

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



STRATEGIC PLAN 2020-2029




AMERICARES STRATEGY

Health at the Center

Our Focus. 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.

Our Strategy. A critical way to make good health possible, confirmed through decades of work around the world, is to make smart investments in local health centers—health posts, hospitals and clinics anchored in communities. They are the entry point to the health system, where a majority of health needs can be met. When local health centers do their job well they catalyze health improvements for people and their communities.

Our Goal. Our long-term goal is that everyone affected by poverty or disaster has access to a thriving local health center. To make progress toward that goal over the next 10 years, we will make transformative investments in more than **5,000 local health centers**, rally others to support them, and advocate on their behalf.



When local health centers thrive, so do people in their communities; they have better health, more opportunity and increasingly productive lives.

OUR HEALTH PROGRAMS

How we serve health centers and communities



Access to Medicine

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



Clinical Services

Enhance quality clinical services to improve patient-level clinical care



Community Health

Design and implement clinic-to-community programs that measurably contribute to healthier lifestyles and disease prevention



Emergency Programs

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



A focus on health

Within our programs, we prioritize five areas critical to health:



Hypertension and diabetes



Mental health



Infectious disease



Women's and children's health



Health system strengthening

OUR FOCUS ON HEALTH CENTERS

Helping them thrive

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:

- Professional capacity of the health **center** itself;
- Sense of **care**, respect, and dignity patients experience;
- **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** with larger health system for referral, support and resilience.



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

Donors seek 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 connection.

STRATEGIC OBJECTIVE #1



We seek long-term impact through sustainability in our organization, programming and funding.

Complex problems require long-term solutions. That is true of the work AmeriCares does to improve the health of people in communities affected by poverty or disaster. There are no silver bullets, shortcuts or simple solutions. Instead, sustained efforts are needed over an extended period to improve health systems for vulnerable populations, build the capacity of the health workers who serve them and change the social conditions at the root cause of their ill-health.

To meet this challenge, over the next 10 years, AmeriCares will remain committed to sustainability—ensuring our work creates long-term impact and safeguarding the ability of the organization to carry out that work. We will be a sustainable enterprise creating sustainable change.



Priority #1: Sustain organizational gains

- Identify essential policy and process improvements across the organization
- Establish sustainability plans
- Monitor continued improvements
- Make course corrections as needed

Priority #2: Seek sustainable results

- Meet project-based sustainability targets
- Build sustainability capacity among partners
- Expand revenue and donor base
- Meet long-term financial health targets
- Enhance talent development and board engagement

STRATEGIC OBJECTIVE #2



We achieve scaled impact by deepening our engagement with strategic partners.

Strategic partnerships are essential. To have an even greater impact in the world, AmeriCares will need to scale the depth of our work and influence. Few organizations, however, have the human, financial and other resources to do that alone: strategic partnerships that leverage the best of multiple organizations are essential. In the coming years, new types of partnerships, structures and ways of working together will present even greater opportunities to expand impact.

We are committed to identifying highly strategic partnerships in all areas of our work and developing these relationships in ways that leverage the assets, expertise and experience of all involved. Over the next 10 years, we will extend current partnerships, seek new—and new types—of partners and explore new organizational structures and business models that can maximize our impact.



Priority #3: Actively engage targeted partners

- Develop engagement plans for all key strategic partners
- Expand select program, funding and organizational partnerships
- Establish focused leadership roles in networks, associations and partnerships
- Conduct targeted advocacy to raise awareness for the importance of local health centers

Priority #4: Explore alternative partner models

- Pursue strategic alliances with other entities
- Explore new programmatic partnership models
- Develop new means to engage private sector donors more deeply
- Develop and leverage new not-for-profit, for-profit and hybrid business models

STRATEGIC OBJECTIVE #3



We spark transformational impact through adoption of best and next practices and innovations.

New ways of thinking and working are fueling an unparalleled pace of growth within and between organizations around the world. Commitment to continuous improvement and integration of evidence-based best practices are driving quality improvements and efficiency, while evidence-generating practices are contributing to the global knowledge base at an accelerated pace. At the same time, innovations based on the adaptation of existing products, processes and technologies to new uses, scaling across larger platforms, and identification of entirely new approaches are creating new opportunities and sparking solutions to once-intransigent problems.

Over the next 10 years, we will accelerate our impact through development and adoption of both best and next practices, while also bringing truly innovative approaches to our organization, partners and health center network.



