

From innovation to impact

PATH STRATEGY 2030



In Kenya, mothers attend a PATH-supported discussion on nutrition and breastfeeding at their local hospital. Since our founding in 1977, PATH has been the way to better health for billions of people all over the world—most of them women and children.



The gap between promise and reality

Every day, millions of people go without the care they need—because lifesaving solutions never reach them, or because the right solutions don't yet exist.

Scientific innovation continues, but breakthroughs too often fail to reach the people who need them most because they are not adapted to real-world contexts, sustainably financed, or integrated into health systems.

At the same time, countries face rising burdens of infectious and chronic disease, climate-related threats, and growing pressure on health systems—and communities continue to suffer illnesses that could be prevented or treated.

Closing this gap is not just a technical challenge—it is a human one.

Progress depends on innovation becoming care that people can access and trust. PATH helps make that possible.



PATH/Mekaudur Rahman

In Bangladesh, schoolgirls line up for HPV vaccines during a PATH-supported rollout—made possible by PATH research showing a single dose is effective, reducing introduction costs and expanding access.

PATH



In India, a health worker and a bank manager enroll a pregnant mother in a PATH-supported, state-funded compensation program to improve nutrition and access to care in rural communities.

Turning breakthroughs into better health

PATH was created to close the gap between promising health innovations and the people who need them most. For nearly 50 years, we have worked with partners to turn scientific advances into meaningful health improvements so more people can live healthier lives.



In Kenya, clinician David Mosi uses artificial intelligence (AI) to support patient care in a PATH-conducted trial—Africa's largest trial testing AI-assisted diagnosis and treatment.

Today, countries must decide which tools to adopt and how to deliver care amid tightening budgets and rising health threats. Yet those choices are often shaped by research priorities and market forces far beyond their borders—creating gaps between what is possible and what health systems can realistically deliver.

What makes PATH distinct is that we work across the full pathway from innovation to impact. We help shape new vaccines, diagnostics, devices, and approaches—and we help countries decide how to adopt, finance, and integrate them within real-world health systems. **By connecting science, markets, and delivery, PATH turns promising ideas into practical, sustainable solutions at scale.**

The framework that follows outlines where we will focus over the next five years to turn breakthroughs into better care, stronger systems, and longer, healthier lives.



In South Africa, workers at PATH-partner Sinapi Biomedical assemble chest drains. PATH partners with local manufacturers and supports efficient regulatory processes to strengthen health systems for the long term.



In Ghana, a nurse prepares a dose of RTS,S, the world's first malaria vaccine. For 20+ years, PATH partnered with GSK and African research centers to develop, pilot, and introduce it. Today, multiple malaria vaccines are available, and more than 10 million children have been immunized.

PATH/Monica Georges

PATH/Charles Meadows

World Health Organization

Where we'll focus

Over the next five years, PATH will focus its resources on opportunities with the greatest potential for health impact at scale—leaning in where we can add the most value and stepping back from work that does not meet that bar.

We will organize our efforts around **three strategic priorities** to help more people access the care they need:

- Develop and introduce vaccines, diagnostics, and devices that reach everyone.
- Protect more people from infectious diseases.
- Strengthen and integrate health care for current and emerging needs.

BELOW: After Japanese encephalitis took their oldest son, Wa Meng and Siyang were first in line to protect their other children when a vaccine for the disease arrived in their Laos village. Thanks to PATH and partners, more than 300 million children in South Asia are now protected from this deadly disease.



PATH/Aaron Joel Santos

→ Develop and introduce vaccines, diagnostics, and devices that reach everyone

Breakthroughs should belong to all of us

PATH will accelerate the development and adoption of vaccines, diagnostics, medical devices, and new uses of artificial intelligence (AI) so the right solutions reach the people who need them most.

Working with partners across the public and private sectors, we will help develop and bring lifesaving innovations to market—and help countries introduce and scale them within real-world health systems.

We will focus relentlessly on impact potential, quality, affordability, and readiness—ensuring new tools translate into stronger disease prevention and more resilient health systems.

BELOW LEFT: In Seattle, scientists in PATH's formulation lab collaborate with researchers and manufacturers to accelerate the development of new vaccines, medicines, and diagnostic tests.

