THE MISSION OF INTEGRATE HEALTH IS TO MAKE PRIMARY HEALTHCARE ACCESSIBLE TO ALL.
IN THE AFTERMATH of the discovery of COVID-19 in December 2019, the whole world was deeply shaken. The physical borders between nations have been ineffective in blocking this public health emergency; the human planet has turned out to be a global village.

Shortly before this health emergency, Integrate Health made great strides in bringing the Integrated Primary Care program, which strengthens health systems in Togo, closer to the priorities of the government of Togo. Through more regular and intentional conversations with the Ministry of Health, Integrate Health has laid the foundations for harmonizing our ambitious community-based interventions. Our strengthened relationship with the Ministry of Health has been crucial in achieving this year’s objectives.

In Togo, where the pandemic arrived in March 2020, the Ministry of Health developed a $40M USD response plan. The government of Togo quickly called on trusted partners to mobilize the necessary equipment and resources to fight COVID-19, and Integrate Health was asked to play a role. With new priorities to fight against a pandemic, Integrate Health has been decisive in our vision to work for vulnerable populations and communities, alongside our partners at the Ministry of Health.

Of course, COVID-19 disrupted programming and shifted needs and priorities. Integrate Health has been responsive and focused on the essential: providing primary healthcare to communities during this period of panic and stress. The life and health of children and their mothers have continued to be our top priority. Brave women and men, on the frontline of communities, have agreed to overcome their fear of COVID-19 by getting on their bikes, putting on their work backpacks, and walking through villages for an additional mission: to educate and provide awareness on COVID-19, identify travelers for testing, and aid in contact tracing. The children and their mothers were not abandoned for a single moment, and the community further trusted and appreciated the services of our Community Health Workers.

In this new context in 2020, Integrate Health has been able to count on the confidence and goodwill throughout the world, which has mobilized funds and personal protective equipment to guarantee the continuation of primary healthcare.

Don’t we say that it is in misfortune that we recognize our true friends? In this difficult time, we are extremely grateful for the continued support for our patients in Togo. Because of this support, we are not afraid of this new health threat. On the contrary, the COVID-19 health crisis has positioned Integrate Health at the forefront of Togo’s safest partners. The challenge was ultimately a new opportunity to work with the government, and to better serve our communities.

Sincerely,
Sesso

Sesso Christophe Gbeleou, Country Director
DEAR FRIENDS,

This has been a year full of challenges. A global pandemic has spread across the globe, threatening not only our healthcare systems, but inflicting sweeping damage to our livelihoods, our education, and our social services. In many ways, the conditions created by this pandemic have inspired a racial justice dialogue that is long overdue. As we strive to survive, we also push to be introspective, questioning all the ways we can and must be better. Through it all, unprecedented pressure is being put on our friends, families, and communities.

In these uniquely difficult circumstances, we are left with one option: to come together. As human beings, we are unquestionably interconnected and interdependent. It is up to us to decide whether this interdependency becomes parasitic and oppressive, or whether we harness our individual will and collective power to lift up the lives of all. We believe deeply in solidarity, respect, and love for one another. Our work is grounded in the knowledge that, to paraphrase the words of Emma Lazarus, none of us is truly in good health unless we have assured the health of all.

Integrate Health was founded in 2004 during the height of the HIV epidemic in Togo. At that time, prior to the availability of lifesaving treatment in Togo, HIV was a death sentence. We lived through the scourge of that pandemic as a daily reality. In Togo, the current global pandemic has yet to cause the level of suffering caused by HIV, but we know what is possible, and we will not let our guard down. We know that strong healthcare systems, especially primary healthcare systems, and science are our best defense against this and any future pandemics.

To that end, we continue to fight to ensure that the tremendous successes we have seen in the communities served by Integrate Health are bright spots on an otherwise dark map. The dramatic increases in children receiving care, the doubling in facility-based delivery rates, the tripling of rates of women using modern contraception, needn’t be isolated effects. We know that what we observe is achievable in every community and for every individual in Togo and beyond.

This is our mission, to transform how healthcare is delivered and to make access to quality care a reality for everyone, everywhere. We ask you to join us in our enduring commitment. In doing so we will not only dramatically improve health; we will ensure that countries and communities are prepared for the next pandemic. With the guiding leadership of our partners in the Ministry of Health, the anchoring of our communities across Togo, the relentless dedication of our team members, and your continued partnership and generous support, we can overcome the present challenges and build the healthcare system that each of our families and communities deserve.

