2019
ANNUAL REPORT
Celebrating 15 Years
THE MISSION OF INTEGRATE HEALTH IS TO MAKE PRIMARY HEALTHCARE ACCESSIBLE TO ALL.
INTEGRATION IS THE PATH TO ACHIEVING HEALTH FOR ALL
DEAR FRIENDS,

It was fifteen years ago that we each received a letter in the mail that would change the trajectory of our lives. “You have been assigned to serve in the Peace Corps in Togo,” it read. A directive which, although we did not know it at the time, would bring us to a beautiful and relatively unknown country in West Africa, where we would have the great privilege to join with a group of motivated individuals in their quest to realize their right to health for all.

As we reflect back on this incredible journey fifteen years later, it is remarkable to see how far our collective efforts have come: from forty individuals living with HIV in 2004, to five HIV centers in 2008, to a population of over 90,000 Togolese with access to improved primary care through nine clinics and 59 professional Community Health Workers in 2019. This growth is nothing short of a transformation in the way healthcare is delivered in Togo. With this transformation comes the promise that we can realize our vision of health for all, in Togo, and beyond.

While much has changed over the past fifteen years, the core values that inspired the creation of Integrate Health remain the same. Our sole focus remains on ensuring the highest quality of care for our patients. Their needs, their concerns, and their voices guide our decisions. Following the lead of our patients, we are walking down the path that leads to quality healthcare for every single Togolese. On this path, we have the great privilege to partner with the Togolese Ministry of Health and to follow their leadership in advancing our common goal of universal health coverage in Togo.

As the Togolese Minister of Health, Professor Moustapha Mijayawa, reminds us, “What we need is not a collection of movements, but a collective movement.” From Community Health Workers to village chiefs, from local midwives to the Secretary General of the Ministry of Health, from mothers in rural Togo to the mothers in America who support them, we are building that collective movement. It has been a tremendous honor to join together to support the heroic efforts of the Togolese people to realize their right to health.

Looking back, we have come far; looking ahead, we know we still have far to go. Integrate Health will continue to expand to serve nearly 250,000 Togolese by 2021 while supporting the Togolese Ministry of Health to scale quality primary healthcare nationally. These are ambitious goals, but with our collective effort, they are well within our reach. Thank you for joining us in this movement. Together we will usher in the transformation needed to ensure no mother or child dies a preventable death. In doing so, we will achieve universal health coverage, in Togo and beyond.

With gratitude,
Jenny and Kevin

Jennifer Schechter, CEO and Co-Founder
Dr. Kevin Fiori, Chief Science Officer and Co-Founder
KEVIN FINISHED graduate school in Public Health and moved to Kara, Togo to serve as a Peace Corps Volunteer. Soon after he arrived, Kevin attended a civil sector meeting on how to respond to HIV/AIDS in the Kara region. At that time, HIV was a death sentence, due to the price and lack of availability of treatment. Kevin sat at a table with ten different organizations and was particularly drawn to one, AED-Lidaw, a motivated group of people living with HIV who had self-organized as a way to advocate for their right to health. Kevin asked how he could best contribute to their movement, and from that conversation, Integrate Health was founded.

At first, AED-Lidaw rented chairs to make a humble income to support their efforts. Fifteen years later, over 3,000 patients living with HIV benefit from the high-quality, comprehensive care they deserve, and AED-Lidaw is recognized as an HIV Care Center of Excellence.

THE STORY of HIV patients struggling to afford healthcare is not unusual. For many families in Togo, healthcare is not a right, it’s a privilege.

The goal of Integrate Health was never to focus solely on HIV. Rather, HIV served as an entrypoint to create an effective health system. Integrate Health believed that if this system could effectively provide care to patients living with a complex, chronic, and at that time fatal, disease, it could be applied more broadly.

The opportunity to test that hypothesis came when Integrate Health was approached by a group of women living with HIV. Having completed the prevention of the mother-to-child transmission program, these mothers were grateful to be raising healthy, HIV-free children. Yet, they rightly worried that their babies were at great risk of dying from treatable diseases like malaria. This inspired Integrate Health to fulfill its original ambition, and in 2015, Integrate Health launched the Integrated Primary Care Program in four clinics and their surrounding communities in the Kozah district of northern Togo.
PARTNERSHIPS
A LOOK BACK IN TIME

