

# *Forward Thinking*

American International Health Alliance  
Strategic Plan 2016 to 2021



# Call to Action

## AIHA by the Numbers

175+

partnerships established

34

countries supported

210+

US hospital, health system, and university institutional partners

\$326

million in US government awards

\$292

million in matched contributions

Figures compiled through 12.31.15

People around the world are suffering and dying needlessly because they lack adequate access to equitable, quality healthcare. Social and environmental determinants of health, such as poverty, discrimination, and inadequate education and social services, also undermine health and well-being. Despite decades of global health investment, critical gaps in human resources for health (HRH) continue to hinder health outcomes.

For example:

- The worldwide gap in professional health workers is expected to rise by nearly 60 percent to 13 million over the next 20 years. Africa is hardest hit, bearing 24 percent of the global burden of disease, but with access to only 3 percent of health workers.
- Although WHO recommends that all people living with HIV should start antiretroviral treatment immediately upon diagnosis, severe HRH shortages have left more than half of the 37 million affected without access to life-saving medicine.
- The world's children are particularly at risk: 400 million children live in extreme poverty; 150 million girls have suffered from sexual abuse; and more than 18 million children have been orphaned. Child abuse, exploitation, and neglect undermine efforts to improve child health. And yet, global investments in the social welfare workforce are severely limited.

**Traditional approaches to strengthen health systems and improve health outcomes are often neither cost-effective nor sustainable because they are not fully driven by local stakeholders. This lack of locally-driven solutions undermines the health of individuals, their families, and their communities.**

With more than 24 years of experience implementing successful peer-to-peer, institutional partnerships to strengthen health systems and build HRH capacity, American International Health Alliance (AIHA) is uniquely positioned to address these challenges.

Unlike many organizations that provide technical assistance, AIHA creates and supports partnerships and programs that tap into the knowledge, expertise, and commitment of an extensive pool of skilled health and allied professionals who contribute their experience on a voluntary





basis to address health and social workforce shortages in resource-constrained countries. Most of our programs are based on peer-to-peer institutional partnerships among healthcare providers and policymakers who collaborate to find sustainable solutions to health services delivery issues.

AIHA's model builds on our understanding that health and allied professionals are more receptive to new ideas and more willing to make changes when they work together with colleagues who face the same challenges. Consequently, we engage these professionals,

along with local and national governments, community leaders, and other stakeholders, to introduce new models of care, establish and deploy new mid-level cadres, improve the capacity of existing health practitioners, train and mentor health and social service providers, and strengthen professional healthcare associations and regulatory bodies — all with the goal of strengthening underlying health systems in a sustainable, cost-effective way.

This comprehensive approach to health system strengthening has enabled AIHA to achieve sustainable outcomes through more than 175 partnerships in 34 countries in Africa, Central and Eastern Europe, Asia, and the Caribbean.

## *Our Vision & Mission*

**AIHA's vision is a world with quality healthcare for everyone, everywhere.**

**AIHA's mission is to strengthen health systems and workforce capacity worldwide through locally-driven, peer-to-peer institutional partnerships.**



*People around the world are suffering and dying needlessly because they lack adequate access to equitable, quality healthcare.*

# Goals

## Partnerships: An Adaptable, Needs-driven Development Model

Because AIHA's partnership model is flexible and dynamic, we've been able to apply it to a broad range of public health challenges in low- and middle-income countries around the globe, such as HIV/AIDS, tuberculosis, and other infectious diseases; maternal, newborn, and child health; primary healthcare; infection control and patient safety; non-communicable diseases like hypertension, diabetes, and asthma; emergency medicine; and even healthcare management and administration.

Similarly, our human resource capacity development interventions have been applied to many health and social service cadres, including:

- Medical Doctors
  - General Practitioners
  - Emergency medicine specialists
  - OB/GYNs
  - Trauma/surgery specialists
  - Infectious disease specialists
- Nurses
- Counselors (healthcare, peer, etc.)
- Community Health Workers
- Clinical Associates
- Pharmacists & Pharm Techs
- Medical Technologists
- Laboratory Technicians
- Biomedical Engineers & Technicians
- Social Workers, Social Welfare Assistants & Para Social Workers

AIHA has identified three overarching goals that will provide a framework for our operations, growth, and development over the next three to five years.

**Goal 1: Fill critical health and social welfare workforce gaps in host countries** as evidenced by an increase in both the number of new pre-service training partnerships supported each year and the number of students who have been graduated and deployed.

**Goal 2: Improve the quality of care provided by the existing health and social welfare workforce in host countries** as evidenced by an increase in the number of health and allied care providers who receive in-service training and clinical mentorship services.