BELOW RIGHT: In Uganda, a health worker administers a PATH-developed polio vaccine (nOPV2) to an infant. More than 2 billion doses of the lifesaving vaccine have been administered worldwide.

PATH examples

- **HEATmarker® vaccine vial monitors**
10+ billion ensured effective doses.
- **Novel oral polio vaccine type 2 (nOPV2)**
1+ billion protected from poliovirus.
- **MenAfriVac®**
360+ million protected from meningitis A.
- **BD Uniject™ injection system**
200+ million safe administrations.
- **G6PD diagnostic**
Millions facilitated with safe radical cure of *Plasmodium vivax* malaria.

Expected outcomes

- New evidence and insights to help countries choose which health tools and approaches to scale, and to identify the most promising options for further investment.
- New vaccines, tests, and devices moved from development into real-world use.

PATH/Patrick McKern



PATH/Denis Bwire



No family should live in fear of preventable diseases

PATH will strengthen national and regional systems to prevent, control, and eliminate infectious diseases while improving preparedness for emerging outbreaks—helping countries with the highest burdens better protect their people.

We will generate scientific evidence and strengthen interoperable surveillance and response systems linking laboratories, data, and frontline action—so diseases are better managed, outbreaks are detected faster, and delivery systems remain resilient.

This work will strengthen regional collaboration and leadership, enabling partners to sustain progress against endemic diseases and respond decisively to future threats.

BELOW LEFT: In Sierra Leone, a community health worker administers antimalarial medicine to a child with malaria as part of a PATH-supported effort to expand community-based case management.

BELOW RIGHT: In Myanmar, a PATH-trained community health worker conducts household contact tracing and tuberculosis counseling.

🎯 PATH examples

- **MACEPA**
Accelerating malaria elimination for 500+ million across Africa through data-driven strategies.
- **REACH**
Expanding lifesaving malaria services for 200+ million across Africa and Latin America.
- **STRIDES/IDDS**
Strengthening diagnostic supply chains for 1+ billion people across 20 countries.
- **OH4CAM**
Strengthening Cambodia's ability to manage emerging health threats for 17+ million.

📊 Expected outcomes

- New evidence and insights to strengthen how diseases are tracked and controlled.
- New tools and approaches implemented to prevent and respond to infectious diseases.



Every family should be able to get the care they need

As countries expand access to innovations and strengthen disease prevention and control, PATH will support the delivery of person-centered, integrated primary health care—built for a world where infectious diseases endure and noncommunicable diseases are accelerating.

We will connect prevention, diagnosis, and treatment so people receive consistent, high-quality care when and where they need it. By aligning products, services, and systems—and enabling learning across regions—we will help countries respond to changing health needs with solutions that endure.

BELOW LEFT: In Zambia, a nurse records a patient's blood pressure. PATH supports countries in expanding access to care for the rising burden of noncommunicable diseases, including hypertension, diabetes, and heart disease.

BELOW RIGHT: In Vietnam, health workers conduct a supportive supervision session—an important activity for maintaining routine immunization coverage. PATH supports countries in creating resilient health systems that provide people with integrated, high-quality care across ages and health needs.

🎯 PATH examples

- **Healthy Heart Africa**
Screening and treating 5+ million for hypertension across Africa.
- **Access Oxygen**
Expanding reliable oxygen systems for 250+ million across five countries.
- **Nuru Ya Mtoto**
Delivering HIV treatment for 90,000+ orphans and teens in Kenya.
- **Kader Kita**
Screening 25,000+ through community health worker outreach in Indonesia.

📊 Expected outcomes

- New evidence and insights to support connected, people-centered care.
- New tools and approaches implemented to make health care more coordinated and easier to access.



How we'll enable impact

As health needs grow more complex and resources tighten, impact will depend on clearer accountability to country priorities, stronger partnerships, and better alignment across science, systems, and delivery.

PATH will leverage **three impact enablers** to connect global innovation with country-led action and deliver sustainable results in real-world health systems:

- Lasting progress through local leadership.
- Sustainability through financing and partnership.
- Maximum impact with every investment.

