



FY2030

# EXECUTIVE SUMMARY

Urgent Needs.  
Long-Term Solutions.



# Introduction

As Americans, we are fortunate to have access to some of the best quality healthcare services available in the entire world. Unfortunately, this is not always the case for people living in developing countries. In Nicaragua, 30 percent of the population lives below the national poverty line, making access to affordable healthcare challenging. In Uganda, there is 1 physician for every 8,500 people. In contrast, there is 1 doctor for every 408 people in the United States. Moreover, in developing countries, easy-to-treat issues like infection, diarrhea, and broken bones can be devastating. Without basic care, these minor setbacks can spiral into major suffering. As a result, parents can't work, children leave school to join the workforce, the local economy lags, and the cycle of poverty continues.

In the places we serve, basic healthcare is never guaranteed, and there are far too many reasons why. Government healthcare systems are overwhelmed and underfunded. Not enough doctors, supplies, and medicine. Too many patients who can't afford treatment. Temporary relief clinics are just that—temporary. And medical centers are focused solely on specific high-profile diseases. All of this adds up to a powerful recipe for detrimental health outcomes and prolonging the cycle of poverty.

OneWorld Health has worked side by side with communities in need for 12 years to better understand the challenges of access and quality in healthcare across the globe.

If we're successful, the impact of this strategy will extend well beyond the regions where we work. More than just better health outcomes, we seek a world where the place you're born does not determine your access to healthcare. We bear an incredible responsibility to alleviate the inequities our brothers and sisters are facing—and dream to build a better system that gives everyone an opportunity to have a healthy, fulfilling life. And, we're ready to lead the way in making it happen.

## ▲ OUR MISSION

TO PROVIDE QUALITY, AFFORDABLE HEALTHCARE TO THOSE IN NEED.

## ▲ OUR VISION

TO SEE COMMUNITIES EMPOWERED TO BRING ABOUT LONG-TERM IMPROVEMENTS IN HEALTH AND QUALITY OF LIFE.



