

ANNUAL

2021 REPORT



July 2020 - June 2021

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LETTER FROM

Dear friends,

We are excited to present you this success during an incredibly challenge we launched in the district of Kéra with more than 160,000 people across four communities. These preparations for the launch of our Integrated Primary Care were useful lessons to help the health system in its policy orientations and in its service delivery.

We were not spared the restrictions of the COVID-19 pandemic. Although we had originally planned to launch in July, we halted our preparations in July, we halted our preparations for the pandemic. But during that time, we remained patient and insistent. With the launch on the agenda, we listened from the community that they wanted the Integrated Primary Care in their communities. That is when we decided to launch on board and created a plan. With this plan, we started the preparation activities a month earlier. On the date in October to account for small delays, on October 14th, we officially launched. These lessons were used to inform the launch in our final district in July 2021.

It was around the time of the launch that the government announced an ambitious new plan for Universal Health Coverage and appointed a Delegate for Universal Health Access. In just three months, we supported critical initiatives that helped advance the country's path towards high-quality health care for all. Our team, with the inclusion of our partners including the Community Health Workers, initiated a series of workshops, in partnership with the Ministry of Health and its partners, to optimize the role of community health workers (CHWs) and support the professionalization of CHWs and the harmonization of policy in the country. We have also supported the costing of the health user fee removal program, the Financing Alliance for Health, to benefit all women across the country.



OM LEADERSHIP

s report that outlines our
enging year. This year,
n, bringing care to more
districts, and began the
final district. We aim to draw
system move forward in its
ce delivery practices.

ns imposed by the COVID-19
nally planned to launch
s of the launch due to the
ve remained flexible, alert,
pause, we started to hear
nted us to continue: they
re Program to launch in
e went back to the drawing
fety measures in place, we
gain, with a planned launch
aller group trainings. And
nched in our fourth district.
n the preparation of the
021.

ch that the government
n for Universal Health
ate Minister of Universal
s, Integrate Health
ave helped pave the
y, accessible, primary
ispensable support of
y Health Impact Coalition,
dialogue with the Ministry
mize the practices of
, including benchmarking
nd efforts to move toward
y, based on best practices.
ng and roll-out of a maternal
with the support of the
ring free care for pregnant

Despite the challenges that this year brought, we have experienced incredible progress. Our team has remained flexible, and our vision has remained clear: make quality primary healthcare accessible to all. Through our actions, we have shown the government of Togo that our commitment to Universal Health Coverage is unrelenting.

Our achievements have been made in a variety of challenging contexts. Our team has matured over the years, gaining experience in the face of these challenges. The clashes of our initiatives with health policy directions in the early years gave way to progressive collaboration and integration into a single system in the later years. As we prepare for the launch of our final district, and as we begin to discuss what is next, we cannot help but reflect on how your support has played a pivotal role in helping us pave the way.

With gratitude,



Sesso Christophe Gbeleou, Country Director




Jennifer Schechter, CEO & Co-Founder



Kevin Fiori, Senior Advisor & Co-Founder





**THE MISSION OF
INTEGRATE HEALTH
IS TO MAKE QUALITY
PRIMARY HEALTHCARE
ACCESSIBLE TO ALL.**

APPROACH



“

“My two-year-old daughter was burning with a fever. I couldn’t get to the health center because I had just given birth and was very tired. I had no idea what to do. That day, an Integrate Health-supported Community Health Worker came to our house during her home visits. I immediately told her about my child. She checked on him and gave him the necessary medication. That afternoon, my child felt much better, and his fever disappeared. I now feel more relieved because I know there is someone in my community, close to home, who can provide care and all the necessary medications to treat my children.”

— Céline Natta on how her child was cared for by a Community Health Worker

Problem

Half of the world's population, **3.8 billion people**, lacks access to essential health services. This shortage has deadly consequences.

Globally, **15,000 children** under age five and **810 women** die each day from preventable causes.