2004
Peace Corps Volunteers join with Togolese HIV activists

2005
Integrate Health supports launch of the first Prevention of Mother-to-Child Transmission program in northern Togo

2007
1000th patient enrolls in HIV care

2011
Integrate Health expands to the Bassar district, serving a total population of 90,000

2015
Integrate Health launches Integrated Primary Care Program in the Kozah district, serving a population of 40,000

2018
Integrate Health signs an MOU with the Togolese National Ministry of Health

2018
Integrate Health expands to the Dankpen district serving a total population of 140,000

2019
In July, Integrate Health expanded to the Dankpen district serving a total population of 140,000

2021
Integrate Health will expand to the Keran and Binah districts, serving a total population of 240,000 Togolese

Projection
A STORY OF RESILIENCE

ONE OF THE young women who inspired Integrate Health to expand our approach was a woman named Justine Bakeda. As a young girl, Justine admired nurses and midwives in their white coats. Without the finances to attend university, Justine became an apprentice to a tailor and had an arranged marriage. While pregnant with her first child, Justine’s life changed. Her husband left her, and she discovered that she was HIV-positive. Justine was tempted to give up, but with courage, she dedicated herself to getting proper treatment in order to protect her baby from contracting HIV.

As a patient at AED-Lidaw, supported by Integrate Health, Justine was able to give birth to a healthy daughter, Pidassama, who was born HIV-free. Justine’s experience inspired her to improve her life. When Integrate Health launched a call for women to apply to become Community Health Workers in 2015, Justine recognized this as her chance to fulfill her childhood dream. Justine was selected to join Integrate Health’s first cohort of primary health Community Health Workers. Today, Justine has the opportunity to save lives everyday, just like the nurses and midwives she admired as a child.

THANKS TO INTEGRATE HEALTH, I AM THE ONE WHO TAKES CARE OF MY FAMILY. I AM PROUD OF MYSELF BECAUSE I KNOW I CONTRIBUTE TO SAVING LIVES IN MY COMMUNITY.

— Justine Bakeda, Community Health Worker
WHY HEALTH FOR ALL?

GLOBAL CONTEXT
3.8 BILLION PEOPLE ACROSS THE GLOBE LACK ACCESS TO ESSENTIAL HEALTH SERVICES—THAT'S MORE THAN HALF OF THE WORLD’S POPULATION.

TOGO CONTEXT
OF TOGO’S POPULATION LIVES WITHOUT ADEQUATE HEALTHCARE.

AS A RESULT, 1 IN 10 KIDS DIE BEFORE AGE 5.

368 WOMEN DIE FOR EVERY 100,000 LIVE BIRTHS.

50% OF CHILD DEATHS ARE DUE TO MALARIA, DIARRHEA, PNEUMONIA, AND MALNUTRITION, FOUR DISEASES WE KNOW HOW TO TREAT FOR A VERY LOW COST.
INTEGRATE HEALTH works alongside governments and the local community to implement and study the Integrated Primary Care Program in order to achieve universal health coverage. By integrating professional community health workers with improved care in public clinics, this approach creates a patient-centered health system that is accountable to the community and dramatically reduces mortality in severely resource-limited settings.

Integrate Health’s integrated primary care approach delivers an evidence-based package of services designed to ensure high-quality, accessible, and patient-centered primary healthcare.
OUR IMPACT  
BY THE NUMBERS

OVER THE PAST 12 MONTHS, INTEGRATE HEALTH HAS ACHIEVED...

91,708 HOME VISITS

58,493 CONSULTATIONS OF CHILDREN UNDER 5

1,756 FACILITY-BASED DELIVERIES

59 WOMEN ENROLLED IN PREVENTION OF MOTHER-TO-CHILD TRANSMISSION

2,755 WOMEN ADOPTING FAMILY PLANNING

9 CLINICS SUPPORTED

93,479 TOTAL POPULATION SERVED

49 NURSES AND MIDWIVES MENTORED

59 COMMUNITY HEALTH WORKERS DEPLOYED

94% CHILDHOOD ILLNESS CASES TREATED WITHIN 72 HOURS OF SYMPTOM ONSET

47% FACILITY-BASED DELIVERY COVERAGE

46% PRENATAL CONSULTATION COVERAGE

19% CONTRACEPTIVE COVERAGE RATE
Implementing an integrated community based health systems strengthening approach to improve HIV survival in Northern Togo

Kevin P. Fiori, Hayley M. Belli, Molly E. Lauria, Lisa R. Hirschhorn, Jennifer Schechter, Emily Hansman, Nandita Rajeshkumar, Veronique Katin, Sesso Gbelleou, Meskerem Guuntiky Bekele & Vincent Palokinam Pitche

CHSL is the science and learning department that sits within Integrate Health. Therefore, CHSL team members are also staff members of Integrate Health. CHSL engages a board member (who acts as our Chair) and other research advisors on a consultancy basis in both the US and in Togo. Advisors provide specific technical support to CHSL, including long-term strategic planning support.
IF YOU LOOK AT POOR COMMUNITIES AROUND THE WORLD, THERE IS NOT A SINGLE PLACE WHERE YOU WON’T FIND WOMEN AND CHILDREN AT THE CENTER OF SUFFERING. THEY ARE THE MOST AT-RISK, AND THAT IS WHY OUR WORK BEGINS WITH THEM.

