Strategic Plan 2017-2021

Presentation to AGM
Kampala, Uganda
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INDEPTH Network
Better Health Information for Better Health Policy

INDEPTH Vision & Mission:

Vision:

To be a trusted source for evidence supporting and evaluating progress towards health and development goals.

Mission:

To lead a coordinated approach by the world's health and demographic surveillance systems to provide timely longitudinal evidence across the range of transitioning settings to understand and improve population health and development policy and practice.

INDEPTH Value Proposition:

INDEPTH's on-going *longitudinal* health and demographic tracking across the...

***network* of *independent population-based* Centres operating in different systems and cultures…**

enable our scientists and scientific partners to offer a unique vehicle for…

the *study* of the impact of *policy* and *practice* and…

the *development* and *validation* of effective *interventions*.

Competitive Advantage

1. **A unique network of independent HDSS centres**
   - **Conducting longitudinal population-based tracking**
   - **Comparing data across different systems and cultures**
   - **Leveraging the collective value of data across sites**

2. **A high-quality research capacity for multi-site studies using longitudinal, population-based tracking.**

3. **Linking member centres with health and other policy-makers to magnify research findings and enable evidence-based decisions.**
   - **Well positioned to support stakeholders focused on leveraging accurate data and assessing key SDGs**

4. **Strengthening the community of scientists by harnessing expertise, improving training, enhancing career paths, and sharing data**

Key Strategic Objectives

1. **Enhance the INDEPTH Network's capabilities:**
   - **Invest to improve and expand the underlying longitudinal, population-based tracking platform**
   - **Continue to ensure ethically sound research sensitive to local circumstances**

2. **Conduct multi-centre research, leveraging longitudinal tracking**

3. **Enrich & guide policy: linked to SDGs and using our accurate data**
   - **Address neglected issues and the impact of social inequality**

4. **Strengthen capacity of INDEPTH member centres and researchers**

5. **Build effective partnerships with key national/int'l partners**
   - **Governments: statistics offices, local government, health and development ministries and agencies,**
   - **Research and educational institutions**
   - **International policy bodies (WHO, UN)**

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Key Tactics

1. **Promote importance & value of population-based longitudinal data**

   - **Improve messaging & evidence for scientific/policy communities.**

2. **Deepen the scope of monitoring across all member centres**

3. **Develop new partnerships**

   - **With LMIC governments, agencies and universities to support population-based data operations**

   - **Ensure balanced/effective relationships with HIC* institutions**

4. **Expand the extent of cross-network coordination**

5. **Produce a regularly-updated set of INDEPTH-wide products**

   - **Leverage the full array of HDSS research, intervention, evaluation, and surveillance initiatives.**

Setting Scientific Research Priorities

INDEPTH uses population-based, longitudinal data as the lens to identify areas where the Network has a clear advantage in research

- **Over 25 specific research topics identified**

I. **Improve and maximise the value of the core research platform**

   1. **Implement CHESS – and other enhancements – to improve population tracking**

   2. **Provide timely metrics based on real population-based data**

II. **Leverage that platform to study key scientific questions that benefit most from longitudinal data**

   3. **Conduct studies across the life-course**

   4. **Research key policy, practice and demographic questions**

   5. **Assess scientific- and policy-relevant determinants & context of outcomes**

Maximise the Value of the Platform

1. Implement CHESS – and Other Enhancements – to Improve Population Tracking Across Sites

1. **Streamline the data collection process (openHDS)**

2. **Deepen tracking to enumerate additional metrics (CHESS)**

3. **Improve the Verbal/Social Autopsy process**

    - **Upgrade to WHO-2016 across INDEPTH; integrate with social autopsy**

    - **Ensure at least annual updates**

    - **Provide mortality input into estimates of burden of disease**

4. **Strengthen links with Health Systems**

    - **Develop a Health System Advisory Council for the Centre**

    - **Work with local health authorities to help raise funds for the Centre**

    - **Identify relationships between the health system and the local Centre**

5. **Create ties with CRVS systems**

    - **Monitor the effectiveness of CRVS – improve CRVS implementation.**

    - **Use data to assess progress of country to achieving the SDGs**

2. Provide Timely Metrics Based on Real Population-Based Data

1. **Create regular updates on Mortality – across the array of systems and cultures in which our Centres operate**

