

# IHF Business strategy for 2015-2018



International  
**H**ospital  
**F**ederation

## A legacy of 85 years of international presence

The IHF is a unique organization that represents hospital and healthcare national organizations from around the world since 1929.

Over the years it has built activities that have become landmarks in the international healthcare scene. The World Hospital congress is the unique official gathering of leading healthcare national organizations from around the world and the IHF quarterly journal remains the only one providing worldwide insights on service delivery.

As the voice of the national healthcare bodies from around the world it works closely with major international organizations including the World Health Organization. The contribution of the IHF to international policy recommendations on healthcare and service delivery has been continuous and always welcomed.

The IHF has developed numerous capacity development activities supporting both members in advanced, emerging countries as well as in developing nations. All these activities have created knowledge and knowhow for members and the international community.

## A service driven organization for the leaders of healthcare organizations

IHF is a membership organization dedicated to common good and to promoting universal values such as access to care, quality and patient safety as well as efficiency of service delivery around patient centered care supported by evidence.

Its vision is a world of high performing well managed healthcare services that provide adequate safe, high quality and efficient care to those who need it.

The core mission of the IHF is to enhance the performance of service delivery organizations through the advancement of appropriate and properly managed organizations and facilities with a specific but not exclusive focus on hospitals. The IHF positions itself as a hub for decision makers in charge of health care service delivery at all levels.

To implement its mission the IHF secretariat has the mandate to develop activities to support knowledge sharing among members and advocacy on the role of service delivery organizations in healthcare.

## Facing a fast evolution in health service delivery affecting membership decision

The role and function of service delivery organizations is evolving at high speed while in countries multiple reforms have dramatically changed the set up and the level of responsibilities among stakeholders. In many countries dedicated national organizations for healthcare service delivery do not exist anymore or are under extreme pressure for change. In many emerging countries a fast growing private sector, mostly investor owned, is playing an increasingly prominent role in service delivery but is not yet fully organized as an industry supported by an association opened to the rest of the world. Where public sector still remains dominant, the empowerment of facilities moves slowly and the Ministry of Health or local government may not see the benefit of participating in a non-governmental international organization.

The different nature of organizations in charge of delivering healthcare as well as the different nature and mission of organizations representing healthcare service delivery at a national level creates a major challenge for building a common ground. However when it comes to providing services to people all organizations are faced with the same challenges and are pursuing the same goals: improving efficiency, reorganizing health promotion and distributing care, increasing quality and patient safety, taking best advantage of technology, focusing on patients, incorporating the sustainability agenda.

But the strategies, the processes and the institutional environment varies a lot between countries and sometimes even within a country.

Over the past decade we have witnessed an increase in regional and national association focusing on dedicated topics. At the level of healthcare organization all topics must be combined: management, technology, environment, quality, organization and production processes, supply chain, design and construction, etc. The need for a hub of essential strategic knowledge for decision makers' remains, and IHF is naturally positioned to fulfill it. But communicating this role remains a challenge because in the short run specific information on a dedicated topic is more appealing.

The 2008 crisis has changed the approach to membership organizations. Previously there was a desire to subscribe to an international organization that was fulfilling a mission not covered by a national organization and that was also the symbol of an international identity for the sector. Nowadays organizations, whether profit or non-profit, are looking for tangible benefits associated with their subscription. An interest remains when there is a cause defended by the organization but this cause has to be highly visible and easy to communicate through the media so that it benefits the image of the subscriber.

Competition on activities has never been so strong. Access to knowledge is now at the fingertips with internet search engines. The initiatives at a national level are many and it is already hard for healthcare providers to keep up with them.

Specialized event and publication from commercial sectors looking for new markets are stepping aggressively in the service delivery arena backed by important resources from its activities in other sectors.

As a non-profit organization IHF strongly relies on the resources that come from its members through dues and donation. It has also some activities but these activities should remain limited to retain its status and identity. The current funding for IHF relies on a limited number of members providing a large share of dues and a donation reflecting the members' interest and good will in hosting the annual congress. If the organization has been able to sustain itself through the crisis, it is still highly at risk if a major contributor pulls out or if members are reluctant to host the annual congress.

In this context the past IHF membership strategy is no longer valid for retaining and attracting members. All mentioned challenges have been taken into account by IHF and the business strategy is responding to them by building on the combined assets from IHF core members and the know-how from its past activities.

## **Building up a business strategy on the assets**

IHF can mobilize a unique network of top healthcare leaders from around the world and it has developed a spirit of companionship that supports sharing skills and knowledge. To catalyze this network the IHF relies on a permanent secretariat that leverages all tools for modern interaction without boundaries.

The IHF secretariat is strategically located in Geneva, in proximity to the WHO, and most important health related international organizations.

Taking into account the history of the organization, its assets and challenges, the business strategy has been developed with the Governing Council.

