



INTEGRATE
HEALTH

CULTURE CODE



MISSION:
MAKE QUALITY
PRIMARY
HEALTHCARE
ACCESSIBLE
TO ALL





PROBLEM STATEMENT

WE RECOGNIZE THAT RACISM, SEXISM AND NEO-COLONIALISM EXIST. WE LIVE AND WORK IN THE CONTEXT OF DEEP POWER IMBALANCES. FAR TOO OFTEN OUR EFFORTS TO “SOLVE” SOCIAL PROBLEMS REINFORCE THOSE POWER DYNAMICS. WE ARE COMMITTED TO CHANGING THAT, IN ALL THE PLACES WE WORK, IN TOGO AND IN THE UNITED STATES.



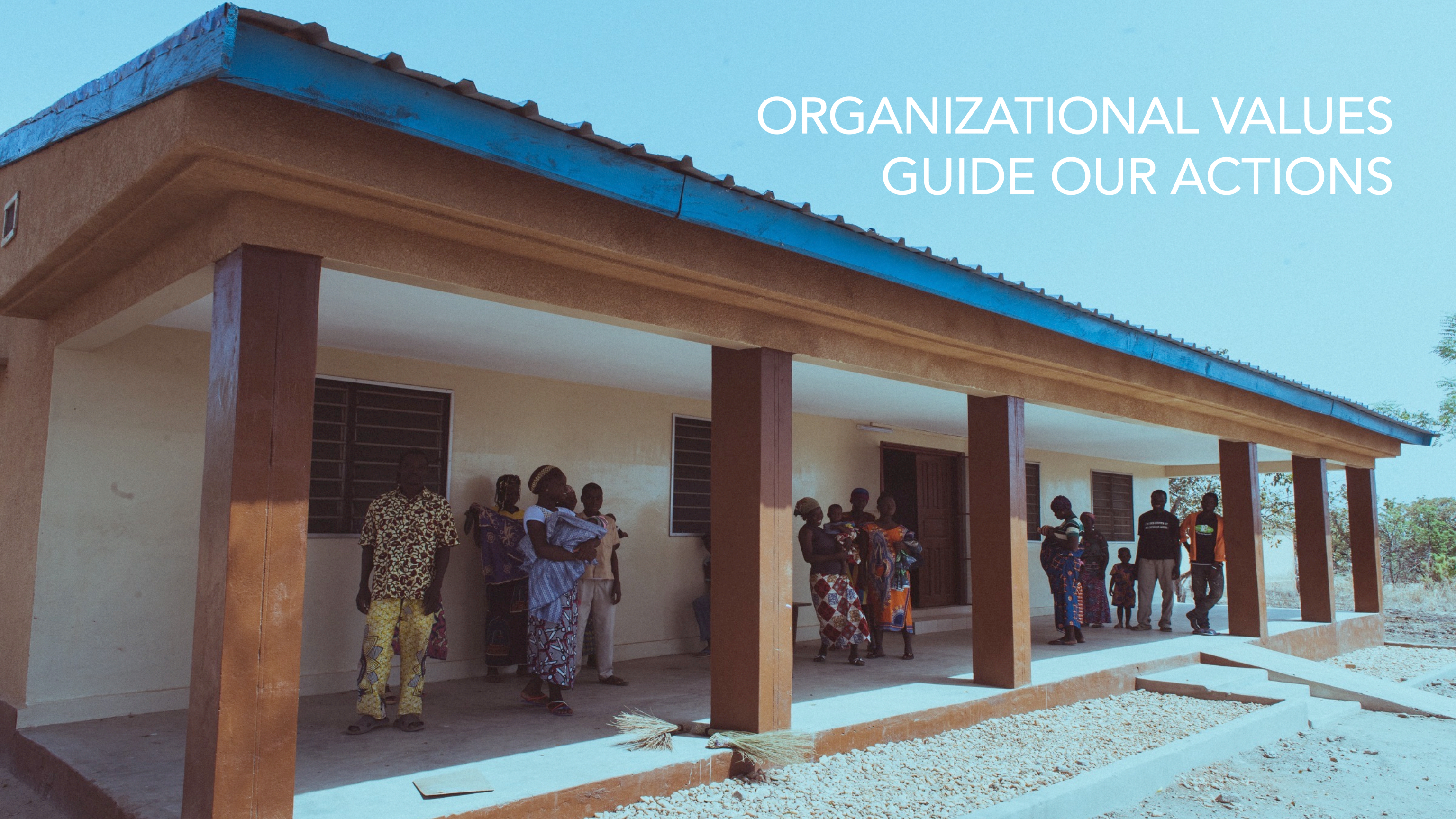
WE BELIEVE THE PEOPLE
MOST IMPACTED,
AFRICAN WOMEN, MUST
BE AT THE FOREFRONT
OF LEADING CHANGE.

