

CSIH Strategic Plan (2018 – 2022)

INTRODUCTION

Originally incorporated in 1977 as the *Canadian Society for Tropical Medicine and International Health* under the auspices of the Canadian Public Health Association, the *Canadian Society for International Health* (CSIH) was re-incorporated in 1988 as an independent, re-named NGO. CSIH is a national voluntary membership organization that supports global health initiatives around the world. In partnership with like-minded organizations CSIH supports a continuum of health policy, programming, knowledge creation, innovation and practice.

CSIH's approach to global health aligns with the working definition proposed by Koplan et al., 2009:

“Global health is an area for study, research, and practice that places a priority on improving health and achieving equity in health for all people worldwide. Global health emphasizes transnational health issues, determinants, and solutions; involves many disciplines within and beyond the health sciences and promotes inter- disciplinary collaboration; and is a synthesis of population- based prevention with individual-level clinical care.”¹

In its role as convenor and knowledge translator, CSIH provides a well-recognized platform for knowledge exchange and networking for the global health community in Canada. Its members and multi-disciplinary stakeholders include researchers, academics, practitioners, students and young professionals, and policy makers as leaders on key issues relevant to the global health community. In particular, CSIH's knowledge exchange forums convene stakeholders from Canada and around the world to discuss and act on key issues relevant to the global health community.

CSIH is committed to working with its stakeholders to contribute to the achievement of the SDGs by applying a Canadian lens grounded in the principles of equity, particularly human rights. CSIH draws upon the best available evidence from different disciplines and sectors; these are grounded in innovative, collaborative, inter-sectoral, and interdisciplinary strategies.

CSIH welcomes the participation in our programs and activities of foundations, for-profit entities, universities and non-government organizations that share our vision, mission, goals and objectives. As CSIH continues its program and institutional directions in accordance with changing global health trends, as well as economic and political influences, this strategic plan will be reviewed annually.

¹ Koplan JP, Bond TC, Merson MH, et al. Towards a common definition of global health. *Lancet*. June 2009;373(9679):1993-1995. doi:10.1016/S0140-6736(09)60332-9.
[http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(09\)60332-9/fulltext](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(09)60332-9/fulltext)

OUR VISION

A vibrant global health community contributing to a healthier world.

OUR MISSION

To improve health and health equity in Canada and worldwide by strengthening and mobilizing the global health community.

OUR PRINCIPLES AND VALUES

The following values guide CSIH's work and collaborations. CSIH is committed to:

- **Respect:** CSIH affirms the dignity, potential and contributions of all current and potential partners and collaborators.
- **Integrity:** CSIH acts consistently with the mission, being honest and transparent in what we do and say and we accept responsibility for our collective and individual actions.
- **Diversity, Equity and Inclusion:** Proudly diverse and intentionally inclusive, CSIH values the fair and just treatment of all members of society.
- **Excellence:** CSIH strives for continuous learning and improvement. CSIH listens to new ideas and encourages innovation, creativity and welcomes change.

OUR CORE FUNCTIONS

The core functions of CSIH include:

1. Convening stakeholders and exchanging knowledge on global health.
2. Advancing equity-based approaches to health systems strengthening and capacity building for priority health themes.
3. Developing global health leaders.

OUR STRATEGIC PRIORITIES

1. Advancing health equity & reaching SDGs (in Canada and worldwide).
2. Empowering the global health community.
3. Clear and effective engagement with Students and Young Professionals.
4. Engagement of CSIH members.
5. Sustaining a resilient and responsive organization.

Our proposed goals and strategic directions reflect our strategic priorities. They are aligned with CSIH's mandate and mission that in turn are contingent upon strong capacity, a flexible organizational structure and financial resources.

STRATEGIC GOALS

1. To convene the global health community for knowledge exchange and networking around the SDGs and priority global health issues

In its role as convenor and knowledge translator, CSIH seeks to strengthen the participation, capacity, and awareness of the Canadian global health community to be significant, appropriate and effective partners in addressing global health issues that contribute to the health-oriented agenda for sustainable development (SDGs).

Desired Outcomes

- Global health community has increased capacity, knowledge, and skills to enhance their role in addressing global health issues.
- By way of knowledge translation (KT), knowledge exchange, (KE) and knowledge dissemination (KD), CSIH has successfully mobilized researchers, academics, students and young professionals, practitioners and policy makers to use research results to make informed decisions about health policies, programs, practices and innovations.