**Goal 3: Strengthen health system infrastructure, including laboratory and biomedical equipment** as evidenced by an increase in the number of new laboratory strengthening and biomedical engineering training partnerships launched and the resultant density and distribution of these key cadres.

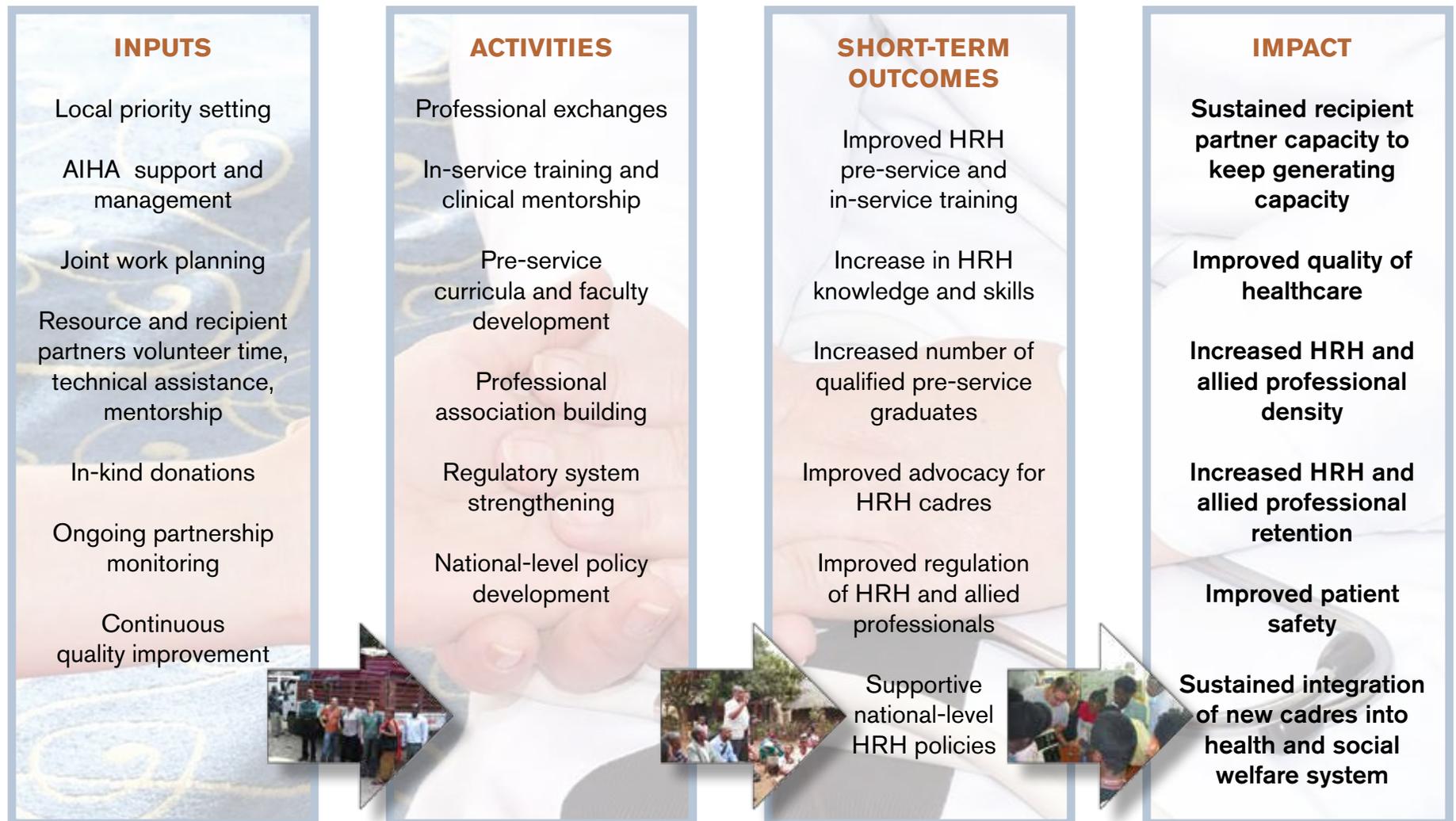
To achieve these goals, AIHA will invest in continuous quality improvement and rigorous evaluation, strengthen our relationship with a wide range of donors, and build internal programmatic capacity to complement the work of our institutional partners. AIHA will demonstrate evidence that its programs achieve their intended outcomes — from filling HRH gaps to achieving better health outcomes — while constantly striving to ensure value for money.