With gratitude,
Jenny and Kevin

Jennifer Schechtter, CEO & Co-Founder
Kevin Fiori, Chief Science Officer & Co-Founder
IN TOGO, 49% of the population lives on less than $1.90 per day. Even though Togo is among the poorest countries in West Africa, the government has committed to nearly doubling healthcare spending by 2022.

The government of Togo is committed to working towards Universal Health Coverage. This commitment has been clear this year; when the first case of COVID-19 was detected in Togo on March 6, 2020, the government quickly responded. As a result, the spread of COVID-19 has been slow; however, cases continue to increase outside of the capital, where health systems are weaker.

The world is quickly recognizing the critical importance of strong, resilient primary healthcare systems. Together with the Ministry of Health, Integrate Health is excited to continue to push forward, knowing that quality healthcare services save lives, not just during a pandemic, but every day. With strong primary healthcare systems, countries like Togo can be prepared for pandemics and ultimately create a path to achieving Universal Health Coverage.
THE YEAR IN NUMBERS

2020

100% of target met

142,472
TOTAL POPULATION SERVED

100% of target met

13
CLINICS SUPPORTED

100% of target met

95
COMMUNITY HEALTH WORKERS

100% of target met

78
NURSES & MIDWIVES MENTORED

92% of target met

159,558
HOME VISITS

129% of target met

103,146
CHILD CASES TREATED

101% of target met

2,878
FACILITY-BASED DELIVERIES

221% of target met

4,533
WOMEN STARTED ON FAMILY PLANNING

133% of target met

60
WOMEN ENROLLED IN PREVENTION OF MOTHER-TO-CHILD TRANSMISSION

112% of target met

95%
TIMELINESS
(% cases of childhood illness treated within 72 hours of symptom onset)

147% of target met

44%
PREGNATAL CONSULTATION COVERAGE
(% of women receiving four prenatal consultations before delivery)

100% of target met

51%
FACILITY-BASED DELIVERY COVERAGE
(% of women who deliver at a health facility, out of estimated number of deliveries)

100% of target met

25%
CONTRACEPTIVE COVERAGE RATE
(% of women effectively protected by a modern FP method, out of eligible women)
“I VISITED THE HOME OF A FULL-TERM PREGNANT WOMAN WHO COULD NOT STAND UP DUE TO PAIN. I URGED HER TO GO TO THE HEALTH CENTER. WHEN I FOLLOWED UP THE NEXT DAY AND LEARNED SHE DID NOT GO, I GOT HER HUSBAND AND ESCORTED HER TO THE HEALTH CENTER MYSELF. ALTHOUGH SHE HAD COMPLICATIONS, SHE GAVE BIRTH THE NEXT DAY. ONCE SHE RETURNED HOME, SHE CALLED ME AND THANKED ME WARMLY. SHE UNDERSTOOD SHE COULD HAVE LOST HER LIFE BY STAYING HOME.”

BIDIPOUMÉ TADI
DANKPEN COMMUNITY HEALTH WORKER
INTEGRATE HEALTH works alongside governments and local communities 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.

**Community Health Workers.**
Trained, equipped, supervised, and salaried Community Health Workers expand the reach of the healthcare system to patients’ front doors.

**Clinical Capacity-Building.**
Mentored nurses and midwives in public clinics provide patients with high-quality healthcare at public sector clinics.

**Supply Chain and Infrastructure.**
Trained pharmacists ensure patients have the medicines and health products they need when they need them.

**User Fee Removal.**
Removed point-of-care fees for pregnant women and children under five so even the poorest can access healthcare.
INTEGRATE HEALTH expanded to the Dankpen district!
With this expansion, Integrate Health now serves a total population of 142,000 people through 13 clinics with 95 Community Health Workers across three districts in northern Togo. This marks the halfway point of the Integrated Primary Care program four-year expansion. Once complete in 2021, the Integrated Primary Care program will help to inform national reforms to strengthen primary healthcare delivery for over eight million Togolese.

AVERAGE NUMBER OF CONSULTATIONS OF CHILDREN UNDER FIVE PER MONTH IN THE DANKPEN DISTRICT

Since launching in the Dankpen district in July 2019, under-five consultations at health centers have increased dramatically in all Integrate Health sites.

Building a Community-Owned Organization.
During preparation for the launch in the Dankpen district, Integrate Health held 40 community meetings with 3,000 community members in attendance to recruit Community Health Workers and secure input and buy-in from community leaders and members.
LONG BEFORE the first cases of COVID-19 reached Togo on March 6, Integrate Health was preparing for the virus’s arrival. Integrate Health knew that comprehensive primary care could take on an acute crisis like COVID-19. Over the last few months, cases have continued to climb, and Integrate Health has accepted that the COVID-19 pandemic will be present in Togo for the foreseeable future.