BELOW: In Guyana, workers load a bush plane with resources for remote villages—including critical malaria testing and treatment supplies. PATH works with governments around the world to treat, control, and eliminate infectious diseases such as malaria, tuberculosis, HIV, and viral hepatitis.



PATH/Jamil Barton

→ Lasting progress through local leadership

People closest to the challenge should lead the solution

PATH will deepen its commitment to country-defined priorities, anchor leadership and decision-making where impact happens, and strengthen regional capacity to shape and sustain innovation so solutions reflect local needs.

We will support platforms for regional learning and collaboration—enabling insights from across the Global South to inform innovation priorities while drawing on global networks where they add value.

BELOW LEFT: In Kenya, Caroline (a teacher) and Saida (a community health advocate) discuss HPV vaccine advocacy at a PATH Living Labs exhibition highlighting locally led solutions to health challenges.

BELOW RIGHT: In Vietnam, local professor Dr. Pham Hong Nhung instructs hospital teams during a visit to antimicrobial resistance (AMR) monitoring sites. PATH helps strengthen national AMR surveillance through technical support and digital, data-driven approaches.

🎯 PATH examples

- **Human-centered design through Living Labs**
Working with end users to design solutions—and building local skills—helps ensure solutions fit real needs and can be sustained over time.
- **Regional centers of innovation (AI, data, and digital)**
Bringing technical expertise closer to local partners helps solve problems faster and ensures solutions are shaped by those closest to the need.

📊 Expected outcomes

- Leadership and decision-making moved closer to where health impact happens.
- Health solutions designed with and informed by local partners.



PATH



PATH/Pham Huong Lien

→ Sustainability through financing and partnership

Solutions should last long after we're gone

PATH will help build a more financially sustainable ecosystem by strengthening the case for investing in health—supporting advocacy, domestic resource mobilization, and innovative financing while helping countries optimize resources and reduce reliance on external aid.

We will work across the public and private sectors to align incentives, reduce risk, and improve how resources are prioritized and deployed so promising solutions can be developed, adopted, and sustained.

PATH examples

- **Civil society and youth leadership in health financing**
Supporting civil society and youth to shape funding decisions—through initiatives like PATH’s leadership of the GFF x CIVIC Platform—helps countries invest in health in ways that reflect community needs.
- **Partnering across the product development life cycle**
Working with partners at every stage—from development to delivery—helps reduce risk and ensures new solutions can reach people and last.

Expected outcomes

- Commitments from partners that help innovations scale and endure.
- Resources mobilized to support and sustain health impact.

BELOW LEFT: In Bangladesh, partners gather for a CARE Initiative workshop on early childhood development. PATH supports a global network advancing coordinated action for young children and their caregivers.

BELOW RIGHT: In Kenya, community members gather in Nyamira County to help shape decisions on health financing. PATH supports locally led systems to strengthen sustainable funding for essential health products and technologies.



BRAC Institute of Educational Development.

PATH/Helen Owino

→ Maximum impact with every investment

Every effort should lead to better health

PATH will become more cost-effective and agile by integrating projects into portfolios, focusing on core capacities, and leveraging technology and AI to enhance efficiency across the organization.

We will prioritize projects that improve health impact, enhance coordination, and lower delivery costs—while enabling faster decision-making and clearer accountability so resources and expertise flow more effectively across PATH and to our partners.

PATH examples

- **Portfolio approach to drug and device development**
Managing projects together helps lower costs, share learning, and speed up progress across multiple health solutions.
- **AI-enabled protocol development (CEPI AI4Protocols)**
Using AI to draft clinical trial documents helps teams move faster and use fewer resources while improving quality.

Expected outcomes

- Improved efficiency and lower program delivery costs.
- Teams and expertise aligned across portfolios to accelerate results.

BELOW LEFT: In India, a new oxygen concentrator procured and delivered by PATH is brought to the bedside of a COVID-19 patient. During the pandemic, PATH helped countries procure and set up oxygen concentrators and generation plants—and trained thousands of health workers in their proper use.