Strategic Actions

- a. Convene the global health community through high-quality conferences and other events (workshops, seminars and webinars).
 - b. Establish communities of practice (academics, practitioners, decision-makers) around priority global health agendas to use research results to make informed decisions about health policies, programs, practices and innovations.
 - c. Implement effective communications activities (newsletters, website, social media) to engage with the global health community and promote knowledge exchange and networking.
 - d. Strategically engage with members and like-minded organizations to produce and disseminate evidence-based position statements on priority global health issues.²
- ### 2. To advance equity-based approaches to health system strengthening and capacity building on priority health themes

A health system is the people, institutions and resources, arranged together in accordance with established policies, to improve the health of a population. An equity-based-approach to health systems strengthening entails supporting a responsive health system that respects people's dignity, autonomy and confidentiality, and meets a population's changing needs that are shaped by social, economic, ecological and epidemiological changes. CSIH's evidence-based project activities are based on the foundational principle of health equity and adopt an integrated approach to building technical capacity, strengthening health systems, improving people's health and addressing the social determinants of health.

² To the extent that advocacy involves political activities as defined by the Canada Revenue Agency, the Society shall not allocate more than 10% of its resources to such activities.

Desired Outcome

- CSIH is recognized as a leader and collaborator in promoting innovative equity-based, multi-sectoral approaches to health systems strengthening (HSS) for the 21st century that can help attain the health-oriented SDGs.
- CSIH successfully delivers HSS and capacity-building programs in Canada and worldwide, using evidence-informed approaches and best practices.

Strategic Actions

- a. Identify opportunities and undertake actions to contribute to health systems strengthening and capacity building in line with CSIH mission (research, practice, evaluation and learning).
- b. Apply principles of health equity and gender equality in its operations and activities.
- c. Support health systems strengthening and population health interventions and projects and consultancies that draw upon the best available evidence from different disciplines and sectors, and that are grounded in innovative, collaborative, inter-sectoral, and interdisciplinary strategies.
- d. Mobilize expertise and resources for technical assistance and development projects to achieve HSS and capacity-building objectives.
- e. Contribute to and participate in relevant networks and initiatives that advance health equity and global health agendas.

3. To strengthen SYP engagement within the Global Health community

CSIH recognizes the important role that students and young professionals (SYP) are contributing to global health initiatives, and the potential that SYPs have in achieving the SDGs. CSIH will strive to support, mentor and nurture emerging and future leaders within the global health community.

Desired Outcomes

- SYP identify more closely with CSIH and bring their ideas and innovation to the Global Health community.

Strategic Actions

- a. Support global health initiatives defined and managed by networks of student and young professionals, including CSIH MentorNet.
- b. Coordinate and collaborate with existing SYP initiatives to strengthen their impact.
- c. Identify opportunities for SYP to strengthen their capacity as contributors to improved global health.

4. To foster a strong membership base committed to global health

There are significant opportunities for synergies within the global health community, assuming effective communication and coordination among the players. CSIH's Members and stakeholders are represented by healthcare professionals, policy makers, academics, international development professionals, students and young professionals (SYP). They convene in forums to share their individual and collective knowledge and experiences within the health and development sector, and support and mentor their colleagues and new practitioners. They are engaged in the governance of CSIH and in the various activities organized by the Society and its partners.

Desired Outcomes

- CSIH will have a diverse, growing and engaged membership base from multiple disciplines and sectors.
- CSIH members will invest their time and voluntary resources in the Society's diverse activities.

Strategic Actions

- a. Establish and engage with a CSIH Membership Working Group.
- b. Increase the number of new members from diverse sectors and improve the retention rate of existing members through effective membership management and outreach, webinars, mini conferences, community of practice, policy dialogues, social media, newsletters and updates on global health.
- c. Increase level of engagement with members.

5. To be financially viable and organizationally efficient, resilient and sustainable

With its 40-year history, CSIH is a well-established actor within the Canadian global health community, demonstrating resilience and sustainability in keeping up with changing global health trends and economic and political influences. CSIH is a learning organization that encourages learning and growth throughout its operations.

CSIH welcomes the participation of like-minded entities that share our vision and mission, as partners, co-funders and co-sponsors of CSIH activities and programs. CSIH has clear policies on engagement with partners and sponsors to ensure alignment of mission and principles. Co-funding entails an agreement whereby CSIH and a partner organization both contribute funding and possibly in-kind technical, human, and programmatic resources to achieve the activity or program goals. Corporate sponsorship entails an agreement in which a private sector sponsor supports the activities in return for some form of recognition.

Desired Outcomes

- CSIH will have a diverse revenue base supporting its core functions.
- CSIH will have the necessary organizational structure to support its activities.
- CSIH will have maintained its reserve fund to mitigate risk and report positive cash flows in each financial year (2018 – 2022).

Strategic Actions

- a. Improve financial stability and resilience through a diversified funding base
- b. Ensure and/or adjust necessary staff and governance structure and competencies to support CSIH activities while maintaining a healthy and efficient work environment
- c. Seek opportunities to work together in new partnerships to leverage resources, share strengths, increase efficiencies, and reduce overlap
- d. Offer professional development opportunities to staff and Board
- e. Maintain Board participation and fulfill Board and standing committee responsibilities

ONGOING EVALUATION

These goals and actions will be reviewed annually and adapted to changing environments when necessary.