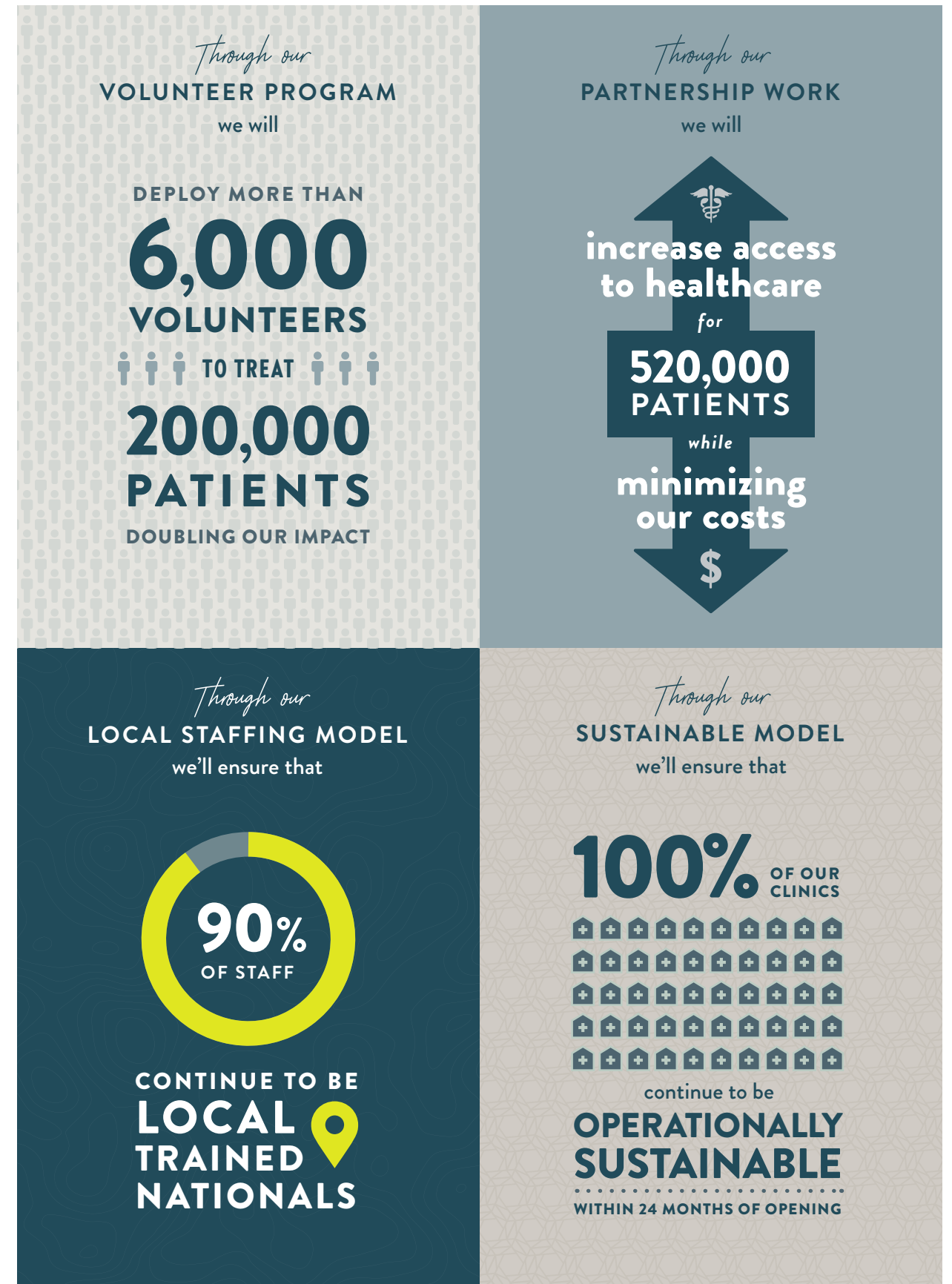
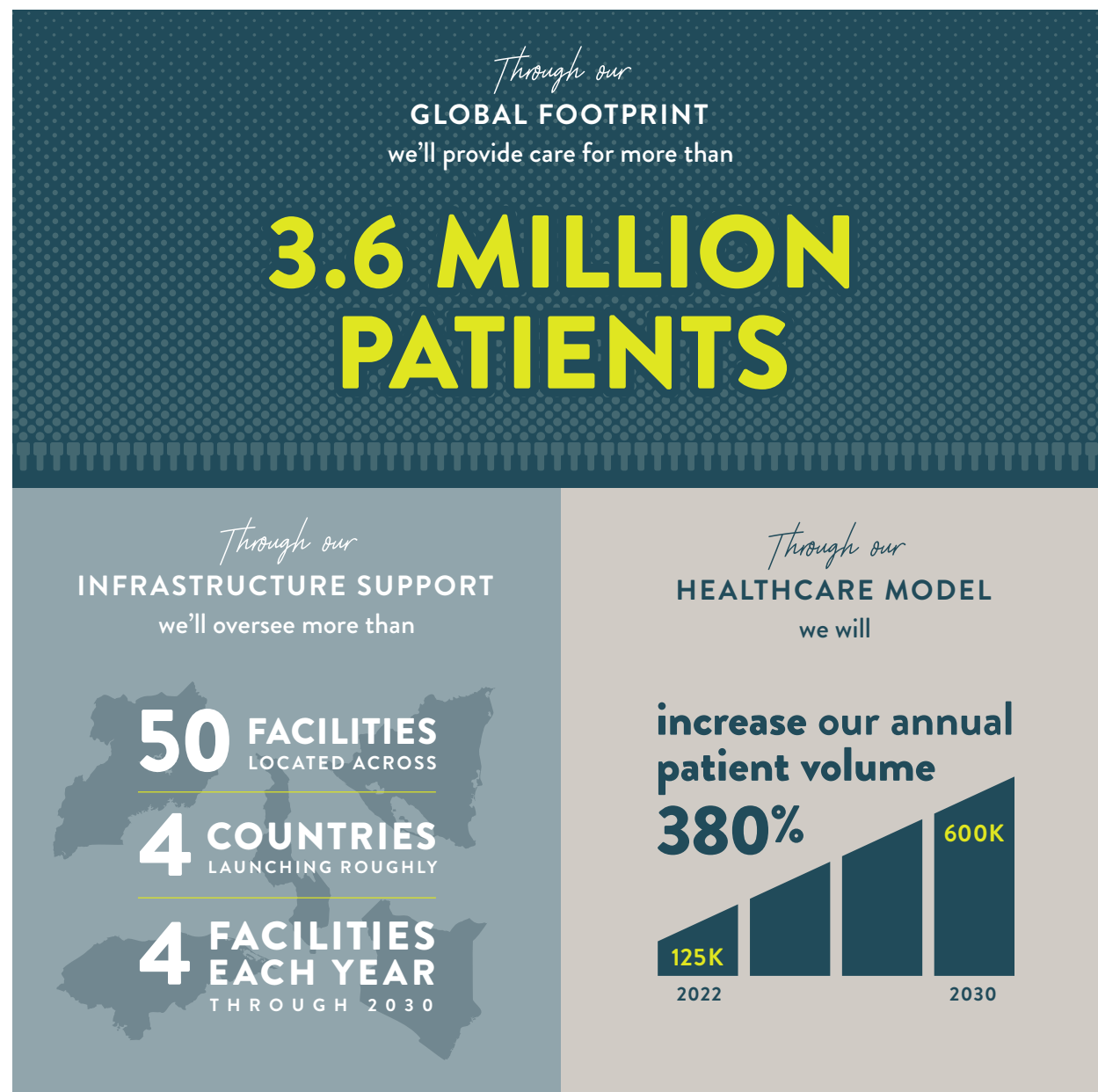