In Togo, one in fifteen children die before their fifth birthday. The maternal mortality rate is

14x

higher than in high-income countries.

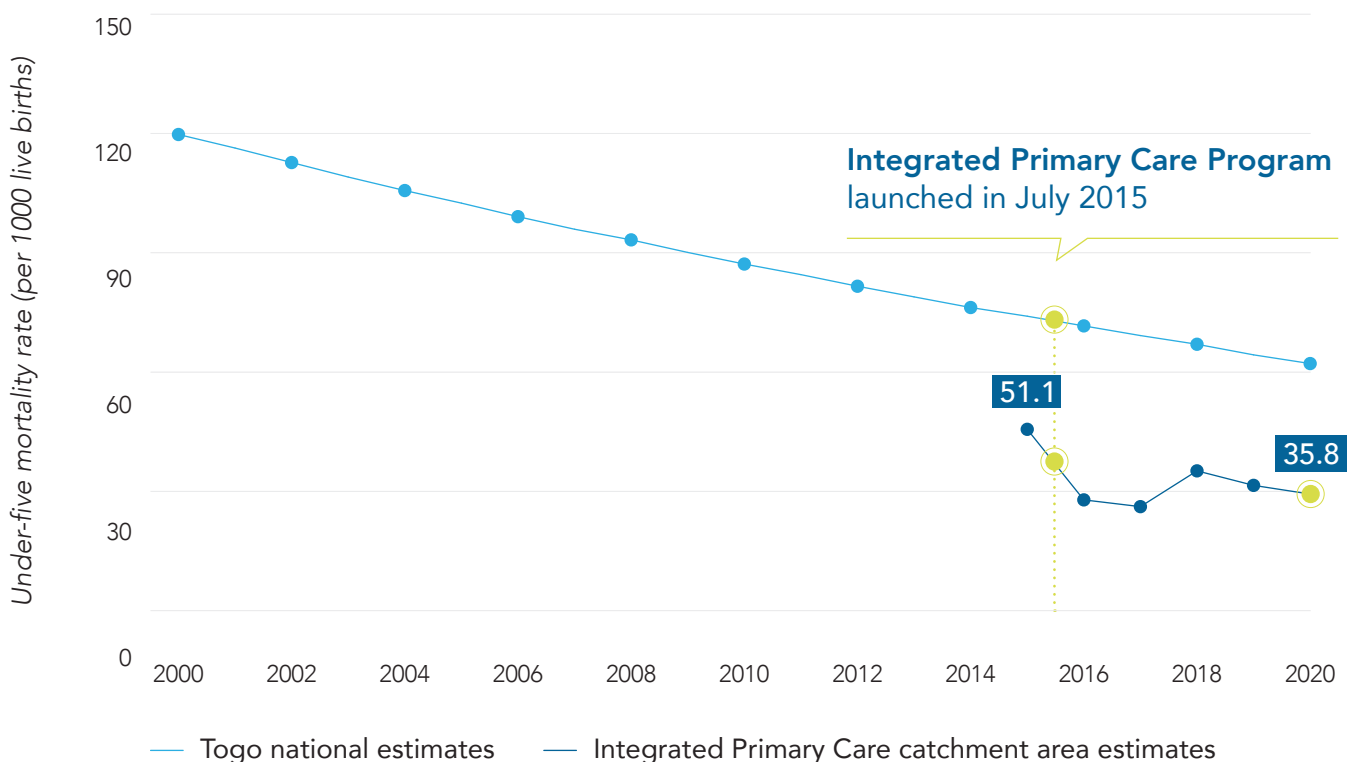
Solution

HEALTH FOR ALL IS WITHIN OUR REACH.

A new study published in *Pediatrics* by Integrate Health, Togo's Ministry of Health, and researchers from University of Lomé, Albert Einstein College of Medicine, City University of New York, New York University, Northwestern University, and Columbia University demonstrates the effectiveness of the Integrated Primary Care Program over a five-year period in the Kozah district in northern Togo.