Priority #5: Apply best and next practices

- Adopt continuous improvement practices
- Leverage knowledge management
- Deploy technology-enabled internal, donor-facing and partner-facing solutions
- Apply change management practices

Priority #6: Spark innovation

- Adopt organization-wide culture of innovation
- Implement and scale innovations
- Strategically allocate risk capital to test new ideas
- Launch “learning exchange” across our health center network

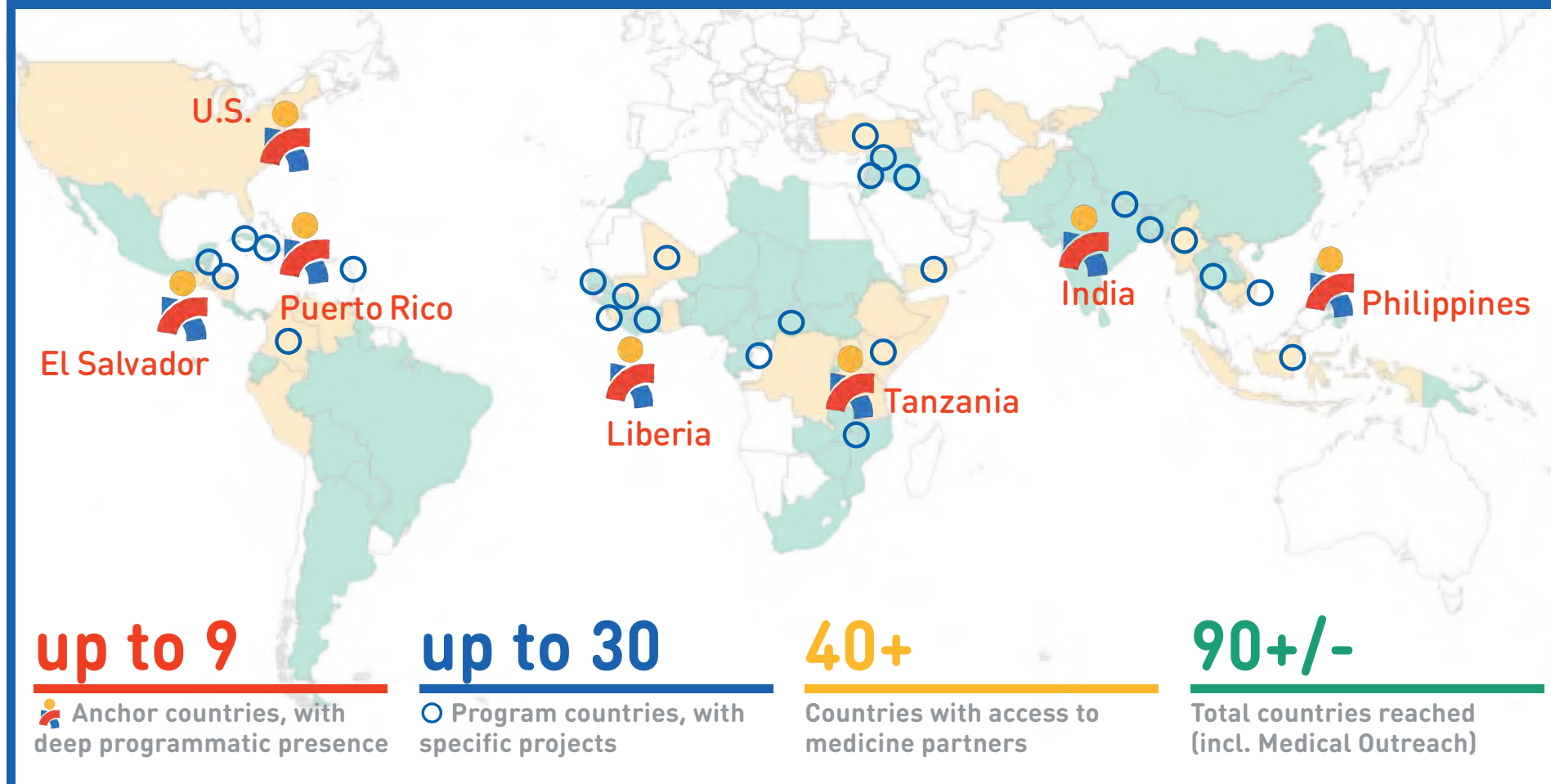
OUR GLOBAL PRESENCE

Driving global impact

Our expanding global presence reflects our commitment as a global organization. We will extend our presence to more countries by making long-term programmatic commitments in select countries, and enter and leave others as part of the natural ebb and flow of projects and funding, always ensuring the sustainable impact of the work that has been done.