From the beginning of the pandemic, Integrate Health continued providing high-quality primary healthcare. Working under new social distancing protocols in the office, the Integrate Health Program team redesigned all program activities to continue under new safety guidelines in line with international recommendations. With continuity of care top of mind, primary care has continued, redesigned and delivered in new ways.

Alongside adapting health delivery protocols, Integrate Health has focused on providing comprehensive support to staff. Integrate Health Community Health Workers always used gloves and hand sanitizer and are now also equipped with face masks, face shields, and Thermoflash thermometers. All health staff have received training in stress management, and all Community Health Workers were offered paid leave during the pandemic. Despite the stress of the pandemic, all 147 Integrate Health staff continue to work tirelessly to provide lifesaving care in Togo. Integrate Health staff understand that strong primary healthcare is now more important than ever.

Since March 2020, Integrate Health has:

- **1,126,425** M**asks**
- **817,946** G**loves**
- **23,256** F**ace shields**
- **42,236** C**oVid-19 educational home visits**
- **121** H**ealth staff in stress management**

*Personal protective equipment procurement figures include supplies donated by the COVID-19 Action Fund for Africa, in partnership with Integrate Health, to the Togolese Ministry of Health to equip all 11,768 Community Health Workers across Togo.*
“WHEN MY THREE CHILDREN WERE SICK AT THE SAME TIME, I WAS AFRAID, BECAUSE I DIDN’T THINK I COULD AFFORD CARE. A COMMUNITY HEALTH WORKER CAME TO MY HOUSE AND EXPLAINED HER JOB. I WAS ANXIOUS AT FIRST BUT WAS OBLIGED TO TRUST HER. SHE DIAGNOSED ALL THREE CHILDREN WITH MALARIA AND TREATED THEM FOR FREE. A DAY LATER, SHE FOLLOWED UP, AND ALL OF MY BOYS WERE HEALED.”

SANDA AFOHOU
COMMUNITY MEMBER
This year, Integrate Health has increased our support to the Ministry of Health and deepened our role as a key partner. Despite the challenges brought on by the COVID-19 pandemic, strong partnerships are needed to continue to achieve health for all.

The Minister of Health and Director-General joined Integrate Health in New York for the UN General Assembly.
Integrate Health and the Ministry of Health hired a Quality Assurance Officer embedded in the Regional Health Management Team.

Integrate Health presented at the Ministry of Health’s 2018 Annual Review of Community-Based Health Interventions.
Integrate Health participated in the Ministry of Health’s Maternal and Child Health subcommittee meeting.

Integrate Health met with the Minister of Health and Director General to support efforts to harmonize Togo’s national Community Health Worker approach.

The Ministry of Health’s Director of Health Facilities conducted a site visit to learn about Integrate Health’s clinical mentorship approach.

Integrate Health and the Ministry of Health hired a Quality Assurance Officer embedded in the Regional Health Management Team.

The Regional Health Management Team took over the planning and implementation of the annual Community Health Worker family planning training.

Integrate Health joined the Ministry of Health’s national COVID-19 rapid response taskforce.
Integrate Health donated critical equipment and supplies to support the Ministry of Health’s COVID response efforts.

The Director of Maternal and Child Health, at the request of the Minister of Health, visited Integrate Health-supported sites to learn more about the Integrated Primary Care program.

Integrate Health met with the Minister of Health to discuss ongoing support for COVID-19 and primary care efforts.

Building a Learning Health System.
Integrate Health signed formal agreement with the Ministry of Health and the National Research Institute (INSEED) to oversee and align Integrate Health research with national efforts.
ANITA NEVER IMAGINED that she would end up working in healthcare. In fact, she was scared of doctors’ white coats after spending a childhood in and out of hospitals. However, after one particularly bad experience at a hospital where she felt neglected, Anita was changed. She vowed she would work in healthcare to take care of people with the respect they deserved, the respect she didn’t get during that hospital visit.

After graduating from university as a physician’s assistant, Anita began her first job at a health center where she often confronted the challenges of poverty. In this role, Anita says that she was trained both as a physician’s assistant and as a humanitarian. Anita followed this passion, which led her to the Togolese Association for Family Well-being, where she spent over 20 years working with the community to fight against maternal and child death, HIV, and AIDS.

Now, as Integrate Health’s Deputy Country Director, Anita works every day to bring healthcare services closer to patients to achieve universal healthcare. Anita believes deeply in the vision set out by the Government of Togo: A health system where the highest possible level of health is ensured to the entire population. Anita views partnership as central to achieving this vision; she believes that change can only occur if every level of the health system is involved.