Findings from the study suggest that Integrate Health's Integrated Primary Care Program contributed to a **30% decline** in under-five mortality over a five-year period (from 51.1 per 1000 live births in 2015 to 35.8 in 2020). The decline was approximately twice the estimated decline in the national rate (14%) during the same period. In addition, improvements in care access and quality were observed, including increases in the proportion of women who reported Community Health Worker (CHW) home visits (49.3% to 58.7%), treatment by CHWs (24.1% to 45.7%), and increases in prenatal care (37.5% to 50.1%). The estimated annual additional intervention cost was \$8.84 per person.

A PRIMARY CARE MODEL THAT WORKS





Integrated Primary Care Program

The Integrated Primary Care Program delivers key innovations designed to address the major barriers to seeking care in Togo and ensure high-quality, accessible, and patient-centered primary healthcare delivery.

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.

COVID-19

Community Health Workers, like Justine, have remained an essential lifeline for communities during the COVID-19 pandemic.



Maintaining High-Quality Service Delivery

While the COVID-19 pandemic intensified around the world, healthcare delivery continued at all Integrate Health-supported sites. Integrate Health-supported Community Health Workers have maintained their presence in the community using personal protective equipment. Although vaccine accessibility remains a challenge, 90% of health workers across Togo are vaccinated, including 100% of Integrate Health-supported Community Health Workers. Integrate Health is focused on providing information to health center staff, Community Health Workers, and communities so that they can continue to keep each other safe.

Since July 1, 2020, Integrate Health has completed...

130,529

Consultations of
children under-five

230,372

Community Health
Worker Visits



“The challenge we face right now is to silence the fear within us so that we can continue to care for the communities around us.”

— Justine Takeda, Integrate Health-supported Community Health Worker



Adapting our Research

The COVID-19 pandemic forced Integrate Health to change the way we do research. Before the pandemic, Integrate Health's research team visited more than 10,000 households each year to gather information on health behavior, access to care, and outcomes from community members themselves. In 2020, due to COVID-19 safety precautions, Integrate Health paused household survey data collection. Our effectiveness study is being adjusted to account for this gap in data collection but will still be able to evaluate both effectiveness and implementation of the Integrated Primary Care Program. Despite the challenges in conducting research presented by the COVID-19 pandemic, the team has accomplished much over the last year.

63

qualitative interviews conducted in the field while adhering to social distancing and PPE precautions

2

research studies successfully funded through partnerships with academic institutions

1

peer-reviewed manuscript accepted for publication

Reinforcing Government Partnership

This year, Integrate Health has strengthened our collaboration with the government of Togo to support the response to the COVID-19 pandemic and expand our impact. Integrate Health continues to attend weekly Ministry of Health COVID-19 task force meetings to discuss the current situation in the country and provide support when solicited. Integrate Health has also played a key role in procuring protective equipment for 11,000 Community Health Workers throughout Togo via an ongoing partnership with the COVID-19 Action Fund for Africa. Integrate Health has become a key partner to the Ministry of Health in Togo's pandemic response.



"This pandemic teaches us the need to accelerate the strengthening of the health system here in Togo as elsewhere in the world, and the importance of mobilizing and involving communities in the management of public health and epidemics."

17

— Integrate Health Country Director, Christophe Sesso Gbeleou

OUTCOMES



The Year in

166,418

Total Population Served



5,305

**Women Started on
Family Planning**

30

**Nurses & Midwives
Mentored**



n Numbers



Health
Centers
Supported

18

4,439

Facility-Based
Deliveries



139

Community
Health
Workers



The Year in



TIMELINESS (CASES OF CHILDHOOD ILLNESS THAT WERE TREATED WITHIN 72 HOURS OF SYMPTOM ONSET)

