



Strategic Plan 2017-19



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Our vision

A world where barriers to health have been overcome, where health is acknowledged as a fundamental right

Our mission

Through innovative medical programmes and evidence-based advocacy, we empower excluded people and communities to claim their right to health while fighting for universal access to healthcare



Our values

Activism

As a global movement of volunteers and salaried staff we provide medical services and bear witness. Strengthened by our diversity we support excluded people to attain social change.

Empowerment

We believe our service users are agents of change in their own health. In partnership with others we seek to support them to act and exercise their rights.

Social Justice

We believe social justice is a vehicle for equal access to healthcare, respect for fundamental rights and solidarity.

Independence

We have no political or religious affiliation. We are independent in our choice of programmes and operating methods.

Balance

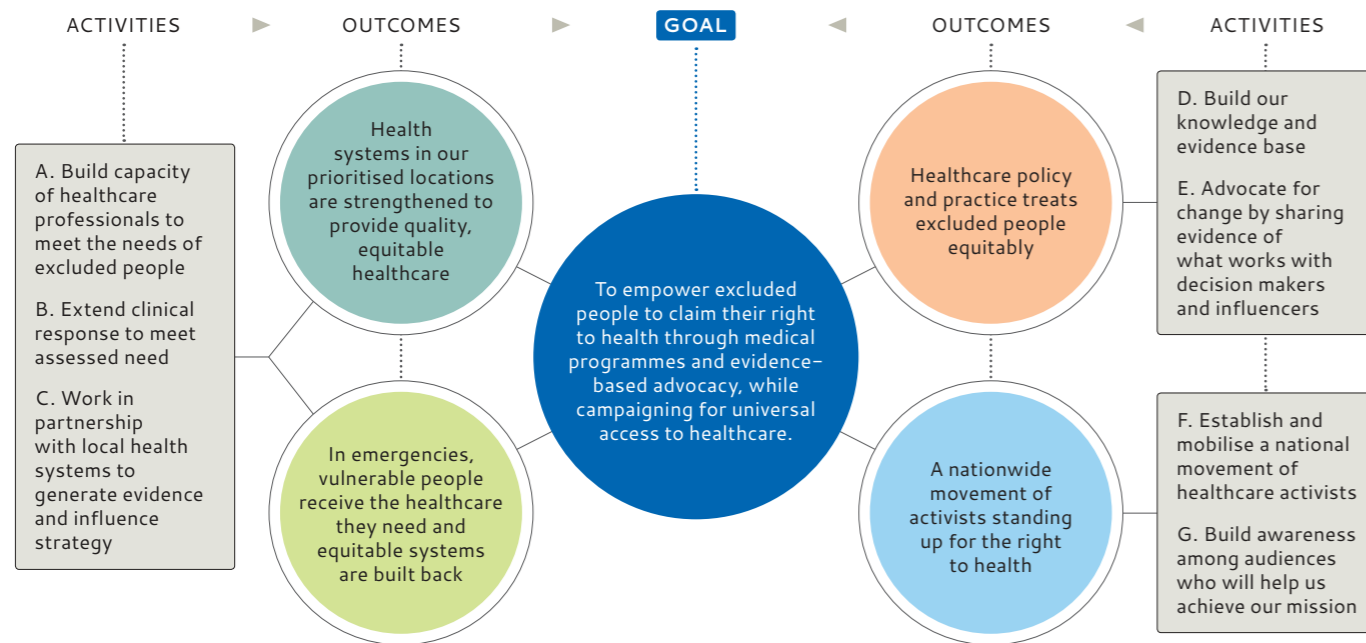
We seek balance between our national and international actions, emergency and long-term programmes, between medical and lay knowledge, and between public funding and private donations.

Our Theory of Change

We won't rest until everyone, everywhere gets the healthcare they need.

To help ensure no one is excluded from healthcare we work in partnership with others in four ways:

- **Programme delivery:** We provide services as a way of effecting long-term, sustainable change in healthcare provision for excluded people, often through volunteers.
- **Meeting medical need in emergencies:** We go the last mile to ensure vulnerable people get the care they need and we stay to help build back equitable, accessible healthcare systems.
- **Advocating for change:** Working with and for our patients, we seek to ensure that healthcare policy and practice treats excluded people fairly.
- **Movement building:** By awareness raising and campaigning we are establishing a global movement of activists for universal access to healthcare.



Our approach

How we achieve our mission rests on sound decision-making criteria and a clear understanding of how we will need to develop.

Our decision-making criteria

Need and impact

We have evidence of unmet health needs and it is within our scope to meet them.

Fit

Activities are aligned with our strategy, values, and principles, and we have or can acquire the right skills to deliver them.

Resources

We have or can acquire the human, financial and technical resources needed and we can demonstrate impact and value for money. New initiatives are compared according to their likely benefit, as well as cost.

Clinical assurance

We know that what we do is of the highest professional and ethical standards.

To be fit for the next stage in our growth we will invest in the organisation by:

- Testing and investing in new fundraising techniques, leading to financial stability and growth
- Exploring new mission-focussed activities in territories of interest as the UK leaves the European Union
- Strengthening HR and financial systems and resources to assure a sound foundation for growth
- Continuing our leadership team training and development programme
- Raising our profile, inviting more people to join us as health advocates
- Contributing actively to the implementation of Doctors of the World's global growth strategy
- Continuing to ensure our Trustees have the tools they need to assure the highest standards of good governance, deliver the organisation's ambition for growth, whilst aligning with our Network's global governance expectations.