—Émile Bobozi, Program Director

ÉMILE spent his childhood in different families’ homes and in multiple schools. Without sufficient financial support for his studies and to help him buy books, Émile was unable to finish his technical science degree at the University of Lomé, so he began professional training school. While supporting himself completely, Émile graduated with his degree in nursing with honors. Émile began as a volunteer for Integrate Health in 2014, and within a month was promoted to the head nurse of the HIV clinic. After a few years he became the Integrated Primary Care Program’s Community Health Worker Supervisor, then Clinical Mentor, then Mentor Coordinator, until this year when he was promoted to Program Director.

Émile, with a constant smile on his face, wants to make sure patients receive the best care possible, ensuring health becomes a right for every Togolese. With a strong commitment to his patients and staff, Émile embodies Integrate Health’s values of efficacy, empowerment, transparency, respect, commitment, and collaboration.

“I am committed to helping Integrate Health advance because as the organization advances, I advance with it.”
WHAT DRIVES US

BUILDING COMMUNITY  ownership is a belief that Integrate Health acts on in every community that we have the pleasure to serve. System-wide change should not be imposed from above, but must be created and cultivated on the ground, at the grassroots, by the community itself.

In the months leading up to Integrate Health beginning to support healthcare delivery in a new community, an extensive process unfolds. Meetings with key stakeholders, including clinic staff, traditional leaders, women’s groups, and the community itself, help us understand local community needs, how these may resemble or differ from other communities where we work, and what can be addressed together to better meet the needs of this community.

In addition to formalizing the process of securing local buy-in and leveraging existing community systems, Integrate Health believes that healthcare services must remain accountable to the community, in perpetuity. One of the mechanisms through which we operationalize this belief is by holding bi-annual community town hall meetings. At the invitation of the Chief, which is extended to the entire community, representatives from the local Ministry of Health and Integrate Health staff gather to discuss the issues that most confront the community. Progress and challenges are shared, and feedback is sought to help the healthcare delivery team and our Integrate Health support team understand what is happening in the community on a daily basis and how we can improve.

Community consultations, community health workers, traditional healer trainings, and town hall meetings—these things are not model adjacent, but the core of the model itself. Building community ownership is how lasting transformations in healthcare delivery always have and will continue to occur.

INTEGRATE HEALTH HAS CONDUCTED 720 COMMUNITY MEETINGS TO SOLICIT FEEDBACK AND DRIVE IMPROVEMENT OVER THE PAST 12 MONTHS.

Community Health Workers are recruited from their own communities, allowing patients to trust the care they receive.
**WHAT DRIVES US**

**INTEGRATE HEALTH** believes that if the voices of the women leading this movement are heard, if they have a seat at the table, and if they are given the decision-making power they deserve, the result will be drastic. With women at the helm, we can achieve a more effective primary health care movement, a dramatic increase in economic growth, and a transformation in gender equity that will have ripple effects across every sector of society.

Integrate Health is a women-led organization. In addition to having a female Co-founder and Chief Executive Officer, more than 85% of Integrate Health’s 59 Community Health Workers are women recruited from their local communities. Integrate Health hypothesized that there was tremendous untapped human potential in rural women who may have never had the opportunity to pursue formal education. This hypothesis has been born out in the extremely high performance rates maintained by Community Health Workers. The professionalization of Community Health Workers through this program serves to economically empower rural women, who in turn reinvest their income in their rural communities’ economy, including paying for their children’s education.

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**INTERVIEW**

“I’m committed to proving they are correct.”
—Agnes Miziou, Coordinator of Community Evaluations

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**OUR TEAM**

- 85% Togolese
- 66% Female
INTEGRATE HEALTH uses implementation science, data analytics, and knowledge translation to understand and study our programs. Integrate Health routinely collects data via mobile application and paper forms used by Community Health Workers and clinic-based providers and supervisory staff. After data verification and validation, Integrate Health’s team produces monthly dashboards used to drive continuous program improvements through internal Monthly Data Review Meetings and bi-annual feedback meetings with communities. We believe that establishing a culture of learning through data monitoring, ongoing evaluation, feedback loops, and continuous quality improvement affords the best opportunity to deliver on our overarching goal of ensuring health as a human right.