101% OF TARGET MET



POSTNATAL C
(NUMBER OF WO
POSTNATAL CO
REC

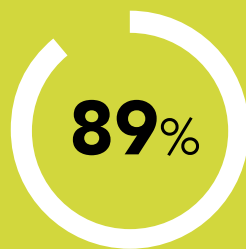
128

230,372

COMMUNITY
HEALTH
WORKER
VISITS

112% OF
TARGET MET

EFFECTIVE



FACILITY-BASED DELIVERY COVERAGE (NUMBER OF WOMEN WHO DELIVERED AT A HEALTH FACILITY, OUT OF TOTAL RECORDED BIRTHS)

110% OF TARGET MET

111



n Numbers

64%

CONSULTATION COVERAGE
WOMEN WHO ATTENDED FIRST
CONSULTATION, OUT OF TOTAL
CORDED BIRTHS)

3% OF TARGET MET

72%

E PEDIATRIC REFERRALS

1% OF TARGET MET

38%

MODERN
CONTRACEPTIVE
PREVALENCE
(NUMBER OF
WOMEN
EFFECTIVELY
PROTECTED BY A
MODERN FAMILY
PLANNING
METHOD, OUT OF
ELIGIBLE WOMEN)

131% OF TARGET MET

46%

PRENATAL CONSULTATION COVERAGE (NUMBER OF
WOMEN WHO ATTENDED FOUR PRENATAL VISITS, OUT
OF WOMEN WHO DELIVERED AT A HEALTH FACILITY)

92% OF TARGET MET





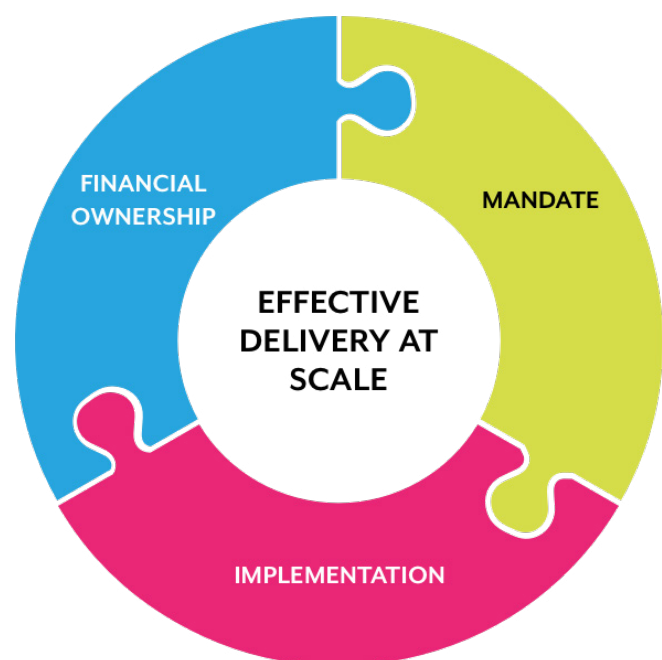
ACHIEVING UNIVERSAL HEALTH COVERAGE



In October 2020, the Government of Togo unveiled a national development plan, Togo Roadmap 2025, with a central focus on achieving Universal Health Coverage for all eight million Togolese. The government of Togo is on the brink of Universal Health Coverage. Our role is to help them get there.

The Big Shift

To help governments optimize primary healthcare delivery and make progress towards Universal Health Coverage, Integrate Health focuses on three key levers of change.



PROGRAM DELIVERY



Implementation

Implementation of the Integrated Primary Care Program within government systems is critical to show the efficacy of key health system innovations. Integrate Health demonstrates and documents the impact of its innovative approach, delivering lifesaving care to a population of over 166,000 across some of the hardest-to-reach communities in Togo.

Launching in the Kéran District

This year, Integrate Health worked relentlessly with community members and government partners to launch the Integrated Primary Care Program in the district of Kéran. The launch was initially planned for July 2020, but the COVID-19 pandemic created restrictions across Togo during the critical preparation phase from February to May 2020. To address safety concerns, Integrate Health proposed a new extended timeline that accounted for more training to allow for smaller groups. In October 2020, the Integrated Primary Care Program officially launched in five health centers and their surrounding communities, now serving over 166,000 people.