2. **Expand to report on Morbidity, Burden of Disease, Diagnostics and Demographics**

> **The Network will make this information available on INDEPTH-Stats and publish findings in key journals**
>
> **In addition to addressing key scientific questions, it will help INDEPTH tighten links with policy makers across the LMICs and international/regional institutions.**

3. Conduct Studies of Specific Life Stages

1. **Fertility and Family Planning**
   - **Develop standardized tools and approaches to capture, share and compare fertility / FP data across member centres.**

2. **Maternal, New-born, Child Health and Vaccination/Immunization**
   - **Impact of health systems interventions on maternal, new-born, infant and child health, including stillbirths**
   - **Testing/validation of interventions, protocols and indicators**

3. **Adolescence—Healthy Transitions**
   - **Marketing health and social services to local adolescents**
   - **Ensuring access to health facilities for adolescents**

4. **Adult Health & Ageing**
   - **Increase focus on non-communicable diseases**
   - **Expand to include the wider network**

4. Research Key Policy, Practice and Demographic Questions

1. **SDG baselines & dynamics**
   - **Map key SDGs to data centres collect (will collect with CHESS)**
   - **Assess progress towards specific SDGs**

2. **Product safety effectiveness, resistance, and quality**
   - **Introducing "inter-operable" electronic health records systems**
   - **Incorporating PV into CHESS**
   - **Collaborating with EDCTP/AMRH**

3. **Health Interventions Identification/Assessment**
   - **Work with agencies focused on interventions**
   - **Sharing the results with other geographies**

4. **Migrant health tracking**
   - **The role of education as a determinant of internal migration**
   - **The impact of migration on cause of death**
   - **The impact of migration on infectious disease morbidity**

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Role of HDSS in Tracking Health-Related SDGs

Health-Related SDG (SDG 3)	HDSS Value
3.1 Maternal mortality	+++
3.2 Infant/Neonatal mortality	+++
3.3 Infectious/communicable diseases	+++
3.4 Non-communicable diseases	+++
3.5 Substance abuse	++
3.6 Road/traffic accidents	++
3.7 Universal access to sexual and reproductive health-care services	++
3.8 Achieve universal health coverage	++
3.9 Hazardous chemicals/air, water and soil pollution	+
3.a Tobacco Control	+
3.b R&D of vaccines and medicines	++
3.c Health workforce in developing countries	+
3.d Early warning and management of national and global health risks	+++

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Partial Role of HDSS in Many non-Health SDGs

SDGs	HDSS Value	SDGs	HDSS Value
1. End poverty	++	10. Reduce inequality	
2. Achieve food security	+	11. Make cities inclusive, safe and sustainable	++
3. Ensure healthy lives	+++	12. Ensure sustainable consumption	++
4. Ensure equitable quality education	++	13. Combat climate change	
5. Achieve gender equality	+	14. Sustainably use the oceans	
6. Ensure sustainable management of water	+	15. Protect ecosystems,	+
7. Ensure access to energy	+	16. Promote inclusive societies	+
8. Promote sustainable economic growth		17. Revitalize partnerships for sustainable development	
9. Build resilient infrastructure			

5. Assess Scientific- and Policy-Relevant Determinants & Context of Outcomes - I

1. **Environment, Climate and Indoor Air Pollution**

   - **Estimating the actual impact on health of particular weather events;**

   - **Contributing to context-specific and appropriate adaptation strategies and policies.**

2. **Health Equity and Poverty**

   - **INTREC (INDEPTH Training and Research Centres of Excellence) was established with this concern in mind**

   - **Expand to provide essential info on impact of poverty on health equity**

3. **Vaccines**

   - **INDEPTH HDSS Centres are in unique position to examine the effects of vaccines because of longitudinal tracking as well as our experience in Phamaco-Vigilence (PV)**

4. **Genetic Factors in Health**

   - **The AWI-GEN Collaborative Centre with Wits University**

5. Assess Scientific- and Policy-Relevant Determinants & Context of Outcomes - II

5. **Sex differentials/gender**

    • **In all publications – and in tracking all INDEPTH's own work – the Network and member scientists will look to provide information disaggregated by sex.**

    • **In addition, it is setting up a Working Group devoted specifically for monitoring and assessing the impact of gender on interventions and outcomes – as well as steps to empower women and girls.**

6. **Education-based Analysis and Interventions**

    • **Impact of food security & gender in education and outcomes.**

7. **Health system assessments**

    • **With CHESS, it will be possible to track new information items, as well as determine the extent to which health system resources are aligned with the local burden of disease.**

    • **The Secretariat will work with Centres to develop a methodology for linking with the local health system,**

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Policy Engagement and Communication

INDEPTH will tailor, package and direct research outputs for different stakeholders to stimulate public appreciation of findings

- Reduce the critical gap between research findings and action.