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# Theory of Change

**Locally-driven, peer-to-peer, institutional partnerships build stronger, more sustainable health and allied workforces in low- and middle-income countries around the globe.**

The graphic below illustrates this theory of change through a series of “if-then” relationships between inputs, activities, outcomes, and impacts.



# Value Proposition



**AIHA's objective is to be the organization of choice for health system strengthening and HRH capacity building. AIHA offers a unique, customizable, cost-effective, and sustainable model, and brings 24 years of experience implementing locally-driven peer-to-peer development solutions.**

**For donors,** AIHA provides exceptional value for money. We deliver locally-owned, needs-driven solutions that yield sustainable, measurable results. We are committed to collecting and using data to continuously improve performance and evaluating our projects and programs to demonstrate impact. With AIHA, donors know that their investments are strengthening the health systems and healthcare workforce, as well as improving access to high-quality healthcare and social services for people who need them. As a grantee and contractor, AIHA is responsive, diligent, transparent, and cost-effective.

**For implementing partners,** AIHA is a valuable addition to their proposals and projects, offering unique specialized skills and an ability to source technical expertise on demand. AIHA is cost-effective, reliable, and fully accountable. As a nimble organization, we are able to adapt quickly and effectively to changing needs and operating environments to help ensure that projects succeed on time and on budget.

**For host country governments,** AIHA is a trusted partner offering great value for money, and whose work helps achieve goals set forth in each country's national plans. AIHA can be instrumental in strengthening relationships among key partners and government entities. Most importantly, AIHA's unique approach builds lasting, sustainable in-country capacity.

**For recipient partners,** working with AIHA and our vast network of resource partners presents health and allied professionals in low- and middle-income countries with an unparalleled chance to learn, grow both personally and professionally, and help usher in positive, sustainable changes that benefit the communities they serve. AIHA's unique partnership model is based on mutual respect and employs a long-term mentorship and peer-to-peer collaboration. AIHA works to ensure that our recipient partners are the ones driving the development and implementation of interventions. AIHA partnerships offer national and international recognition for both individual professionals and their institutions.





**For resource partners,** AIHA provides a hassle-free channel through which experienced professionals can make a meaningful contribution to health system strengthening and human resource development, publish and present about partnership activities and results, and gain national and international recognition for individual professionals and institutions. Resource partners often point to their work with AIHA partnerships as one of their most rewarding professional experiences. Frequently, AIHA partnerships have a life-long impact thanks to our unique model, which supports long-term mentorship and peer-to-peer collaboration.

**For Board members and volunteers,** AIHA offers an exciting opportunity to be part of a unique and growing global organization's efforts to help ensure access to quality healthcare for everyone, everywhere. For alumni in particular, reengaging provides a chance to give back to an institution that helped them — and many others like them — follow their passion.

**For staff,** AIHA affords the opportunity to join a unique and accomplished organization at an exciting time in its evolution: under new leadership for the first time in 23 years, embarking on a revamped strategy, and poised for growth. Working for a small and growing organization can be especially rewarding because it enables staff to remain close to the work, build expertise in their content areas, more readily take on responsibility and move into leadership positions, and collaborate daily with colleagues from other departments.



# Geographic & Programmatic Mix

*AIHA's core competencies are in health system strengthening, with a focus on developing human resources for health and social welfare.*



AIHA's core competencies are in health system strengthening, with a focus on developing human resources for health and social welfare. AIHA recognizes the need to engage in other key components of health system strengthening, including health financing and governance. We also recognize that there is potential to expand HSS and HRH capacity building work beyond our current and historical geographical focus of Central and Eastern Europe, Central Asia, the Caribbean, Africa, and Southeast Asia, including work within the United States.

While AIHA sees potential to apply our unique partnership model to different sectors, such as education and agriculture, AIHA intends to focus on expanding its geographic footprint and maximizing new business opportunities within the health sector during the next three to five years.

# Funding

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Although AIHA currently derives the majority of our funding from the US Government, we are convinced that our health system strengthening model and interventions resonate with a multitude of donors. So, our task ahead is clear: Expand and diversify AIHA's funding sources and increase our impact. This includes engaging non-USG bilateral and multilateral donor agencies, corporations, foundations, and individuals. To support this effort, it also includes rebranding and raising organizational visibility, Board development, and strengthening operational and administrative capacity and efficiency. At the same time, it is also important for AIHA's overall organizational culture to evolve into one that is more outward facing and entrepreneurial, proactively and continuously seeking out new business opportunities — a culture that clearly and unequivocally communicates that “AIHA is open for business.”

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**American International Health Alliance**

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