OUR GUIDING
PRINCIPLE IS TO
CENTER AND AMPLIFY
THE VOICES OF THE
AFRICAN WOMEN
CLOSEST TO THE
ISSUES.

WE BELIEVE THAT THOSE IMPACTED MUST BE IMPLICATED
IN MAKING CHANGE. WE SEEK TO INTEGRATE THE VOICE
OF THE COMMUNITY IN THE CREATION OF NEW SYSTEMS
OF POWER.



ORGANIZATIONAL VALUES GUIDE OUR ACTIONS



INTEGRATE HEALTH VALUES

1. Efficacy
2. Empowerment
3. Transparency
4. Respect
5. Commitment
6. Collaboration



EFFICACY

DEFINITION:

We strive for the greatest impact in everything that we do because that is what our patients deserve.

ANTI-OPPRESSION LENS:

Our patients are African women and their children, mostly living in rural communities.

The way we achieve efficacy is by listening to them and designing all programming with their voice at the center to ensure their needs are met.

SHIFTING POWER:

We formalize the process of listening and soliciting feedback through community townhall meetings. These meetings occur bi-annually and create an opportunity for community members to speak directly to our team and to government officials. But we can always do more. We are working on measuring patient satisfaction and tracking this as a key performance indicator.

EMPOWERMENT

DEFINITION:

We set high expectations and give people the tools they need to achieve success.

ANTI-OPPRESSION LENS:

We believe that everyone can be successful if given the right tools. We prioritize values, attitude and community knowledge over formal education and technical skills. We set the bar high and provide ongoing training and education to anyone who needs it.

SHIFTING POWER:

We distribute power to rural women by training and employing women as Community Health Workers to be the frontlines leaders of the healthcare system in their communities. We then advocate for the professionalization, including fair compensation, of Community Health Workers at the national and global levels. But we can always do more. We are creating new opportunities for Community Health Workers to speak directly to decision makers but what we really need is to create opportunities for Community Health Workers to be the decision makers.

TRANSPARENCY

DEFINITION:

We provide complete access to information and work hard to identify and address our weaknesses.

ANTI-OPPRESSION LENS:

We believe that honest and open communication is key to establishing trust and that trust is essential to any functioning team. Therefore, we strive to make all information publicly available to everyone within the organization, to maintain clear and well-documented policies and to be open to answering all questions at all times. We employ a Team of Teams approach to encourage active participation. Having smaller teams and team meetings enables team members to speak up more and take on greater responsibility.

SHIFTING POWER:

We host an annual all-staff meeting in which staff are invited to ask the Directors anything. Issues requiring further follow up are noted and subsequently addressed. But we can always do more. We have set targets and will openly track progress against our efforts to ensure our leadership team is increasingly locally led and gender balanced. Today 20% of our Senior Leadership team are women of color and we aim to increase that to 25% by 2021 and 50% by 2025.

RESPECT

DEFINITION:

We consider the feelings, wishes, rights, and traditions of each other and our patients.

ANTI-OPPRESSION LENS:

First and foremost, we recognize our common humanity and treat one another as fellow human beings in need of compassion and understanding. We seek to understand before asking to be understood. This includes deferring to the expertise of those closest to the problem and recognizing the inherent value in local systems, structures and customs.

SHIFTING POWER:

We work within existing community systems rather than circumventing or replacing them. For example, local traditional healers within each community are recognized, valued and incorporated within our approach. But we can always do more. We are working to leverage data to understand which groups are currently being left out. For example, are adolescents being sufficiently respected within our approach? We must do more to make sure every group is being considered and respected.

COMMITMENT

DEFINITION:

We are fearless and unwavering in working toward our ambitious goals.

ANTI-OPPRESSION LENS:

Our work stretches 16 years and counting. We categorically reject the traditional 3-5 year project cycles and work for the time required to achieve the community's and the government's goals.

SHIFTING POWER:

We are deeply conscious of who participates in and who leads our efforts and our organization. While we are led by white American staff in the US, we work extremely hard to devolve real power to the Togolese leadership in country. But we can always do more. We are working to limit the duration of expatriate positions in Togo in order to ensure transition to local leadership as well as increase local governance responsibility in Togo. In the US we are changing our recruiting practices to hire more people of color on our US team.

COLLABORATION

DEFINITION:

We have never, and will never, go it alone.
Guided by our patients, and alongside the
government, we are working to transform the
way healthcare is delivered.