It will strengthen the ability to engage with stakeholders in an impactful way.

- Seeking an ongoing, iterative, dialogue with policy makers.
- Work closely and helping to strengthen role and capacity of HDSS Centres – both at the national level or within the districts where they operate.

It will seek to leverage engagement with policy makers to attract more funding for research-into-practice activities.

Policy Engagement: Key Tactics

1. Create a suite of branded products for all INDEPTH outputs.

2. Leverage forums, meetings and briefings with key stakeholders,

3. Increase participation in health policy events to build networks and engage in dialogue that INDEPTH research informs

4. Strengthen and collaborate with national and regional entities focused on population, health and development.

5. Use data visualisation tools to create health related infographics and interactive maps highlighting data emerging from HDSS centres.

6. Invite policy makers to actively participate in the biannual INDEPTH Scientific Conference

7. Increase the Network's media footprint

Capacity Strengthening and Career Development

1. Encourage all member centres to move from the traditional paper to electronic data capture -- and ensure the adoption of openHDS.

2. Ensure on-going support for the implementation of CHESS

3. Help centres strengthen and improve the dissemination, publication, and 'marketing' of INDEPTH data analyses

4. Enable representativeness of the HDSS country level for CRVS

5. Expand the MSc programme and leverage the SDLP to train next generation of researchers and centre leaders

   • Enable promising professionals from newer sites to spend time on ground at more established sites

6. Enable better Francophone-Lusophone-Anglophone collaboration

7. Support centres in establishing communication and training units

8. Enhance capacity for emerging topics and future research

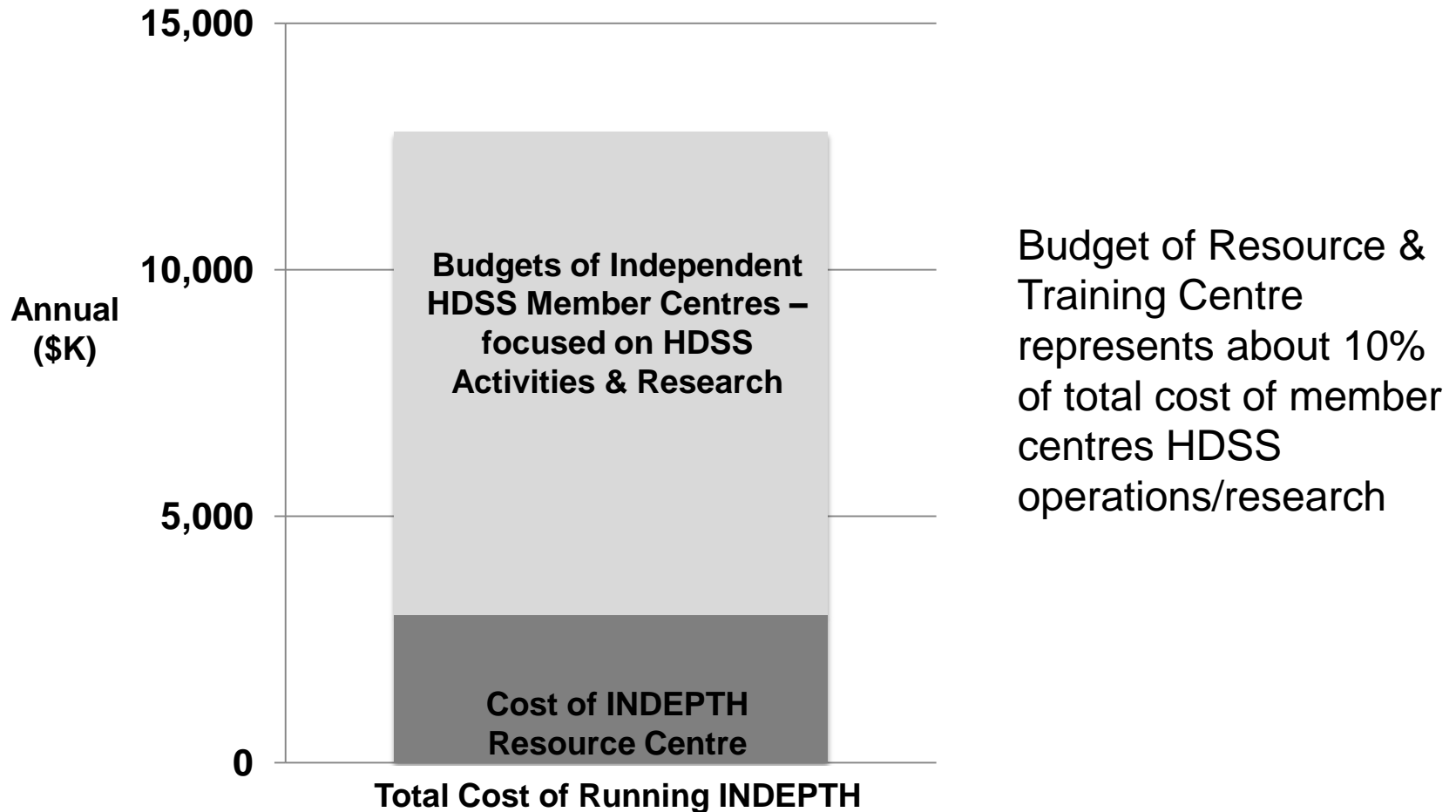9. Evaluate potential for an INDEPTH training centre