At Integrate Health, women lead health system design and delivery.

95%

of Community Health Workers
are women

51,202

women served by the Integrated
Primary Care Program

For Tchéké, starting her role as a Community Health Worker during the COVID-19 pandemic wasn't easy. Social distancing made her feel less connected to the other Community Health Workers and to her community. Despite these challenges, Tchéké remained committed to her new role and to providing high-quality healthcare to mothers and children.



“

“I always wanted to be a healthcare worker which is why I applied to be a Community Health Worker. Too many women and children do not have access to healthcare in my community, and I wanted to change that.”

– Tchéké Timarakou, Community Health Worker in Kokou-temberma in the district of Kéran

Aligning with the Government

Integrate Health strengthened our ability to capture the right data needed to improve care and guide policymakers. This year, Integrate Health aligned our indicators with the Ministry of Health, piloted a cutting-edge mobile health technology to guide Community Health Worker decision-making, and reinforced staff's data analysis capabilities. Through these efforts, we are able to provide staff, partners, and community members with timely access to data to continuously improve healthcare delivery.

We continuously collect, analyze, and utilize data to inform service delivery.

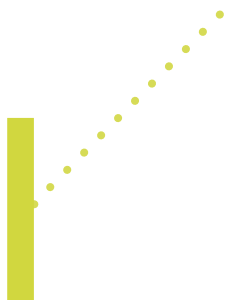
73

Community Health Workers
using mHealth

24

Integrate Health staff
trained in DHIS2

Integrate Health-supported Community Health Workers like those pictured on the right use mHealth tools to guide their decision-making during home visits.





"I felt more effective and confident in the diagnosis and treatment I provided because I used the new assessment tool from my phone. I learned a lot during the Community Health Worker training, but it's helpful to have this simple application as another resource to do my job well."

— Tado Mougni N'Dolighin, a Community Health Worker in the Dankpen district

MANDATE



At every step of the way, Integrate Health has partnered with the Government of Togo as a key ally at the district, regional, and national levels. By identifying gaps in existing policy relative to global best practices and aligning stakeholders around the inclusion of effective design elements in national policy and implementation plans, Integrate Health is helping the government achieve their ambitious Universal Health Coverage goals.

Laying the Foundations for Universal Health Coverage

In February 2021, Integrate Health, in partnership with the Ministry of Health and the Community Health Impact Coalition, organized the national Community Health Harmonization Workshops, which brought together participants from the government and technical and financial partners across Togo to evaluate the current community health system using the Community Health Worker Program Assessment and Improvement Matrix. By building buy-in from diverse stakeholders, the workshops cemented a foundation of collaboration for reform.

The workshops utilized a participatory approach to cultivate a winning coalition to drive Universal Health Coverage.

108

meeting participants

6

regions across Togo represented

Dr. Beweli has been a trusted partner from the Ministry of Health for the last five years. His leadership has been key in ensuring that the Community Health Harmonization Workshops moved forward this year.



“

“Integrate Health is doing incredible work in Togo... Today, Integrate Health is in 18 health facilities in the Kara region, but we believe it should be extended throughout the country.”

— Dr. Essotoma Beweli, Director General Ministry of Health

FINANCIAL OWNERSHIP



The Integrated Primary Care Program is replicable at a low cost with a 10:1 economic return on investment. Scaled across Togo, this approach would save over 100,000 lives and create thousands of jobs. Integrate Health is helping the Government of Togo map existing and future revenue streams to ensure a sustainable funding pathway to move toward Universal Health Coverage.

Maternal Health Reform

In November, the Government of Togo asked Integrate Health to model the costs of an essential pack to inform the national user fee removal program for pregnant women, called Wezou. Through this work, Integrate Health was able to model the costs associated with removing user fees for pregnant women and were provided with an implementation plan to support the roll-out of the program.