# Vision for 2030

As an organization, we started from a bold idea and progressed through thoughtful, methodical, modest growth. We expect to maintain this spirit as we work toward our new vision—while pushing ourselves to be bold once again as we realize the urgency and potential of the impact of our model.

## Our Vision for Impact

By 2030, the communities we work alongside will be equipped with infrastructure needs and empowered to lead and provide quality, affordable healthcare for all members of their communities, addressing the most pressing, solvable needs that are hindering developing countries from escaping long-term poverty, resulting in improved health and socioeconomic outcomes, and an increase in overall local community health.



# Strategic Objectives

We'll pair our vision with a clear strategy to address global access to quality healthcare at scale. We will continue our development of healthcare infrastructure by establishing networked healthcare facilities—work that has given us the clearest understanding of what's needed in communities to provide equitable access to healthcare for all of our brothers and sisters. We'll deploy new models of care such as community outreach, telehealth, and public health and work alongside partners. We will continue to make data-backed decisions to grow in areas where we can have the greatest impact and deprioritize work that's less critical to our mission.

Our strategic objectives outline how we'll achieve our ambitious goals. They provide a framework for our teams to set their own annual strategies and measures. This dynamic, flexible approach will build capacity for self-organization, improve ownership, enable effective and timely adaptation of plans, and empower teams to respond quickly to challenges and opportunities.

To that end, we will organize our work around three priorities.

## PRIORITY 1

### We will expand access to quality healthcare opportunities.

The heart of our work has always been providing healthcare to those in need, and that won't change. But we'll focus on balancing our capital-intensive infrastructure model with new, innovative, and scalable ways to provide our less advantaged brothers and sisters in need access to high-quality healthcare. By 2030, we will:

- ▶ Expand our global footprint, establishing ourselves as the exemplar model for sustainable healthcare in East Africa and Central America.