BELOW RIGHT: In Mozambique, PATH and partners piloted a program that brought rehabilitative services to disabled children through home visits—the number of children receiving physiotherapy nearly tripled.

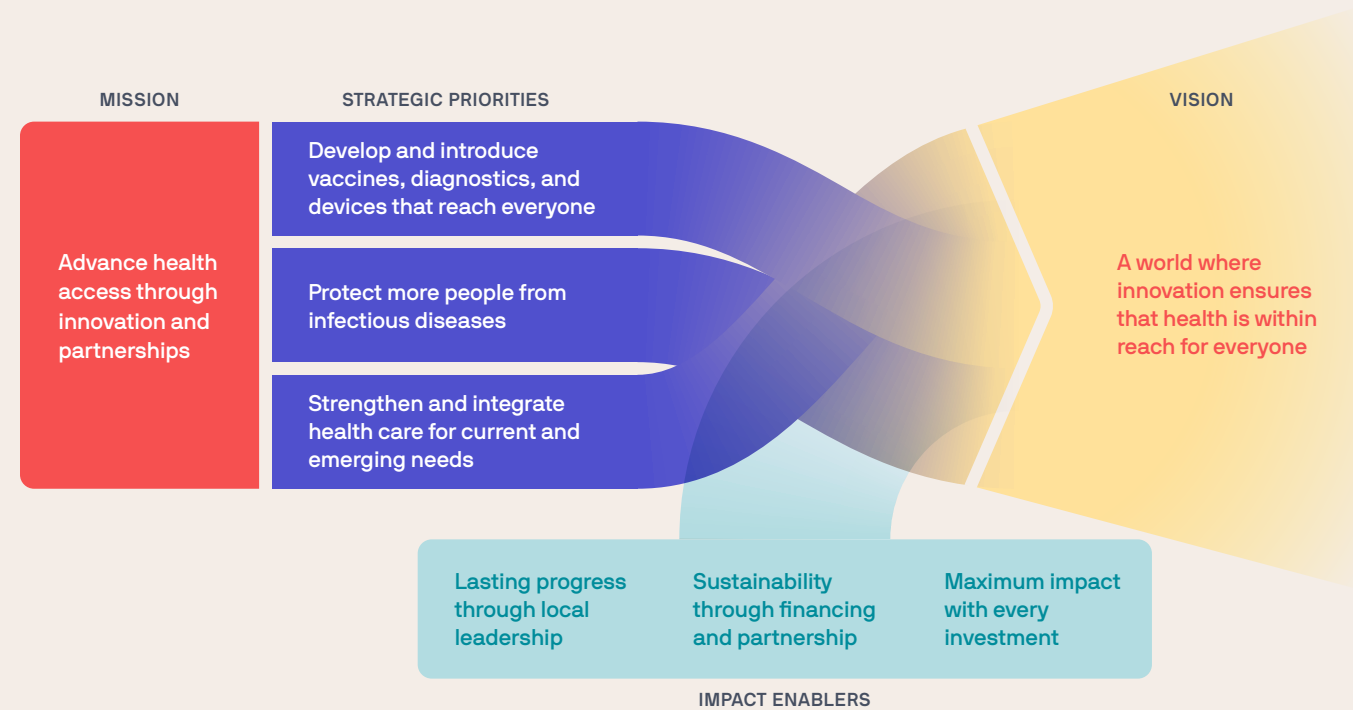


PATH/Regul Krishnan

PATH/Debjee Sen

PATH at a glance

Our strategy



Our commitment

PATH DOES

- ✓ Work across the full pathway from innovation to impact.
- ✓ Equip governments with evidence to inform decisions.
- ✓ Convene partners to align incentives and solve hard challenges.
- ✓ Place leadership close to where impact happens.
- ✓ Focus where barriers to care are greatest.
- ✓ Direct resources to opportunities with the greatest potential for impact at scale.

PATH DOES NOT

- ✗ Replace or bypass strong locally led systems.
- ✗ Displace capable local partners.
- ✗ Pursue work without a clear path to scale or sustained use.
- ✗ Fragment effort across disconnected or low-impact projects.
- ✗ Develop without the voices of the communities we serve.
- ✗ Prioritize revenue or growth over impact.