Our principles

Our principles govern the way we work and are instilled in our culture.

Beneficiaries first

We put our service users' interests first, involving them in project design, delivery and evaluation. We seek to shift the balance of power in favour of our patients as agents of change in their own health.

Partnership

We work collaboratively, recognising we can achieve more by working in and through alliances, networks and partnerships. Our core work is among excluded groups in primary healthcare, psychosocial support and mental healthcare, sexual and reproductive health and rights, and harm reduction.

Quality

We're not a parallel or substitute healthcare provider. Our aim is long-term change in the provision of equitable, accessible healthcare to patients regardless of income or immigration status. Our clinical services meet the highest standards expected of us.

Activism

Part of a global movement of healthcare activists, our projects facilitate volunteers to take action as catalysts for social change. In fostering a greater regard for human rights we work to ensure excluded people are treated equitably, with dignity and respect, and their voices are heard.

Our objectives

1: health systems are strengthened to provide quality, equitable healthcare

2: in emergencies, vulnerable people receive the healthcare they need and equitable health systems are built back

3: healthcare policy and practice treats excluded people equitably

4: a nationwide movement of activists standing up for the right to health

These two objectives will be a primary focus in the early part of the strategic period. We will seek to provide medical care when we find people who aren't being cared for while building the capacity of healthcare professionals to meet the needs of people who are excluded from care. We will continue to work in partnership with local health systems to generate evidence and influence strategy.

We will advocate for change by sharing evidence of what works with decision-makers and influencers. To do this we will build our knowledge and evidence base.

We will continue to build awareness and engagement among audiences who will help achieve our mission. Over the course of the strategic plan we will build a network of health activists participating in a global movement seeking a world in which no one is excluded from healthcare.

Objective 1

health systems are strengthened to provide quality, equitable healthcare

What we are aiming for

We aim to ensure that where we work, health systems are strengthened to provide accessible, equitable care by building the capacity of healthcare professionals to meet the needs of excluded people, and by providing medical care where there are gaps.

How we will achieve it

This objective is a focus in the early part of the strategic period because we want to phase our growth, test new approaches to learn what works, and create sustainable change.

We will continue to:

- meet the medical needs of service users through a fixed-location clinic in east London, including specific services that meet the particular needs of women and children
- mobilise the financial, technical and human resources that are needed by our Network to run a global portfolio of projects in 84 countries

In 2017, we will:

- reach more service users in more settings across the UK by, for example, launching a pilot project with sex workers in London, assessing unmet health needs and launching an appropriate response in a major city outside of London, and by deploying a mobile clinic
- provide more training and resources to more healthcare workers, junior doctors and medical students in the UK so that they are knowledgeable about our patients' needs, as well as entitlement to care rules and apply them consistently, reducing barriers to services
- extend our health partnership project in Lamu, Kenya, to be a strategic venture with the Northern Rangelands Trust which has the potential to reach nearly half a million people
- train at least 60 healthcare workers and improve five health centres in Kenya and Ukraine, providing 25,000 consultations. Our training will include modules on gender based violence and mental health.

Objective 2

in emergencies, vulnerable people receive the healthcare they need and equitable health systems are built back

What we are aiming for

We aim to work in partnership with local health services to generate evidence of what works and influence strategy, while extending our clinical responses and building the capacity of healthcare professionals to meet the needs particularly of excluded people.

How we will achieve it

We will continue to:

- deploy skilled, experienced volunteers to medical emergencies, including in Europe
- mobilise financial resources through our membership of the START Network for the benefit of our global Network
- participate on the Board of ReBUILD

In 2017, we will:

- establish a pool of on-call clinicians who can be sent quickly to a sudden-onset emergency
- assume the management of medical projects on both sides of the conflict in Ukraine, reaching 40,000 people
- seek membership of DFID's Rapid Response Facility
- develop an operations, communications and fundraising protocol for emergencies with and for the Network
- work with the Network to develop common tools for the deployment of volunteers to emergencies.

Objective 3

healthcare policy and practice treats excluded people equitably

What we are aiming for

We aim to bring about change by sharing evidence of what works with decision-makers and influencers, building our own knowledge and evidence base.

How we will achieve it

We will continue to:

- gather robust, confidential data and testimonies from our patients to inform our service delivery and advocacy work
- integrate advocacy in to our programme design and project delivery, with an emphasis on monitoring, evaluation and learning

In 2017, we will:

- assume the management of our Network's annual research report, The European Observatory, on its behalf
- publish research in the UK that develops our evidence base and contributes to health policy formulation and implementation
- define the added value we can make from the UK in global health policy discourse
- campaign against the NHS sharing patient information with the Home Office for immigration enforcement purposes
- ask the Department of Health and the NHS to mitigate the damage of NHS charges on the vulnerable people we see.

Objective 4

a nationwide movement of activists standing up for the right to health

What we are aiming for

We aim to establish and mobilise a national movement of healthcare activists, building awareness among audiences who will help achieve our mission.

How we will achieve it

We will continue to:

- win media coverage for our work and concerns, inviting more people to join us as supporters, whether as campaigners or donors

In 2017, we will:

- become the online point of reference for healthcare workers in the UK looking for information and support in meeting the needs of excluded people
- mobilise a broad base of supporters, especially among healthcare workers, in support of our opposition to UK Government plans to further deter or prevent vulnerable people getting the healthcare to which they are entitled or need
- lead the development of global campaigns that seek to effect change, including challenging the exorbitant price of medicines.



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February 2017