“After several months of preparations, my country has given the guarantee to pregnant women that we have played a determining role in this process. From the study of the feasibility of this program, Integrate Health and helped determine the package of care offered by the new maternal health reform.”

– Anita Kouvahey-Eklu, Deputy Country Director

age of maternal health services. This analysis was used to
the government was given a clearer understanding of the costs
plan to put the policy in place. Integrate Health is continuing to



omen that they can give birth without cost. I am even prouder because Integrate Health
ram to its implementation, Integrate Health was a key actor who accompanied the Ministry
reform called 'WEZOU,' blood of life."



SUSTAIN INTEGRATE HEALTH



To succeed in catalyzing the transformation of national health systems, Integrate Health remains a highly efficient, well-resourced, and values-driven organization where people love to work.

Racial Justice and Equity

Integrate Health recognizes that racism, sexism, and neo-colonialism exist. We live and work in the context of deep power imbalances. Far too often our efforts to “solve” social problems reinforce those power dynamics. Integrate Health is committed to changing that.

This year, Integrate Health published our [Culture Code](#), which outlines how we aim to live our values as we work to dismantle systems of oppression.

This year also marks the first year that we developed a [racial justice and equity checklist](#) to guide all decision-making across the organization.



48 out of 57 tracked action items on the checklist were completed this year.



Responding to the Climate Crisis



The climate crisis is a reality in Togo. Integrate Health joined Climate Accountability in Development, a coalition of six organizations, to hold ourselves accountable to measuring and reducing our emissions.



“Stopping our lifesaving work is not an option, and ignoring the climate emergency isn’t possible either. We’re committed to holding ourselves accountable to address both as best as possible.” — *Emily Bensen, Chief Partnership Officer*

Emily has joined the Climate Accountability in Development steering committee to lead the way as the coalition launched this year.

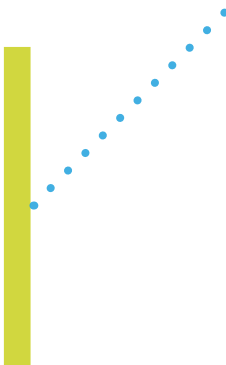
Opportunities for Growth

Integrate Health's greatest asset is our people. Our goal is to keep staff engaged in their work and provide opportunities for growth.

Désiré Dabla joined Integrate Health in 2017 as the Executive Assistant to the Partnerships team. The same year, he enrolled in a PhD program at the University of Lomé. Désiré was drawn to Integrate Health because of his interest in how mobile health can improve the effectiveness of Community Health Workers.

Simultaneously, he began his research for his thesis on the same topic, and how Information and Communication Technology can elevate health systems in low- and middle-income countries. This year, Désiré finished his PhD program and was promoted to Research Manager at Integrate Health.

In his new role, Désiré will lead the research team through the challenges presented by COVID-19 and ensure the timely implementation of activities. He will also support Integrate Health's dissemination of research results to national government partners to share proven initiatives that can contribute to improving healthcare delivery for millions of Togolese.





"Integrate Health has given me the opportunity to manage the research team. It is both an honor to serve on this new team in this position of responsibility but at the same time, a huge challenge that I am ready to take on with the support of my colleagues."