Anchor countries. We will make long-term programmatic commitments in **up to nine** countries. While our anchor countries may evolve over time, we plan continued commitments to those in the map to the right (*the Hero icon*) over at least the next three years.

Program countries. We will also implement specific, donor-funded projects in **up to 30** countries (*see blue circles in the map*). Decisions to expand programming into these countries will be determined by the following factors, including project design, funding access and feasibility.



Anchor and program countries (over the next 3 years)*

Bangladesh
Cambodia
Central African Republic
Colombia (Venezuela)
Cote D'Ivoire
Dominica
Dominican Republic
El Salvador

Guatemala
Guinea
Haiti
Honduras
India
Indonesia
Iraq
Jordan (Syria)

Kenya
Liberia
Malawi
Mali
Myanmar
Nepal
Philippines
Puerto Rico (terr.)

Republic of Congo
Senegal
Sierra Leone
Tanzania
Turkey (Syria)
U.S.
Vietnam
Yemen

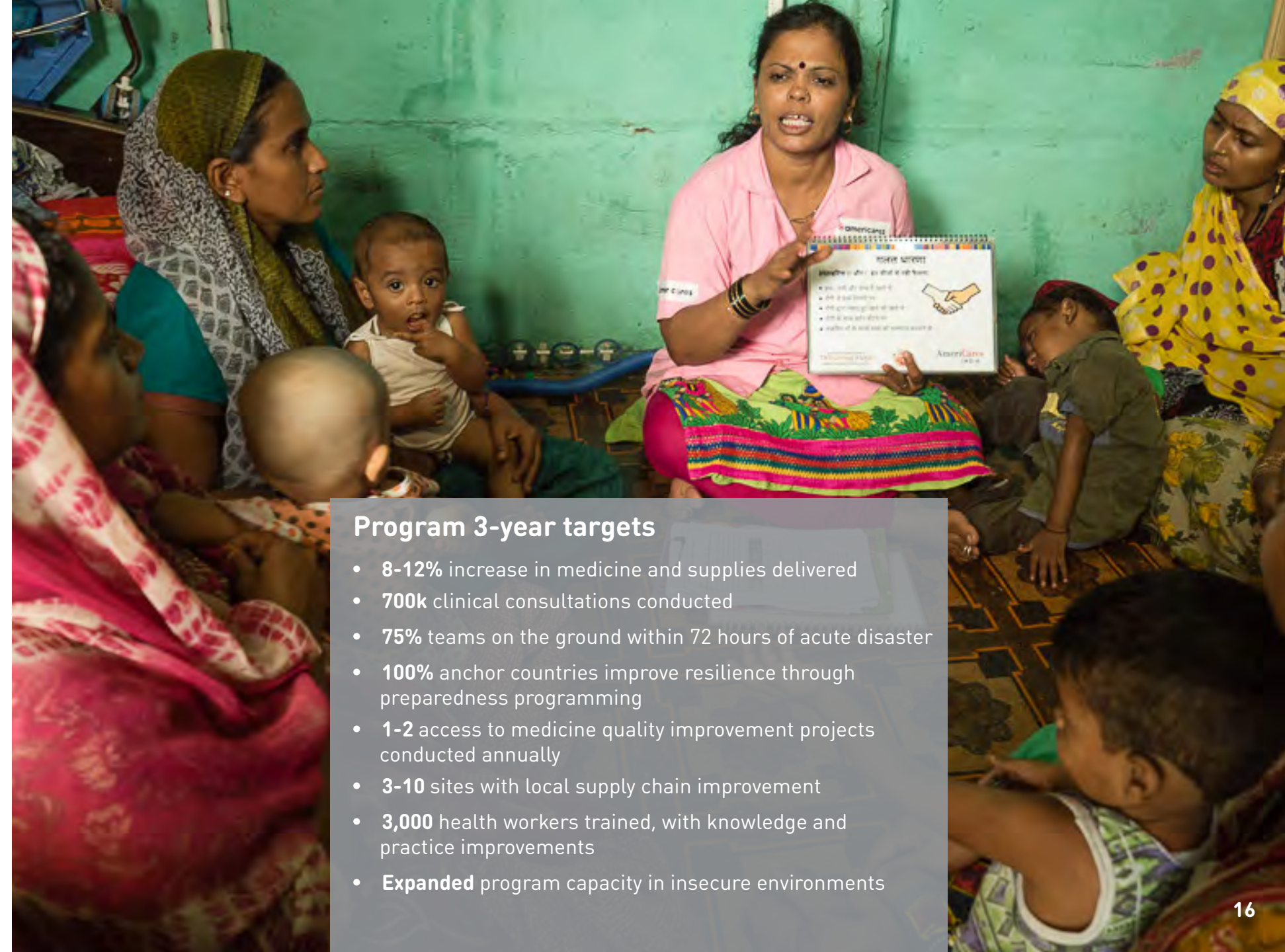
* Likely to include these countries

3-YEAR PROGRAM PLAN

Increasing 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**, **quality** and **outcomes** across the following program priorities:

- 1 Improve access to medicine**
Increase local health centers' access to medicine and supplies by strategically expanding donations and our partner network, while improving supply chains within our organization and across our network.
- 2 Enhance clinical services and community health**
Partner with local health centers and other entities to address general primary care needs of individuals with a focus on our five health themes, while also extending their work into community-based programming in health promotion and disease prevention.
- 3 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.



Program 3-year targets

- 8-12% increase in medicine and supplies delivered
- 700k clinical consultations conducted
- 75% teams on the ground within 72 hours of acute disaster
- 100% anchor countries improve resilience through preparedness programming
- 1-2 access to medicine quality improvement projects conducted annually
- 3-10 sites with local supply chain improvement
- 3,000 health workers trained, with knowledge and practice improvements
- Expanded program capacity in insecure environments

3-YEAR RESOURCE PLAN

Expanding and diversifying 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:

- 4 Reach new audiences in new ways**
Strengthen AmeriCares brand image among target audiences and leverage that work, prospect pipeline development and target market development to build a broader, more diverse donor base.
- 5 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.
- 6 Achieve transformative resource growth**