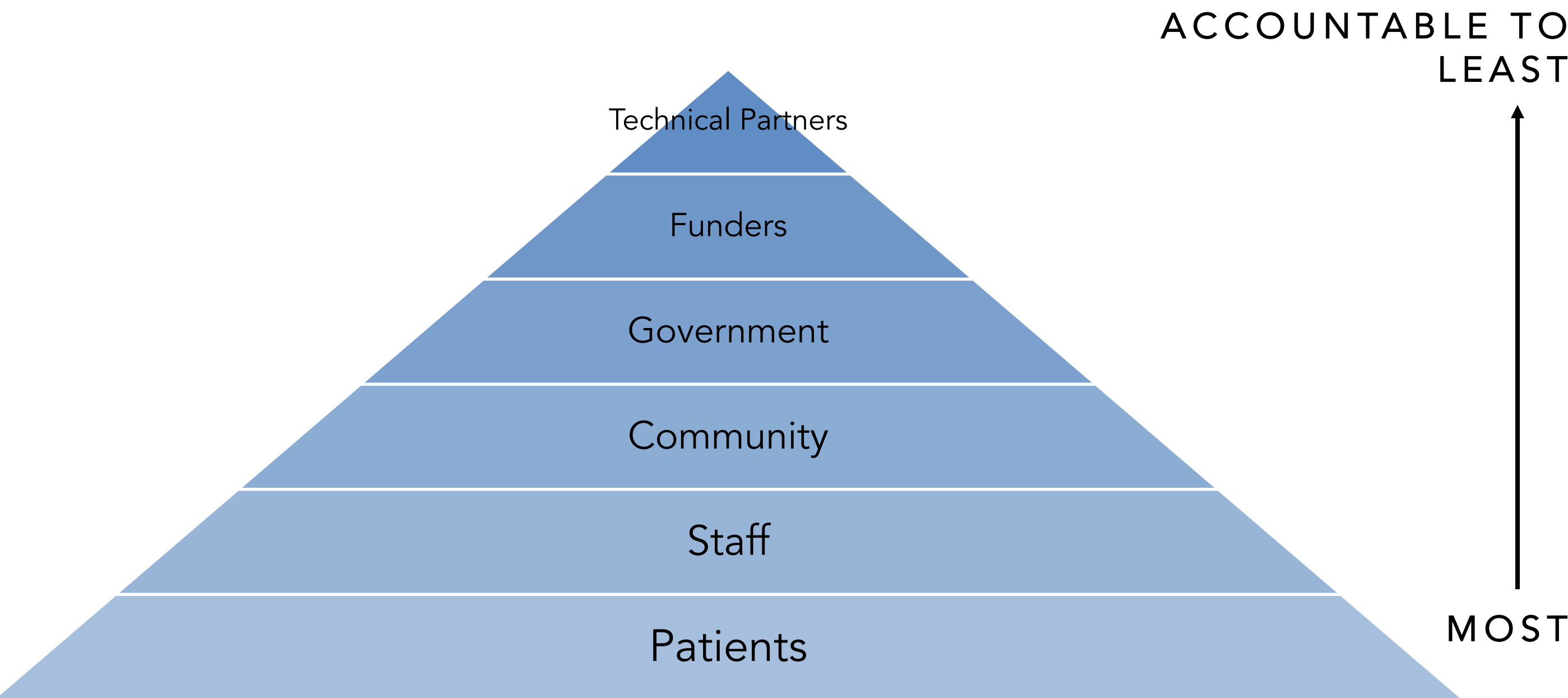
ANTI-OPPRESSION LENS:

We recognize that governments hold the mandate to provide healthcare to their citizens and communities hold the mandate to keep governments accountable. We work in service to the local community and the local government. We work within and in support of, rather than in parallel to, the public healthcare system.

SHIFTING POWER:

In each aspect of our approach, we work from within to strengthen the existing structures, be they supply chain systems, government health clinics, or technical working groups. But we can always do more. We are looking for ways to elevate underrepresented voices, such as by placing Community Health Workers on supply chain review committees.

PYRAMID OF ACCOUNTABILITY



OUR
GUIDING
PRINCIPLE

TO CENTER
AND
AMPLIFY THE
VOICES OF
THE AFRICAN
WOMEN
CLOSEST TO
THE ISSUES



AN ONGOING PROCESS

Much like our work to strengthen health systems, our work to dismantle oppressive systems never stops. We must always look to shift power further and question how we can do and be better.



WITH QUESTIONS, EMAIL:
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THANK YOU! MERCI!