IT IS NOT ENOUGH TO INCREASE ACCESS TO CARE. WE MUST ENSURE THAT CARE IS OF THE HIGHEST QUALITY. THAT IS WHAT OUR PATIENTS DESERVE.

—Dr. Kevin Fiori, Co-Founder and Chief Science Officer, Integrate Health
INTEGRATE HEALTH has never, and will never, go it alone. Integrate Health partners with multiple departments within the Togolese Government in every aspect of our work. In particular, Integrate Health has a close working relationship with the Regional Health Director, District Health Directors, and clinic-based personnel. Integrate Health also partners with the national-level Ministry of Health, specifically the Division of Community Health, supporting systems change through the provision of technical and financial resources.

Integrate Health is a proud member of the Community Health Impact Coalition (CHIC). In CHIC, Integrate Health joins forces with implementing organizations across the globe to collaborate, compare notes, and determine what works for a community health worker model. By choosing to partner and not compete, we are connecting unique proof points together to amplify the message that with well designed, high-quality, community-based health systems, universal health coverage is within our reach.

One of Integrate Health’s Clinical Mentors works with Adabowé clinic head nurse and pharmacist to review medication availability and order requests.

WE MUST BREAK DOWN THE SILOS AND STOP BUILDING NEW ONES. ONLY INTEGRATED, COMPREHENSIVE SOLUTIONS HAVE A CHANCE OF DRIVING THE MASSIVE CHANGE WE NEED.

—Jenny Schechter, Co-Founder and CEO, Integrate Health
LOOKING AHEAD  THE NEXT 15 YEARS

ACCESS TO HEALTHCARE IS NOT A PROBLEM THAT NEEDS SOLVING. IT IS A SOLUTION THAT NEEDS SCALING.

IN THE NEXT three years, Integrate Health hopes to scale our integrated primary care approach to 240,000 Togolese. To accomplish this scale-up, we aim to:

• Delivery quality primary healthcare in collaboration with the Ministry of Health to advance universal health coverage
• Model a learning health system approach through investment, mentorship, and partnership
• Disseminate lessons learned to partners (community members, implementers, policy makers)

Given the impact demonstrated to date, Integrate Health sees the integrated primary care approach as a cost-effective, feasible strategy for Togo to strengthen its national health system and achieve its ambitious goal of a 33% reduction in child mortality by 2022. Integrate Health is working to encourage the Ministry of Health to adopt the integrated primary care approach into national policy. Integrate Health has close working relationships with Ministry of Health officials on the national, regional, and district levels, including a signed Partnership Agreement at the national level. The planned expansion will further build the evidence needed to inform the Ministry of Health as well as produce a roadmap for the Ministry of Health to follow to ensure effective implementation of the approach.

In the next 15 years, Integrate Health believes that Togo will serve as a national model, demonstrating a cost-effective path to dramatically reduce mortality that can be replicated throughout Sub-Saharan Africa. Integrate Health’s ultimate objective is to ensure quality universal healthcare to all eight million Togolese, while driving an improved global standard of primary care.