The strategic business plan consolidates 3 core missions of the IHF:

- | Keep members at the center of all activities
- | Be a unique hub for the strategic exchange of skills and knowledge
- | Voice healthcare service delivery priorities in the international arena

# Scaling up IHF through the consolidation of its mission

## *Keep members at the center of all activities*

It is critical for IHF to retain and recruit new members as well as to increase participation of members in activities.

For this reason, a series of actions have been adopted to increase members' ownership, to provide more dynamic governance, to get members more actively involved in IHF activities and to develop additional benefits as well as better visibility of existing benefits.

Most actions under this priority are possible after a minor constitution change, some adaptation of IHF by-laws and an important effort to support communication and to enable tools for interaction. The driving force of this strategic priority is to rely on the members' own interests and facilitate interaction within the IHF community of members.

### 1. Increase members' ownership in IHF

Increasing members' ownership is vital for the IHF to exist in an open market including very active commercial consulting firms. IHF members have to fully own the organization by actively governing it and participating in it. All efforts will therefore be made to increase participation both in the governance and in formulating resolutions, giving more visibility to the role of healthcare service delivery organizations. This increased participation of members will be backed by the IHF secretariat that will communicate more frequently and personally with members to inform them about its activities on behalf of the organization.

### 2. Involve members in activities

Involving members is about mobilizing individuals from IHF member organizations to participate in the international activities. This is now possible with internet based platforms relying on social media features. IHF will move in this direction leaving the ownership to each member but offering almost unlimited possibilities for interaction at its own, regional, national and international level. While important efforts will be made to more effectively engage members in IHF activities, the IHF will be supporting bottom up approaches leaving members the choice on the nature of the topics and modalities for interaction.

### 3. Increase benefits to members

Current benefits are far from been fully used by members. The first priority is to work both with full and associate members on providing more access to benefits for the individuals within the organizations without creating an additional burden to them. A branding approach is making all IHF product and services more visible and accessible to members. In addition, the IHF secretariat will provide additional efforts in leveraging the community of members for the benefit of all.

The second priority is to increase the efficiency of interaction between members and this is done through the annual congress and the supporting activities. Density of activities and opportunities around the congress will continue to increase to make sure that for all members World Hospital Congress becomes a "one must go" annual event.

The third priority is to develop new activities and services. Here again the web supported platform will play an important role but thematic activities will contribute to expanding the scope of activities for members. The objective is for IHF to be filling the gap in areas of high interest where available evidence is insufficient to support sound decision making.

## *Be a unique hub for the exchange of strategic skills and knowledge*

Efforts will concentrate on better communication with members on the specificity of IHF platform for exchanging knowledge in a context of overwhelming opportunities for accessing information and knowledge. The various knowledge activities will be mainstreamed and better articulated. The scope of activities will also expand to better respond to the diversity of interest among members while working on a core content that will rally all members around IHF.

### 1. Consolidate World Hospital congress and the international award program

The World Hospital Congress has now a proper identity and content is not comparable to any other international congresses available around the world. Its approach to address topics through country panels put up by the full and Premier associate members is unique. Members will be challenged to continue to bring to the rest of the world the best from their organization and country or region.

The nature of skills and knowledge that will be shared in the sessions will also continue to be sharpened to provide the strategically essential information needed by decision makers to be at the front edge of trends and evolution.

### 2. Develop knowledge products

In emerging countries there is an important demand for capacity building in management. The IHF has a strong legitimacy for developing and branding knowledge product under the auspice of its members who are on the forefront of innovation in healthcare service delivery management and leadership.

On its own, or in collaboration with other international organization, the IHF will pursue its mission by promoting a program on behavior change management and leadership based on its experience and the mobilization of top level professional expertise. Further contribution from members will be critical to scale up and expand the capacity to support professionalization of healthcare management and leadership.

### 3. Expand Special Interest Groups

Special interest groups represent a very powerful community of practice that can produce knowledge that fills the gap in most strategic areas. This will be achieved by making sure each SIG delivers an annual product and by expanding the scope of activities by increasing the number of special interest groups. It is expected also that the new web based platform supports a major scale up of community members and possibilities for informal exchanges.

### 4. Give priority to patient empowerment

The core mission of the healthcare service provider is to make people healthier and for this it is critical to take the patient's role to the next step with active participation in the institutional life of the facilities. Building on activities that have started with International Association of Patient Organization the IHF will work with other partners to fill the gaps in knowledge and practice of patient empowerment at an institutional level.

## *Voice healthcare organization priorities in the international arena*

Speaking in an international organization on behalf of all service providers is very important because the global policy options are adopted in these arena. It is far better to be heard before international recommendations are adopted rather than negotiate at a country level when it comes time to implement such recommendations.