Ensuring Financial Sustainability

While continuing its conservative and well-respected financial management, INDEPTH will focus on three paths to financial sustainability:

1. Continuing to look for both core and project support from funding partners,

2. Strengthening the efforts at building an INDEPTH consultancy that leverages the skills and advantage of the Network

3. Growing the endowment.

Resource & Training Centre Budget Focused on Coordinating Across Network

Annual ($K)

15,000

10,000

5,000

0

Budgets of Independent HDSS Member Centres – focused on HDSS Activities & Research

Cost of INDEPTH Resource Centre

Total Cost of Running INDEPTH

Budget of Resource & Training Centre represents about 10% of total cost of member centres HDSS operations/research

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Costing the Strategic Plan – Core Activities

Contributed Centre Efforts	Estimated Budget
Managing the core HDSS operations	~10 M
Secretariat Functions	
Core overhead: Admin, Finance, IT, Etc.	~$0.9 M
Scientific Functions (Working Group support, Workshops, Management)	$1.2 M
Capacity strengthening	$0.4 M
Policy Engagement	$0.3 M
Governance & Fundraising	$0.2 M
Subtotal (Current Budget)	*~$3.0 M*
Potential Additional Efforts from Strategic Plan	
Regular updates on Mortality (Annual)	$0.5 M
Expand to report on Morbidity, Burden of Disease, Diagnostics and Demographics (Annual, w/CHESS)	$0.5 M
Total: Potential Annual Costs for Core/Essential Activities	*~$4M*

Aspirations of the Strategic Plan: Envisioned Project Activities

Project-based Efforts	Cost (est)	Project-based Efforts	Cost(est)
1. Deepening Longitudinal Platform		**4. Leveraging and Expanding the Utility of the Platform**	
Streamline data collection	$1-2M	SDG baselines & dynamics	$5M*
Deepen tracking (CHESS)	$3-4M	Product safety	$10-40M
Improving Verbal Autopsy process	$1M	Migrant health tracking	$5-10M
Improve links with Health Systems	$2M*	**5. Assessing Determinants & Context:**	
Create ties with CRVS systems	$2M*	Nutrition, diet and food security	$1-2M
2. Updating Metrics Regularly	(core)	Environment, Climate, Indoor Air	$2-3M
3. Studying Specific Life Stages		Health, Equity and Poverty	$5M
Fertility and Family Planning	$1-5M	Genetic factors in Health	$5M
Pregnancy and Maternal & Child Health & Vaccinations	$1-8M	Education Analysis	$1-3M
Adolescence—Health Transitions	$1-5M	Health system assessments, Health interventions	$3-5M
Adult Health & Aging	$1-5M		
TOTAL POTENTIAL PROJECTS			$49-114M

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Addressing Potential Challenges To Strategic Plan

INDEPTH may not find sufficient funding to maintain the network

- **The Resource Centre will seek specific funding for on-going Network activities – Capacity Strengthening, Policy Engagement, and the regular updates of Network products.**

Balancing interests between centres and network

- **Ensure visibility for Centre participation in Network activities.**

Ensuring sufficient scientific leadership

Insufficient coordination of network activities

Ensuring investment in resources – at Resource Centre & Working Groups – to ensure sufficient time for leaders to work across Network.