— Désiré Dabla, Research Manager

FINANCIALS

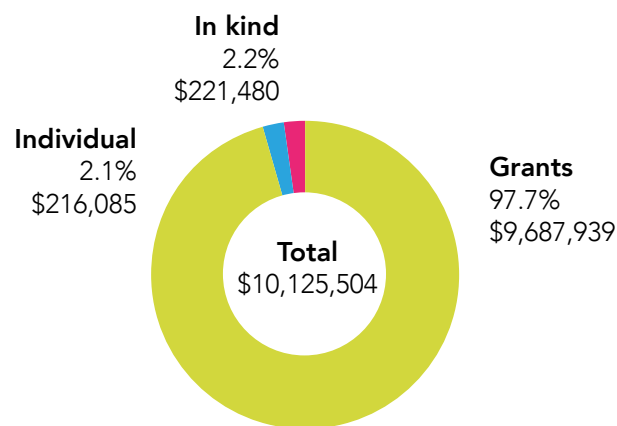
Financials

TOTAL REVENUE

\$9,687,939
GRANTS

\$216,085
INDIVIDUALS

\$221,480
IN KIND

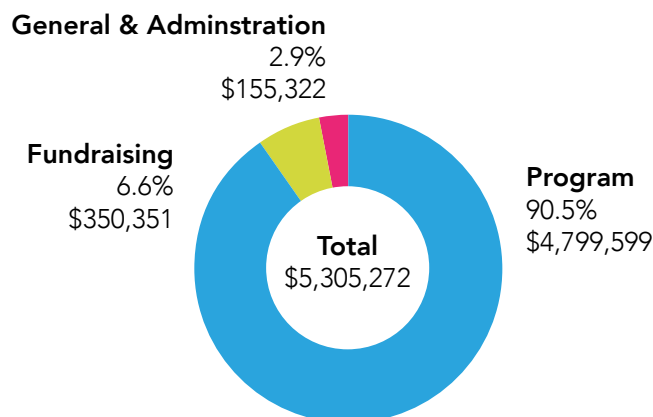


TOTAL EXPENSES

\$4,799,599
PROGRAM

\$350,351
FUNDRAISING

\$155,322
GENERAL &
ADMINISTRATION



Total revenue amount includes multi-year grants to be implemented in the future.

Organizational Partners

Aid for Africa	Panorama Global
Amazon Smile	Partners for Equity
BELAY Solutions	Peery Foundation
Cartier Philanthropy	Planet Wheeler Foundation
Construction For Change	Preston Werner Ventures
CRI Foundation	RA5 Foundation
Crown Family Philanthropies	Ray and Tye Noorda Foundation
DAK Foundation	Rotary Club of Lansing
David Weekley Family Foundation	Rotary Club of South Everett/Mukilteo
Deerfield Foundation	Sall Family Foundation
Direct Relief	Segal Family Foundation
Formanek Foundation	T&J Meyer Family Foundation
Global Giving	ThankYou
Godley Family Foundation	The Adventure Project
Gould Family Foundation	The Waterloo Foundation
Herrnstein Family Foundation	Together Women Rise
Intel Corporation	UBS Optimus Foundation
Jascha Hoffman Giving Fund	University of Iowa
Jasmine Social Investments	Ventura Family Fund
Jester Foundation	Viacom
KKR & Co.	Vitol Foundation
Mulago Foundation	Wagner Foundation
Netri Foundation	Weyerhaeuser Family Foundation
Northwestern University, Institute for Global Health	World Centric

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Ismail Kassam	Kim-Thao Nguyen
Karen Keating	David O'Brien
Michal Kennell	Abisola Olaogun
Leah Knowles	Phyllis and David Oxman
Justin Kopa	Megan and Gavin Oxman
Katherine and John Koschwanez	Patricia and Stephen Oxman
Louise and Donald Krumm	Sarah and Christopher Pallas
Sanpak Kuhacharoen	Kathleen Parker
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Patricia Yeh and Lawrence Lue

OUR VISION

While we are taking this moment to celebrate our achievements, we are not letting up. Integrate Health is positioned to help the government of Togo achieve their commitment to Universal Health Coverage while maintaining quality and advancing equity.

Led by global best practices, the Integrated Primary Care Program can translate across multiple contexts. This year, Integrate Health created a new three-year strategy. Within this strategy, Integrate Health is looking towards expanding our reach globally. Using years of on-the-ground replication experience in Togo, Integrate Health is excited to increase access to high-quality primary healthcare to more people in new regions.

[Get involved](#)

[Make a donation](#)



Ag. de Santé
aire