



## HIFA STRATEGIC PLAN 2018-2020 - FINAL, JANUARY 2018

### EXECUTIVE SUMMARY

**Rationale and vision:** Healthcare information is fundamental to support high-quality health care and strong health systems. The progressive realisation of the health-related Sustainable Development Goals, universal health coverage and the right to health - all require appropriate, actionable, reliable healthcare information.

'Healthcare Information for All is an ambitious goal but it can be achieved if all stakeholders work together' (World Health Organization, 2006).

HIFA was launched in Mombasa, Kenya, in 2006 with the vision of a world where every person has access to the healthcare information they need to protect their own health and the health of others. An external evaluation of HIFA in 2011 concluded: "HIFA achieves an extraordinary level of activity on minimal resources from which many people around the world benefit"

**A growing, global social movement:** HIFA brings together more than 17,500 stakeholders (health workers, researchers, publishers, information professionals, development professionals, social scientists...) from 177 countries, interacting on 5 forums (HIFA, CHIFA, HIFA-French, HIFA-Portuguese, HIFA-Zambia) in 3 languages. Each forum is a Community of Purpose (defined as "a community of practice working collectively towards a shared vision"), which provides a platform for participants to share knowledge and experience, and collaborate to improve the availability and use of healthcare information.

The unique expertise of HIFA has seen it evolve a globally recognised profile as a virtual 'think tank', regularly and increasingly supported and consulted by leading health organisations worldwide (WHO, London School of Hygiene and Tropical Medicine, Liverpool School of Tropical Medicine, Special Programme for Research and Training in Tropical Diseases (TDR), Health Systems Global, The Lancet, K4Health (Johns Hopkins University), Public Health England, THET...) that sponsor thematic discussions on a wide range of issues relating to the availability and use of healthcare information.

HIFA is supported by more than 300 health and development organisations across the world, including WHO (main strategic partner) and the British Medical Association (main funder). HIFA also benefits from a growing cadre of more than 250 volunteers, including members of forum steering groups, project working groups, web and admin support, and country representatives in 71 countries. We also now have CHIFA Country Representatives in 41 countries.

HIFA currently supports four funded projects:

1. Evidence-Informed Policy and Practice
2. Family Planning
3. Library and Information Services
4. Newborn Care.

A further eight HIFA projects are active but currently unfunded or underfunded:

1. Access to Health Research
2. Citizens, Parents and Children
3. Community Health Workers
4. Evaluating Impact of Healthcare Information
5. Health partnerships
6. Mobile HIFA (mHIFA)
7. Multilingualism
8. Prescribers and users of medicines.

**HIFA Voices:** With technical assistance from WHO, and with funding from *The Lancet*, HIFA Voices is an innovative specialised database ([www.hifavoices.org](http://www.hifavoices.org)) that captures members' experiential knowledge and relevant health information and library literature.

**Capacity:** HIFA has a low-cost operating model, supported by substantial in-kind and technical contributions from WHO, HIFA Supporting Organisations, and HIFA volunteers. The Dgroups Foundation ([www.dgroups.info](http://www.dgroups.info)) provides complimentary hosting of the forums. The total value of in-kind support is equivalent to at least £90k per year.

HIFA's annual income/expenditure has increased over the past years and is currently (2016-17, projected) approximately £49,000 (cf £43k 2015-16; £38k 2014-15). This provides for all activities and includes provision for one full-time staff member (HIFA Coordinator), one part-time office manager (10h/week), 2 HIFA desk officers (4h/week) and 1 CHIFA Desk Officer (4h/week).

Strategically, HIFA is poised to take a step-change in growth and development, particularly in relation to new HIFA forums in other languages, strengthening of collaboration with WHO (including application to enter into 'NGO in official relations' status), increasing the number of active Projects, continued growth of the HIFA community and support base (Country Representatives and Supporting Organizations), expanding the HIFA Voices database, and leveraging HIFA social media (Twitter, Facebook, LinkedIn, YouTube) and HIFA website to strengthen our advocacy. All of the above will require additional funding.

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## STRATEGIC OBJECTIVES AND TARGETS 2018-2020

### 1. Growth

- The HIFA community will grow from 17,500 (Dec 2017) to over **20,000** members, interacting on at least seven forums in four languages (English, French, Portuguese, Spanish, with the possibility of further interaction in Arabic, Chinese or Russian). A moderation training package is now available to support new moderators.
- We shall increase our membership in underrepresented countries and stakeholder groups.
- We shall expand our HIFA Country Representative programme from 181 in 81 countries (Dec 2017) to **300** volunteers in **90** countries.
- We shall expand our CHIFA Country Representative programme from 46 in 40 countries (Dec 2017) to **70** in **60** countries. The HIFA Voices database will be fully developed, with multilingual content from all HIFA forums.

### 2. Collaboration and advocacy

- HIFA will continue to develop its strategic links with WHO, BMA and HIFA Supporting Organisations. The number of HIFA Supporting Organisations will increase from 305 (November 2017) to more than **400**, and CHIFA SOs from 17 to **50**.
- Global Healthcare Information Network (the UK-based NGO that administers HIFA) will apply to WHO for the status of an NGO in Official Relations.

- HIFA will work with the BMA to implement BMA policy calling on the UK Government to prioritise support for initiatives that improve the availability and use of health information.
- HIFA will continue to develop links with other communities of practice in global health and development, and link more closely with national networks and professional associations.
- HIFA will have a collection of case studies and testimonials that demonstrate its ability to bring stakeholders together to address complex global health challenges.
- HIFA will continue to develop its website ([www.hifa.org](http://www.hifa.org)) and social media activities, and explore opportunities to make these multilingual.

### **3. Organisational capacity**

- We shall engage more human resources (voluntary where possible, otherwise paid) for
  1. Specific pieces of work in association with HIFA Projects
  2. Communication Officer role (marketing, outreach, partnerships, social media)
  3. Help with social media; fundraising; monitoring and evaluation
  4. Help with specific HIFA forums (including moderation)
- To support expansion of human resources, we shall increase our annual funding from current level of £40k to at least **£60k, £70k and £80k** for **2018, 2019, and 2020**, respectively.
- We shall continue to seek funding from appropriate sources (and especially from our HIFA Supporting Organisations) to support core costs, individual HIFA forums, HIFA Voices database, HIFA Projects, and sponsored thematic discussions.

### **4. Monitoring and evaluation**

- We shall continue to monitor quantitative and qualitative indicators for each of the forums, website and social media, including demographic profiles and regular surveys of members to help identify strengths and weaknesses, and suggestions for improvement.

*January 2018*