Maximize and diversify resource growth across private, public and new financing channels, while continuing to improve match of funding and messaging to program priorities.



Resource 3-year targets (cumulative)

- 200 new major donors
- 15% national aided awareness
- \$2 million raised through cause marketing efforts
- 10% average annual operating revenue growth
- \$3.5 billion gifts-in-kind revenue raised
- \$10 million endowment raised

3-YEAR ADMINISTRATIVE PLAN

Driving operational 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:

- 7 Drive operational and financial excellence**
Improve operational efficiencies, technology-enabled solutions, compliance and risk management across the organization to fuel growth.
- 8 Extend human capital capacity**
Continue to enhance our strategic global governance, workforce and volunteer capacity by attracting, retaining and leveraging high-performing global talent.
- 9 Launch innovative solutions**
Launch Innovate@Americares to pursue, develop and deploy innovations in the field, across our network of local health center partners and throughout our organization.



Administrative 3-year targets

- **Improved efficiency** from enterprise-wide technology implementation
- **Clean audits** maintained with unmodified audit opinion
- **85%+** employee retention rate maintained
- **Increased** global diversity of staff and volunteer leadership
- **Succession and development plans** established for key roles
- **Culture of innovation** actively nurtured across all teams and offices
- **2-4** innovations implemented

STRIVE TO THRIVE

Kibondo Hospital, Tanzania

Tucked into the Burundian border on the western edge of Tanzania and a 22-hour drive from Dar es Salaam, life in rural Kigoma hinges precariously on agriculture, primarily coffee cultivation. Though resilient, the people in Kigoma contend with an arid climate, sparse rain and everyday threats to health like a lack of clean water, malaria, respiratory illness and infectious diseases. And now, the Kigoma region is also host to nearly 100,000 Burundian and Congolese refugees.

Last year, AmeriCares launched a new initiative to build the capacity of Kibondo Hospital, which is the only referral hospital for an area that is home to more than 300,000 people. Through a multi-year “Strive to Thrive” initiative, we are helping the health center improve its capacity and resilience, including restoring running water, improving inventory management and training staff in health worker safety and infection prevention and control best practices.

Our partnership with Kibondo Hospital is at once ambitious and focused—broadly speaking, this work lies at the heart of our strategy to help health centers thrive worldwide, while locally we are helping Kibondo create pathways to health and opportunity in Kigoma, one patient, one visit, one interaction at a time.