Low multi-site scientific productivity

Loss of cohesiveness with growth

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Objective 1: Enhance the Network's Capabilities:

Sub-objective	Metrics
1. Roll out openHDS to 80% of all INDEPTH member Sites in 2017	• # of Sites w/openHDS in process • # of Sites fully on openHDS
2. Finish design for CHESS and pilot in 2 member Sites in 2017	• Availability of results of CHESS pilot
3. Roll-out CHESS to 50% of all INDEPTH member Sites over course of plan	• # of Sites w/CHESS in process • # of Sites fully on CHESS
4. Roll-out WHO-2016 across member sites in 2017	• Status of WHO-2016 • # of Sites using WHO-2016
5. Get 5 Centres to develop links with their country's CRVS systems in first year	• # of Sites with clear linkage to national CRVS

Objective 2: Conduct cutting-edge research, leveraging its longitudinal tracking:

Sub-objective	Metrics
1. Increase the activity level of Working Groups and have 5 new active Working Groups by 2017	• # of operating Working Groups • # of Working Groups providing repots in past 12 months
2. Increase the number/Quality of multicentre proposals by an additional 10% by 2017	• # of submitted proposals • # of funded studies
3. Increase the number of multicentre grants and consultancies by 10% by 2017	• # of multicentre grants • $ of multicentre grants
4. Increase the number of multicentre publications by 10% by 2017	• # of multicentre publications
5. Publish annual update of core HDSS metrics across INDEPTH sites in 2017	• # of sites participating in multicentre core publication
6. Publish update of VA results for 2016 in 2017	• # of VA results completed
7. Develop initial baseline for CHESS results in 2017	• Availability of baseline CHESS results
8. Develop/publish baseline SDG results in 2017	• # of Sites with baseline SDG results

Objective 3: Enrich & Guide Policy That Is Community Responsive & Linked To The SDGs:

Sub-objective	Metrics
1. Increase the number of Systematic Reviews by 10% in 2017	• # of Systematic Reviews published
2. Increase the number/Quality of Policy Briefs (Secretariat, centres) by 10% by 2017	• # of Policy Briefs completed • Qualitative review of impact of Policy Briefs
3. Increase the number of Stakeholder interactions (national, regional and int') by 10% by 2017	• # of presentations to policy stakeholders, by Centre, by Secretariat
4. Increase Policy/Practice influence and the number of recommended changes linked to INDEPTH findings by 10% by 2017	• List of recommended changes • Impact of recommended changes in policy and practice
5. Double the number of policy makers who attend INDEPTH convened meetings in 2018, including 2018 ISC	• # of policy makers attending ISC and other INDEPTH meetings
6. Get 5 additional Centres to formalize links with their country's Ministry of Health	• # of Centres with formal links to Ministries of Health

Objective 4: Strengthen Capacity of Centres

Sub-objective	Metrics
1. Train 10% more scientists and HDSS staff by 2017 and improve the skills of existing ones	• # of Scientists participating in Capacity Strengthening initiatives
2. Improve data harmonisation and management across the network	• # of Sites on iShare • Error rates
3. Get 10 more Centres (and their Sites) to move to non-paper based data capture by first year	• # of Centres using non-paper based data capture
4. Increase the number/Improve quality of publications using INDEPTH member data by 10% by 2017	• # of publications that use member data

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Objective 5: Build Effective Partnerships:

Sub-objective	Metrics
1. Increase number of partnerships with internationally recognized Academic institutions by 10% in first year	• List of partnerships • # of partnerships
2. Work with 10 Centres to develop formalized links with their local health districts in 2017	• # of Centres with formal links with local health districts
3. Work with 5 Centres to develop formalized links with their national policy makers in 2017	• # of Centres with formal links with national policy makers (not just Ministries of Health)
4. Develop links with officials tracking SDG results in 5 INDEPTH countries in first year	• # of Centres with formal links with national ministries focused on SDGs