If we can do it in Togo, we can do it anywhere!
ORGANIZATIONAL PARTNERS

Aid for Africa
Aliza Family Foundation
Amazon Smile
Benefity Community Impact Fund
Carnegie Corporation of New York
Cartier Philanthropy
Child Relief International
Conservation Food and Health Foundation
Construction for Change
Crown Family Philanthropies
DAK Foundation
Daniel H. Lawlor Charitable Foundation
David Weekley Family Foundation
Dining for Women
Doris Duke Charitable Foundation
FusionStorm
Godfrey Family Foundation
Gould Family Foundation
Herrnstein Family Foundation
Hoffman Family Foundation
Jascha Hoffman Giving Fund
Jasmine Social Investments
Lalor Foundation
Lightner Sams Foundation of Wyoming
Open Society Foundation
Peery Foundation
Planetary Foundation
Project CURE
RAS Foundation
Ray and Tye Noorda Foundation
Rotary Club of Lansing
Sall Family Foundation
San Diego State University
Sogal Family Foundation
Soros Fund Charitable Foundation Matching Gifts Program
The Waterloo Foundation
UBS Optimus Foundation
Viv Healthcare
Vitol Foundation
VMware
Wagner Foundation
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Arlene Andrejevske
Anonymous
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Thomas Patrick Aylward
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Eleanor and Kenneth Bensen
Elizabeth and Mark Bensen
Emily Bensen
Julia Berman
Iris Bibliowitw
Kelly Biscuso
Matthew Bonds
Robert Boyda
Leslie Bradshaw
Gloria and Anthony Braganza
Sandra Braganza
Barbara Brister
Molly Broder
Mary Brown
Barbara Burns
Elizabeth Cambria
Katherine McElroy Carey
Lauren Carpenter
Philip Cascioli
Leila Celestin
Michelle Chapman
Catherine Chenard
Rajesh Chugani
Shauna Claiborne
Robert Coleman
Nancy Cosyns
Caleb Cunningham
Susie de la Houssaye
Lauren Dockweiler
Caitlin Dougherty
Eliane Dousie
Kimberly Dunn
Elizabeth Eberts
Jacqueline Edwards
Stacey Evans
Daniel Fennessy
Kristen Finney
Dawn Fiori
Deborah and Kevin Fiori
Jennifer and Kevin Fiori Jr.
Thomas Fiori
Eva Friedman
Andrew Fullem
Diane and Stephen Gadomski
Michael Gadomski
Christiane Geisler
Rachael Gerber and Jeremy Horowitz
Penny and Mark Gillette
Charles Gillig
Susan Gillig
Elise Glynn
Eric Goldman and Kuan Kuan Wu
Lee Gonzalez
Catherine Gordon
John Gould
Jessica Halikias
Christopher Harman
Michael Harvey
Michael J. Hathaway
Mary Grace and Robert Heine
Shannon Heukclom
Teresa Hills
Jane and Joel Hirshhorn
Kurt Hirshhorn
Lisa Hirshhorn
Jeannette and Grant Hobson
Karl Hofmann
Katherine Holding
Thomas Hulscher
Matthew Jameson
Catherine and Peter Jazwinski
Jessica and Ari Johnson
Melanie and Fred Joiner
Diane Jones
Kate Kasberger
Karen Kelley
James Kennel
Gina Kesluka
F. Roger Ketcham Jr.
Amir Khastoo
Carey Kluttz
Jenny Koenig
Katherine and John Koschwanetz
Frances Kreimer
Louise and Donald Krumm
Marybeth Krumm
Charles Kuehn
Sanpaku Kuhacharoen
Steven Lamm
Paige and David Lapan
Carol Laramee
Jon Lascher
Marisa Lascher
Madeline and Paul Lentini
Jacquelyn Lewis
Julie Lewis
Michael LoBue
Tara Loyd
Yasmin Madan
Robert Maixner
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Sabine Marangos
Carolyn Marr
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Bridget McElroy
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Amanda Messinger
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Chris Mooney
Ariana Murphy
Brian Naylor
Nora Neruda and James Condland
Norris Neruda-Condland
Melody Oliphant
Megan and Gavin Oxman
Patricia and Stephen Oxman
Phyllis and David Oxman
Sarah and Christopher Pallas
Kathleen Parker
Maureen and Alan Phipps
Lianne Pimentel
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The William Racolin Trust
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Eloise and Duncan Schechter
James G. Schechter
Martin Schneider
Brenda Schwab
Karen Sellick
Jana Shih
Alicia Singham Goodwin
Zoe Snow
Daneen Soviero
Douglas Soviero
Karen and Tom Spence
Judith and Kris Strohbehn
Andrew Sweet
Noam Szpiro
Claire Talcott
Julie and Greg Terrasi
Alois Thiessenat
Ashley Thompson and Thomas Koschwanetz
Gary Thompson
Elizabethe Thomson
Elizabeth Tunng
Karen and Randy Veeh
Alexandra Walsh
Sean Walsh
Donald Weak
Jessica and Casey Whitsett
Alice Williams
Lanae Williams
Kaunda Wilson
Patricia Veh and Lawrence Lue
Julie Zeruneith
Laura Zeruneith

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Sean Walsh
Donald Weak
Jessica and Casey Whitsett
Alice Williams
Lanae Williams
Kaunda Wilson
Patricia Veh and Lawrence Lue
Julie Zeruneith
Laura Zeruneith
FISCAL YEAR 19: JULY 2018 — JUNE 2019

TOTAL REVENUE
$4,243,411

INDIVIDUALS GRANTS
$4,078,715

IN-KIND
$163,941

TOTAL EXPENSES
$2,011,039

ADMINISTRATION
$162,477

FUNDRAISING
$201,531

PROGRAMS
$1,647,031

* Preliminary figures pending audit review. Past year audited financials are available on our website integratehealth.org
GET INVOLVED

DONATE ONLINE
integratehealth.org

SEND A CHECK
Integrate Health
PO Box 605
Medway, MA 02053

MORE WAYS
- Ask your company to make a matching gift
- Make a gift in honor of a friend or family member
- Organize a fundraiser in person or on Facebook
- Share this annual report with a friend and spread the word!

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integratehealth.org

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Integrate Health
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