Anita plays a pivotal role in bringing quality healthcare to the entire country of Togo. As she sees it, Togo is developing a very successful, replicable community health system model, where everyone has access to quality primary healthcare.
WITHIN DAYS of the announcement of Togo’s first COVID-19 case, misinformation began to circulate through the communities where Integrate Health works. To better understand the levels of awareness of COVID-19 in northern Togo, Integrate Health deployed a telephone survey among 134 Togolese citizens living in Integrate Health-supported sites.

The study revealed that there was widespread understanding of the signs, symptoms, and risks of COVID-19 amongst the community. Critically, the survey helped to identify trusted sources of information for community members, like radio, television, and Community Health Workers. Using the results of the survey, Integrate Health optimized COVID-19 information distribution to communities in northern Togo.

This marked the first time that Integrate Health conducted a telephone survey for data collection. The success of the survey indicates that Integrate Health could utilize telephone surveys more in research efforts, particularly as COVID-19 changes the way research is conducted.

OF RESPONDENTS NOTED THAT THEY CONSIDERED THEIR COMMUNITY HEALTH WORKER TO BE A TRUSTED SOURCE OF INFORMATION.

DJARIETOU ABOUBAKAR
KOUNDOUM COMMUNITY HEALTH WORKER

Lioudou Kossiwa Kola, Djamé CHW
Data drives Integrate Health to improve the delivery of high-quality primary healthcare. This year, Integrate Health underwent an extensive process to review all indicators and data systems. Integrate Health reviewed national indicators and targets set by the Ministry of Health in the National Health Development Plan and Togo’s Demographic and Health Information System. Integrate Health facilitated a participatory process with key staff to set targets based upon the goals of the Ministry of Health and Integrate Health’s past performance. Through this process, Integrate Health aligned key performance indicators to the Ministry of Health’s targets wherever possible.

This year, Integrate Health is driving forward as a learning organization. Integrate Health analysts were trained on using state-of-the-art tools including Alteryx and Tableau to transform and analyze data. By scaling and aligning Integrate Health’s data systems with national systems, Integrate Health is furthering the partnership with the Ministry of Health. Integrate Health is committed to continuously improving and innovating by formally embedding implementation science, data analytics, and knowledge translation into operations.

Building a Women-Centered Environment. José, Integrate Health’s Data Analyst, realized that data has unimaginable impacts when deciding which actions to take to save more lives. At Integrate Health, José feels like she is part of something bigger, with each person contributing to a common goal. Women are leading the way at Integrate Health; 80% of our staff members are women.
EACH MONTH, the Monitoring, Evaluation, and Quality Improvement team leads Integrate Health staff through programmatic data during the Data Review Meeting. This is a dedicated time for Integrate Health staff to discuss ideas about how to improve the quality of care delivered based on data trends. This year, the Integrate Health team transformed Data Review Meetings by transitioning from using Excel to Alteryx and Tableau for data preparation, analysis and visualization, allowing staff to more easily make data-driven decisions to improve care.

In August, the team was alerted to low rates of facility-based deliveries in the Kpetab community of the Dankpen district after the Integrated Primary Care program launched. After working with Community Health Worker Supervisors and Community Health Workers to investigate the root cause of the decline, the team found that to visit the clinics, pregnant women needed to cross through areas that are traditionally thought to cause harm to pregnancies. Women were choosing to deliver at home instead of traveling through this area deemed dangerous due to traditional custom. To address this concern, Integrate Health trained Community Health Workers, in partnership with health center staff and community leaders, to share key messages with pregnant women and their partners to help explain the risk of home-based deliveries.

IN THE FIRST MONTH SERVICES LAUNCHED IN THE DANKPEN DISTRICT, ONLY 40 WOMEN CHOSE TO GIVE BIRTH AT A FACILITY. AFTER THE EDUCATION CAMPAIGN, THE AVERAGE OF FACILITY-BASED DELIVERIES INCREASED TO 85 FACILITY-BASED DELIVERIES PER MONTH.
INTEGRATE HEALTH’S PANDEMIC RESPONSE has been an opportunity to accelerate and amplify the goal to achieve health for all across Togo. The Togolese government has shown leadership as COVID-19 spreads, and the government’s willingness to partner throughout the pandemic shows their commitment to improving healthcare.

Beyond Integrate Health participating in the Ministry of Health’s weekly COVID-19 taskforce meetings, Integrate Health is committed to supporting the Ministry of Health over the long term. In May, Integrate Health supported the renovation of a building to serve as an isolation clinic for COVID-19 patients in the Kara region. Additionally, Integrate Health is partnering to build an infectious disease campus in Ateda for research and treatment. Throughout the pandemic, Integrate Health has procured personal protective equipment to protect Community Health Workers across Togo.

