existing program countries while extending presence elsewhere; secure new resources from Europe and Asia.

- **up to 9** countries with long-term programming and multi-year funding
- **up to 5** additional countries with health center-focused projects
- **at least 2** additional countries generating resources



Increase global partnership

Engage more deeply with NGOs, donors, academic institutions, governments, the private sector and multi-laterals to access new program opportunities and extend leadership.

- **5** significant new partnerships
- **expanded** leadership roles in networks, associations and partnerships
- **Washington, DC-based presence** to build critical partnerships and generate funding leads



Assert leadership to champion health and health centers

Leverage programmatic results and research, thought leadership and targeted advocacy to raise awareness for the role of health and local health centers.

- **50%** of projects reach people in lowest socio-economic quintile
- **1-2** studies published annually that advance global knowledge base
- **2-3** opinion pieces published monthly that assert targeted thought leadership

Expand and diversify resources

In 10 years, we will achieve transformative resource growth on a scale that will revolutionize AmeriCares, its programs and activities and its impact in the world. Over the next three years, we will:



Reach new audiences in new ways

Strengthen brand image and leverage focused acquisition, prospect pipeline and target market development to build broader, more diverse donor base.

- **200** new major donors (cumulative)
- **50%** of new donors from target regions, incl. Chicago, Northern California, New York/New Jersey/Connecticut
- **\$2 million** raised through cause marketing efforts (cumulative)



Increase donor engagement and loyalty

Inspire partners, existing donors and prospects by connecting them to AmeriCares programming and impact to unlock new levels of engagement and ambassadorship.

- **70%** major donor retention
- **model launched** to connect donors directly to local health centers
- **diversified engagement** across all donor constituencies (e.g., trips, targeted communications, etc.)



Achieve transformative resource growth

Maximize and diversify resource growth across private, public and new financing channels; continue to improve match of funding and messaging to program priorities.

- **10%** average annual operating revenue growth
- **significant growth** in public funding to support multi-year programming
- **20%** average annual alternative revenue growth

Drive excellence and innovation

In 10 years, our work will be supported by exceptional operational capabilities amplified by a culture of innovation within the organization and among our partners and health center network. Over the next three years, we will:



Strengthen operational and financial core

Improve operational efficiencies, technology-enabled solutions, compliance and risk management to fuel growth while protecting financial health.

- **improved efficiency** from enterprise-wide technology implementation
- **clean audits** with unmodified audit opinion; timely, informative 990s
- **assets protected** through robust risk management framework



Extend human capital capacity

Enhance strategic global workforce recruitment and expand professional development to attract, retain and leverage high-performing global talent.

- **90%** top-tier candidate acceptance rate
- **85%+** employee retention rate maintained
- **increased** global experience and diversity among staff and volunteer leadership



Launch innovative solutions

Launch Innovate@AmeriCares to pursue, develop and deploy innovations in the field, across our health center partner network and throughout our organization.

- **culture of innovation** across organization and with partners
- **2-4** concepts assessed annually
- **2-4** innovations implemented (cumulative)

