



SOLHEALTH STRATEGIC PLAN 2022-2024

February 2022

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EXECUTIVE SUMMARY

SolHEALTH is a Baha'i-inspired nonprofit founded in 2016 by Dr. David Rutstein, former Deputy Surgeon General of the United States. By focusing resources on vulnerable communities often overlooked by broad public health initiatives, SolHEALTH contributes to fill an important gap in global public health. SolHEALTH works to promote health and prevent disease, one population at a time. To ensure local ownership of our initiatives, we partner with public and private organizations to implement sustainable, evidence-based solutions that are based on community-identified priorities and make real and lasting improvements in public health.

From July through November of 2021, the organization engaged in strategic planning in order to guide organizational decision making, resourcing, and tradeoffs in the present and near-future (2-3 years), corresponding with the conclusion of the current Healthcare Support and Strengthening in The Gambia (HSSG) project.

The enclosed plan addresses SolHEALTH's key challenges. It includes actions to obtain diverse funding sources and implementation partners; it is designed around the current capacity of the organization, with steps to grow capacity through staff and volunteer support; it includes clear benchmarks and milestones to measure against and a process for monitoring, evaluating, and recalibrating organizational operations; and it is designed to be operable within the volatile landscape of the global COVID-19 pandemic.

The plan also builds on past successes and leverages organizational strengths. It increases Board engagement in governance, project advisory, and funding. It increases SolHEALTH's public image. It increases awareness of SolHEALTH's model and approach, and it increases partner engagement in project implementation and funding.

The planning process identified 5 Key Strategies to be undertaken, between 2022 and 2024:

- Increase the number of people in the Gambia who have access to clean water and primary care services.
- Measure impact and solidify a hand-off process to ensure sustainability.
- Strengthen governance and oversight capacity of the Gambian and U.S. Boards to ensure effective project completion.
- Bolster operational capacity of staff to ensure effective revenue generation.
- Explore, learn, and evaluate future opportunities to determine the post-Gambia project and model.

Mission

SolHEALTH works to promote health and prevent disease, one population at a time. To ensure local ownership, we partner with public and private organizations to implement sustainable, evidence-based solutions that are based on community-identified priorities and make real and lasting improvements in public health.

Purpose

SolHEALTH significantly contributes to fill an important gap in public health where the most remote and vulnerable people can be overlooked by broad public health initiatives. SolHEALTH works with local organizations to reach these communities and collaborate with them to identify and address their priorities. Understanding the needs of the beneficiaries is at the heart of what we do. Following the lead of the community, we work with local partners to apply the best evidence-based interventions to improve public health outcomes. Working with local partners in a time-limited capacity ensures long-term project sustainability, with the goal to implement scalable projects that can be adapted/replicated by governments and larger entities in the area with more resources.

Vision

As a small organization, we only take on one project at a time so that we can devote our full resources to that project's needs.

The vision for each project is that the interventions deployed are sustainable, providing lasting benefits for the community. Put tangibly: wells remain operational over time; well repair and maintenance are conducted locally by trained community members; community health nurses stay bonded to their communities for 4 years, and are then replaced by another cohort which is sponsored by the government; and community members are sensitized on proper hand hygiene and sanitation practices, especially in the context of the Covid-19 pandemic, and apply them for life. Since we work with local partners, the vision is for our partners and local government to continue to fund necessary health initiatives in perpetuity. The vision for the organization is to be able to grow in capacity and to be able to take on more challenging projects that have deeper impact in often (or sometimes) overlooked populations.

Values

As an organization, SolHEALTH values:

- **Partnership:** Empowering and building the capacity of local partners to ensure project sustainability.
- **Community-led Initiatives:** Rather than running top-down, expert-driven projects based on the priorities of funders, SolHEALTH operates on the belief that people are the experts of their own needs.
- **Evidence-based interventions:** Our deep public health experience and network of public health experts demonstrate our commitment to solutions backed by science.

For each project, we value and require:

1. **Feasibility:** SolHEALTH and partners must have the resources and expertise needed to drive positive change according to their health and disease prevention goals.
2. **Sustainable:** The strategies we implement must be ones that can stand on their own when the project is completed.
3. **Open Sharing:** Our partners agree to openly and freely share health promotion and disease prevention results with other organizations seeking to emulate or build upon their successes.
4. **Replicability:** We prioritize solutions that are replicable/adaptable by other organizations and community members.

Strategic Position

Rather than competing with large global health organizations, SolHEALTH contributes to fill an important gap in the global health offerings.

- Instead of being single issue-focused (e.g. malaria, HIV), SolHEALTH works to improve upon health outcomes identified as most important to a specific community, whether those be a reduction in smoking or more access to clean water.
- Instead of being single population-focused (e.g. maternal health, children with disabilities), SolHEALTH aims to improve health outcomes that impact the entire community, and initiatives are prioritized according to the needs of beneficiaries.
- Instead of focusing on cures and treatments for particular illnesses and injuries, SolHEALTH focuses on community-wide prevention of illness and injury.
- Instead of working in one location in perpetuity, SolHEALTH's support is time-bound to ensure local ownership and agency.