### **1. Increase activities with WHO headquarter and regional bodies**

Building upon the long collaboration between the IHF and WHO, there are many opportunities for the IHF to better participate in both high level policy definitions and the tools and guidelines that are developed by the World Health Organization at an international level or by the regional offices.

Participation in higher level agenda items will continue facilitated by the proximity and good relations between the IHF and WHO Geneva based teams.

Efforts will be made to expand activities in all the regions, building up on the successful approach with PAHO and solid existing contacts in EURO, EMRO and WPRO, efforts will be made to also work closer with AFRO and SEARO.

### **2. Actively participate in multilateral initiatives**

The IHF has joined the coalition supporting the International Committee for the Cross project “Healthcare in danger”. Having well identified the challenges, key efforts are to be made to implement practices for more resilient and violence safe healthcare organization. The IHF will play its role in this domain by mainstreaming with its members all activities that support the resilience and safety of facilities.

Working relation with the OECD and the World Bank, as well as the regional development bank, will continue to be nourished along with the agenda of these organizations and their involvement in service delivery.

### **3. Energize partnership with other International NGOs**

The IHF has signed MoU with international NGOs that are considered as strategic partners either because of their status or their field of activities. In addition, the key professional health associations mostly based in Geneva work together on common good matters. The IHF is part of initiatives and will continue to monitor activities, to be part of them when it is relevant for members. The strategic partnerships will continue to grow towards joint or common activities enhancing respective organizations.

## **Relying on enhanced resources to achieve business strategy goals**

The core engine to support this business strategy development is the enhanced web platform that will totally change the stream of information between IHF secretariat and its members. This is a major option that has been taken considering that the wealth of IHF is in its own members and that sharing and collaborating can be highly beneficial to them regardless of their differences.

The IHF secretariat will give more priority to its brooking function and will increase communication with members through the utilization of multiple channels. The objective is to increase the flow of interaction but to customize this interaction and to make it highly relevant for members.

## **Monitoring progresses and reporting successes.**

The strategy will be monitored and the IHF governing Council will be adjusting activities in support of strategy objectives based on the results.

The monitoring framework is a result oriented underscoring of some critical achievements to reach each year. Meeting results will reflect that the combination of actions are effective. In case the results are not achieved, the Governing Council will explore in detail, together with the IHF secretariat, the individual outcome of each of the actions that are included in this strategy to identify the gaps and areas for improvement.

As a membership and service driven organization, the IHF secretariat will report in a transparent manner all progresses of the business strategy and any changes and adaptation required to keep on track with the goals.

MONITORING THE STRATEGIC BUSINESS PLAN			
YEAR	ACTION	OBJECTIVE	EXPECTED OUTCOMES/ results
2015	1	Increased membership in new countries and total number of members	Total associate members including those from 2 additional countries increased by 5
	2	Change the recruitment modalities and adapt governance	Adoption of all changes in October 2015 GA
	3	Develop a full web based interactive platform supporting members' activities	Fully available to members by December
	4	Successful annual Congress and award in Chicago	1000 participants & 100 award entries
	5	Keep finance on track	Execute budget with less than 5% in excess spending or revenue shortfall.
2016	1	CEO Circle fully active	Get more than 200 CEOs registered by end of 2016
	2	Launch the hospital directory	Get up to 500 entries by end of 2016
	3	Consolidate SIG activities	Have the Inventor owned Hospital SIG active.
	4	Membership expansion	Increase total members by 1 Full and 5 Associates
	5	Successful annual Congress and award in Durban	More than 10 African countries present with delegations , 150 papers and 150 award entries
	6	Keep finance on track	Execute budget with less than 5% in excess spending or revenue shortfall.
2017	1	Have a fully active marketing plan backed up by effective CRM	150+ prospects and total members +1 full and +5 associate
	2	Active communication with all members with utilization of all media	50 specific messages over the year on meaningful and customized content to all categories of members
	3	Take leadership in presenting institutional role of patients for healthcare organizations	White papers and publications presenting results
	4	Increase training with specific programs developed by IHF and in partnership	2 activities delivered in last 2 years alone or in partnership
	5	Successful annual Congress and award in Taipei	1000 participants, 150 papers, 200 award entries
	6	Keep finance on track	Execute budget with less than 5% in excess spending or revenue shortcoming.
2018	1	Consolidate membership development	Since 2015 have gained, 3+ full et 20+ Associate members
	2	Position statements adopted by IHF	At least 2 position statement adopted by GA
	3	Increased recognition of value of IHF activities and relevance of organization	Membership survey: at least 5 over the 4 years
	4	Successful annual Congress and award in Europe or Middle-East (Site to be confirmed)	1000 participants 150 papers, 200 award entries
	5	Keep finance on track	Execute budget with less than 5% in excess spending or revenue shortfall.

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