Our impact

Billions reached by PATH-developed or -introduced vaccines

70+ countries with active PATH partnerships

350+ active projects across vaccines, diagnostics, devices, and systems

Recent milestones

- 2024–2025:** Piloted AI-enabled decision support and surveillance tools to reduce diagnostic delays and expand primary health care (PHC) access.
- 2024–2025:** Strengthened PHC systems in DRC, India, Indonesia, Kenya, and Nigeria, integrating digital case management, augmenting health workforce competencies, and improving health outcomes of 10M+ people.
- 2024–2025:** Supported PHC modernization in DRC, India, Kenya, and Nigeria, integrating digital case management, data use, quality-of-care measurement, and noncommunicable disease (NCD) screening.
- 2024:** MenFive® launched, the first vaccine protecting against five meningitis serogroups, including serogroup X.
- 2024:** Cameroon became the first nonpilot country to introduce a malaria vaccine; 24 African countries are planning rollouts.
- 2023:** Strengthened oxygen markets and diagnostic ecosystems with Unitaid, CHAI, and regional partners.
- 2023:** COVAX delivered 2B doses of COVID-19 vaccines to 146 countries, averting 2.7M deaths; PATH supported design and country readiness.

Scaling global impact and systems

- 2020–2021:** COVID-19 response included digital surveillance, supply chain analytics, oxygen assessments, rapid testing, and outbreak modeling across low- and middle-income countries.
- 2019:** RTS,S malaria vaccine pilots launched in Ghana, Kenya, and Malawi; 2M+ children vaccinated.
- 2017–2021:** Supported mixed malaria elimination strategies (seasonal chemoprevention, mass drug administration, reactive case detection) in West and Southern Africa, contributing to district-level elimination and sustained subnational gains.
- 2015–2025:** Enabled access to DMPA-SC, an easy to deliver injectable contraceptive, in more than 55 countries, reaching 8.5M women alone in 2025.

- 2015–2025:** A decade of NCD partnerships resulting in more than 7M people at risk with sustained last-mile screening and care.
- 2014:** SILCS diaphragm (Caya®) received FDA clearance, the first new diaphragm design in 50+ years; 500,000+ unites sold.
- 2013:** Japanese encephalitis vaccine achieved WHO prequalification; 300M+ children vaccinated across Asia.

Vaccine breakthroughs

- 2021:** WHO recommended RTS,S, the first vaccine against a human parasite—a milestone for malaria control and elimination.
- 2019:** PNEUMOSIL vaccine achieved WHO prequalification at \$2/dose (30%+ price reduction), expanding pneumococcal conjugate vaccine access in Gavi-eligible countries.
- 2010:** Introduced MenAfriVac at <\$0.50/dose (vs.~\$80); 360M+ people vaccinated; meningitis A virtually eliminated in the African meningitis belt.
- 2006:** Supported rotavirus vaccine introduction in Nicaragua, reducing severe cases by 60% and paving the way for broader rollouts in low- and middle-income countries.
- 2000:** Co-founded Gavi, the Vaccine Alliance, shaping global vaccine markets and financing mechanisms.
- 1999:** Launched Malaria Vaccine Initiative with a first-ever \$50M Gates Foundation grant to accelerate malaria vaccine R&D.

Founding and early innovation

- 1996:** Licensed Uniject prefilled injection device, distributing 194M+ units worldwide to improve safety for childbirth and immunization.
- 1988:** Developed a vaccine vial monitor, now used on 10B+ doses globally, preventing spoilage and saving 160,000+ children's lives.
- 1977:** Founded in Seattle to develop health technologies for low-resource settings.



PATH is a global nonprofit advancing health innovations for the people who need them most. With nearly 50 years of experience, a global team of experts, and trusted partnerships spanning 70+ countries, PATH turns breakthroughs into better health for millions every single year.

ON THE COVER: In Zambia, community health volunteer Precious Hichaaba holds her infant son. PATH equips health workers with the tools and training they need to reach every household with malaria testing and treatment, helping stop the disease before it spreads.

Photo: PATH/Gabe Bienczycki