CUMULATIVE FACILITIES - FYE 2010-31

	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031
NICARAGUA	11	13	14	17	20	20	22	22	22	22
HONDURAS	2	2	4	6	7	8	10	11	11	11
UGANDA	5	5	6	6	6	8	8	10	11	12
EAST AFRICA	0	0	0	0	0	1	2	3	4	5
<b>TOTAL FACILITIES</b>	<b>18</b>	<b>20</b>	<b>24</b>	<b>29</b>	<b>33</b>	<b>37</b>	<b>42</b>	<b>46</b>	<b>48</b>	<b>50</b>

- ▶ Grow our telehealth services to expand our reach and provide care to more remote, harder-to-reach communities.
- ▶ Establish innovative collaboratives with local organizations.

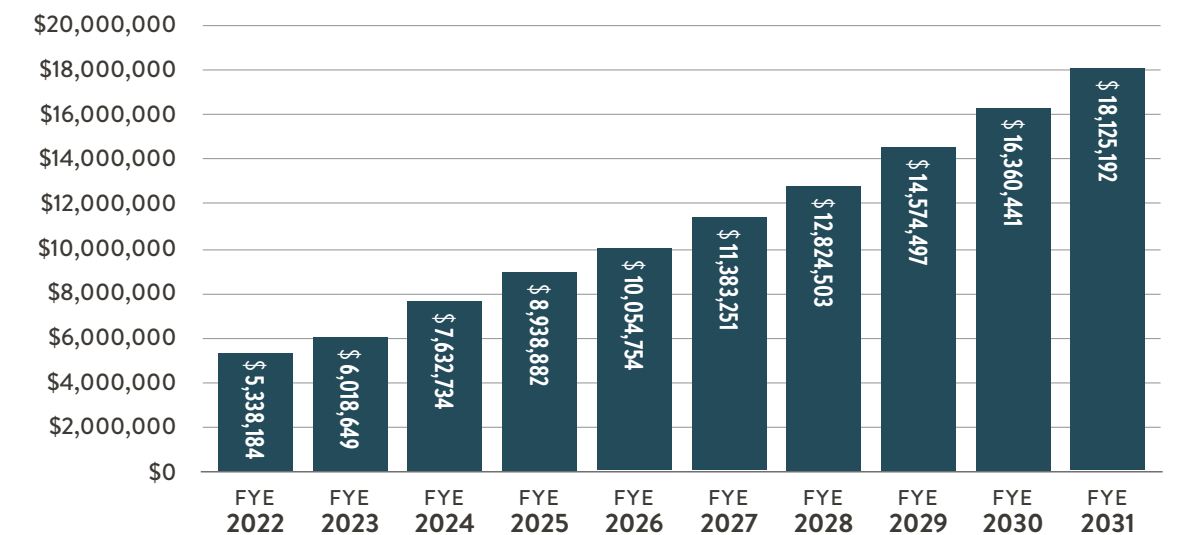
## PRIORITY 2

### We will mobilize our networks to support growth and shift behaviors globally.

To spark lasting change in the communities we serve, we need to ignite our community around the shared goal of equitable access to healthcare for all of our brothers and sisters. By 2030, we will:

- ▶ Diversify our funding sources to ensure prolonged financial sustainability.

FUTURE ANNUAL REVENUE - FYE 2022-31



- ▶ Grow and diversify our volunteer base.
- ▶ Raise awareness and shift behaviors to prevent some of the most treatable diseases across the globe.
- ▶ Show what's possible when impoverished communities have access to the healthcare they deserve.

## PRIORITY 3

### We will pursue operational excellence in all that we do.

We know that our ability to work hard is one of our defining strengths. It's what's allowed us to grow so quickly in the last 12 years, from one clinic to 14. As we look ahead, we'll recommit to this strength by looking at our internal operations as a path to impact through efficiency, structures, data, and supporting our staff. And, we'll continue to invest in and empower our local staff and leadership teams. By 2030, we will:

- ▶ Make our core services more cost-efficient and sustainable to support the growth and sustainability of the organization and the replication of our model.
- ▶ Continue our journey to becoming a more diverse, equitable, and inclusive organization.

**Together** we're making the  
world a **healthier** place.



ONEWORLD  
HEALTH

[oneworldhealth.com](http://oneworldhealth.com)