5 STRATEGIES FOR 2022-2024

Strategy 1: Increase the number of people who have access to clean water and primary care services.

- Goals:
 1. Build 2 more wells by December 2022.
 2. Build 4 more wells by December 2023.
 3. Build 2 more wells by December 2024.
 4. Conduct 1 sanitation training each year in 2022, 2023, and 2024.
 5. Pilot latrine interventions by December 2022.
 6. Provide incentives for 45 Community Health Nurses by improving their housing conditions by December 2022. The project will finalize the modalities of the incentivization with the Ministry of Health.
 7. Provide incentives for 45 Community Health Nurses by improving their housing conditions by December 2024.

Strategy 2: Measure impact and solidify a hand-off process to ensure sustainability.

- Goals:
 1. Establish a Monitoring & Evaluation (M&E) Board committee by February 2022.
 2. Oversee a mid-term evaluation, create assessment tools, and report on findings, with a priority of measuring the improvement in the health of the 3 communities benefiting from the water wells through better hygiene and quality of life. The assessment shall determine the added value of the wells, key indicators for nurses, access and proxy impact indicators of the ECHO Hub, and impact of sanitation training.
 3. Design and deploy a community survey by July 2022.
 4. Evaluate current partners based on hand-off criteria and determine hand-off expectations of the GRCS by December 2022.
 5. Prepare a report of findings for internal and external use by December 2022.
 6. Determine the expectations of the Gambian Board in the hand-off process by December 2022.
 7. Establish a Board committee on waste treatment and sanitation to work with the Gambian Board to identify implementation opportunities and partners by December 2023.
 8. Begin final round of M&E in January 2024.
 9. Design and deploy a community survey by July 2024.
 10. Prepare a report of findings for internal and external use by December 2024.

Strategy 3: Strengthen governance and oversight capacity of the Gambian and U.S. Boards to ensure effective project completion.

- Goals:
 1. By January 2022 form a search committee tasked with recruiting the new Executive Director.
 2. Establish a Board Chair by January 2022.
 3. Hire an accountant an Annual Financial Statement for years 2020 and 2022, with a second accountant doing a technical review of the statement by April 2022.
 4. Set up a Charter of Accounts in Quickbooks by April 2022.
 5. Complete a Financial Audit of the year 2022 by April 2023.
 6. Complete Executive transition and secure and onboard a new ED (interim or permanent) by July 2022.
 7. Design a succession planning process by July 2022.
 8. Create an ED evaluation process by July 2022, and perform the process on an annual basis (July 2022, 2023, 2024).
 9. Secure 100% Board giving by December 2021 and continue 100% Board giving through 2022, 2023, and 2024.
 10. Create and implement processes for accountability and lines of communication across both Boards by March 2022.
 11. Complete 2 more fundraising and storytelling trainings for U.S. Board by July 2022.
 12. Determine roles and expectations of Gambian Board by July 2022.
 13. Facilitate Board retreat in October 2022 to further discuss our theory of change, principals, project selection (this retreat can be on Zoom, or in person, or - preferably - onsite in The Gambia).
 14. Increase membership of Gambian Board by December 2022.
 15. Re-evaluate accountability and communications processes with a Board survey in March 2023.

Strategy 4: Strengthen operational capacity of staff to ensure efficient project management and effective revenue generation.

- Goals:
 1. Develop formal job descriptions for all staff, including scope of work, and reporting and accountability expectations.
 2. Define staff roles and responsibilities for day-to-day work, including supervisory and communications expectations.
 3. Create and implement the 2022 Development Plan, beginning in January 2022.
 4. Begin grant funders' solicitation in January 2022 as recorded in the Development Plan.
 5. Facilitate 2-3 small private events (house parties) in 2022, as recorded in the Development Plan.

6. Invest in contracted communications support for website redesign, key messaging, and storytelling.
7. Create case statement (fundraising case for support) by February 2022.
8. Create first Impact Report by March 2022.
9. Complete fundraising coaching engagement by July 2022.
10. Measure performance through a monitoring dashboard, beginning in January 2022.
11. Assess 2022 Development plan in January 2023, adjust and create new plan for 2023.
12. Assess 2023 Development plan in January 2024, adjust and create new plan for 2024.

Strategy 5: Explore, learn, and evaluate future opportunities to determine the post-Gambia project and model.

- Goals:
 1. Host 3-4 small group discussions throughout each year that focus on particular topics (for instance, our Bahai' values, project sustainability, what we mean by "build capacity", what we mean by "replicable", etc).
 2. Facilitate Board retreat in October 2022 to evaluate learnings from the past year and action steps based on the most promising opportunities.
 3. Survey the U.S. and Gambian Boards, as well as key funders (like Wayfarer) to determine who the most promising leads in their networks are by December 2022.
 4. Support Mike or David to attend conferences and summits as able to meet with potential new partners. Aim for 1-2 conferences a year in 2022, 2023, and 2024.
 5. Conduct international and local partnership mapping by December 2022.