Integrate Health’s partnership with the Ministry of Health on COVID-19 demonstrates how partnerships can build strong health systems to prevent the next pandemic.

“It is time for Community Health Workers to take on a great challenge in front of our people, our country, and the world that is watching us.”

ESSODOM PATAWOLO, SANDE AFOHOUM COMMUNITY HEALTH WORKER
“I NOTICED THAT MY SON HAD A FEVER AND WAS SO WEAK. USUALLY, I WOULD HAVE LOOKED FOR A WAY TO BRING HIM TO THE HOSPITAL, BUT I DON’T HAVE THE MONEY TO PAY FOR IT. BUT NOW, I KNOW MY COMMUNITY HEALTH WORKER WILL COME OVER, AND SHE CAME EARLIER THAN I THOUGHT! WE NO LONGER FEEL STRESSED ABOUT THE HEALTH OF OUR CHILDREN IN OUR COMMUNITY BECAUSE WE KNOW THEY WILL GET THE CARE THEY NEED.”

MOTHER FROM BANGELI
ORGANIZATIONAL PARTNERS

Bohemian Foundation
Cartier Philanthropy
Child Relief International
Construction For Change
Crown Family Philanthropies
DAK Foundation
David Weekley Family Foundation
Deerfield Foundation
Dining For Women
FAIMER Projects That Work!
Formanek Foundation
Godley Family Foundation
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Jasmine Social Investments
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Peery Foundation
Planet Wheeler Foundation
Preston-Werner Ventures
RA5 Foundation
Ray and Tye Noorda Foundation
Risk Pool Fund
Rotary Club of Lansing
Sall Family Foundation
Segal Family Foundation
The 30/30 Project
The Adventure Project
The Waterloo Foundation
T&J Meyer Family Foundation
UBS Optimus Foundation
ViiV Healthcare
Vitol Foundation
Wagner Foundation
Weyerhaeuser Family Foundation
World Centric
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Jolie Andreoni
Arlene Andrzejewski
Gabrielle Annie
Anonymous
Joseph Anzalone
Marilyn and Thomas Aylward, Sr.
Delali Azamati
Aram Babaian
Maureen Bailey
Sarah and Paul Balian
Susan Banahan
Sandra Barstow
Suzanne Begnoche
Cynthia and Steve Bensen
Eleanor and Kenneth Bensen
Emily Bensen
Julia Berman
Susie Best
Iris Biblowitz
Mark Billera
Ryan Blackwell
Rebekah Bosier
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Gabriella Bragoli
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Thomas Hulscher
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Abby Jameson
Mark Jameson
Madeline Jenkins
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Morgan Johnson
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Ajit Joshi
Olga Karagiari
Kate Kasberger
Ismail Kassam
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Christine McKenna
Kelsey McKenna
Carol Mercl
Catherine Merschel
Hallie Messenger
Amanda Messinger
Janet Metcalf
James Mills
Margaret Mintz
Miscellaneous
Dodji Modjinou
Christine Myers
Brian Naylor
Alison Neely
Mila Nepomnyashchyi
Norris Neruda-Condland
Paula Nicholas
Karen O’Donnell
Pamela O’Rourke
Megan and Gavin Oxman
Patricia and Stephen Oxman
Sarah and Christopher Pallas
Nupur Pande
Karen and Randy Veeh
Jane Wallis
Sean Walsh
Jess Ward
Liz Wattenberg
Donald Weeks
Bonnie Weiss
Susan White
Jessica and Casey Whitsett
Patricia Yeh and Lawrence Lue
Lucy Cate Yerby
Hong Yu
Hattie Xueting Zhang

THANK YOU

Erin Gilmer
Susan Gillig
Charles Gillig
Penny and Mark Gillette
Jeremy Horowitz
Rachael Gerber and Christiane Geisler
Kripali Gautam
Christiane Geisler
Rachael Gerber and Jeremy Horowitz
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Hong Yu
Hattie Xueting Zhang
FINANCIALS

JULY 2019 – JUNE 2020

TOTAL REVENUE 5,291,655

41,747 IN KIND
478,809 INDIVIDUALS
4,771,099 GRANTS

TOTAL EXPENSES 3,709,363

254,850 ADMINISTRATION
328,343 FUNDRAISING
3,126,170 PROGRAMS

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

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Integrate Health
PO Box 605
Medway, MA 02053

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• Share this annual report with a friend and spread the word!

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