



2017/18 ANNUAL IMPACT REPORT

Promoting community-driven
solutions to strengthen
national health systems



OUR MISSION

The Ihangane Project achieves lasting improvements in health outcomes in resource-scarce settings.

OUR VISION

A world in which quality health care leads to inclusive, empowered, healthy, and thriving communities.



PROMOTING COMMUNITY-DRIVEN SOLUTIONS TO STRENGTHEN NATIONAL HEALTH SYSTEMS

The Ihangane Project believes that local solutions are essential for lasting change. We work with communities to identify gaps between national policies and local realities, and then create and implement solutions together. We test these solutions using robust indicators and share them with the national government to expand proven interventions that strengthen their national strategies.

This feedback loop works to strengthen health systems at every level, from front-line health care workers to the Ministry of Health. Communities learn to recognize the flexibility within the national system, establish a sense of ownership in their local health systems, and gain the skills and confidence to continue improving their systems of care. National governments have access to tools developed by communities that improve the efficiency and effectiveness of care across the country. **Together, we achieve lasting improvements in health outcomes for all.**

LETTER FROM THE EXECUTIVE DIRECTOR

Dear Friends,

We are at an important moment in The Ihangane Project's journey. As we embark upon the next phase of our work, this report allows us to reflect on and celebrate our tremendous accomplishments. In the course of our ten years of work in Rwanda, we have had many moments of inspiration and achievement. We have eliminated mother-to-child HIV transmission in the community where we work, made affordable fortified porridge available to thousands of at-risk children, and we are now working with the Rwanda Ministry of Health to scale E-Heza digital health record and improve care for over **500,000** mothers and children around the country.

Although these accomplishments are resounding, one of the most impactful changes we have seen is a change in mindset of our nurses. In March 2015, we presented the concept of Diffusion of New Ideas to 32 nurses and asked them where they fell on the spectrum of Innovator, Visionary, Early Adopter, Late Adopter or Skeptic. All but three saw themselves as Early Adopters. Two considered themselves to be Late Adopters and one was a Skeptic. In March 2018, we posed the same question to the same group of nurses. This time, there was a significant shift. Ten nurses considered themselves to be Innovators, two were Visionaries, 19 were Early Adopters, and one was a Late Adopter. We had no skeptics. This experience confirmed that our approach of giving front line health care workers the tools to develop ground-up solutions actually changed their self-perceptions. **Most importantly, we recognized that we are not only addressing health outcomes for today, but we are promoting local health care leaders for tomorrow.**

The Ihangane Project's vision for the future is to revolutionize the way healthcare delivery systems are designed and implemented around the globe. We have established a research and development hub that promotes the creation of locally-led strategies that strengthen national health systems. Together with the community in Ruli, Rwanda, we are creating effective tools to overcome barriers to accessing care, receiving quality care, adopting care recommendations, and sustaining short-term gains. Our goal over the next five years is to expand these tools throughout Rwanda with support from the Ministry of Health while establishing a formal Center of Excellence in Local Health Innovation in Ruli that will serve as a learning site and model for the development of additional innovation hubs.

This progress would not be possible without your partnership. Together, we can work to amplify the voices of communities and health care workers and improve and strengthen health care for all.

With Gratitude,



Dr. Wendy Leonard, Founder and Executive Director



2017/18 YEAR IN REVIEW



9,875 PEOPLE

with new access to quality village-level care



1.3 MILLION

servings of Aheza fortified porridge distributed



4,750 WOMEN

with new access to private family planning services



26% DROP

in cases of stunting



ZERO

cases of severe underweight children

Johnson & Johnson Gen H
CHALLENGE FINALIST



EXPANDED CLINICAL REACH

from 1 hospital catchment area to 4



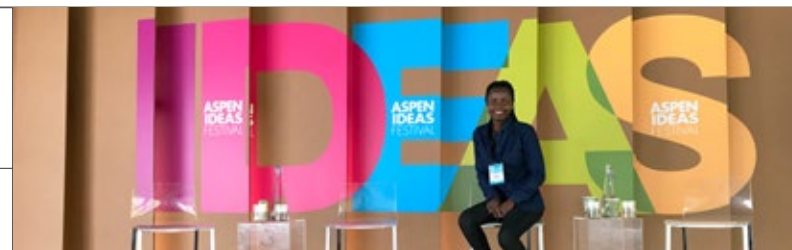
PARTNERSHIP

established with Rwanda Ministry of Health to scale E-Heza Digital Health Records throughout Rwanda

E-Heza Digital Health Record piloted in **9 HEALTH CENTERS**



Executive Director, Wendy Leonard, a
FEATURED SPEAKER
at the Skoll World Forum session on Democratizing Development



Director of Aheza Fortified Food, Diane Uwamahoro, a
SPOTLIGHT HEALTH SCHOLAR
at the Aspen ideas Festival

OUR MODEL

WHAT WE DO

The Ihangane Project works hand in hand with community members and health care workers to develop solutions to local health challenges. We facilitate local ownership and promote design thinking and then work to identify solutions that can be standardized and applied beyond the local context. We scale through government and non-governmental partners nationally and globally.

Our long term vision is to develop regional and global innovation hubs that design and test solutions that are relevant to local contexts and the national health infrastructure.

HOW WE DO IT

We believe that lasting improvements in health outcomes require individual and community ownership. This occurs by creating a nurturing environment for behavior change that fosters value, strengthens capacity, and inspires hope.

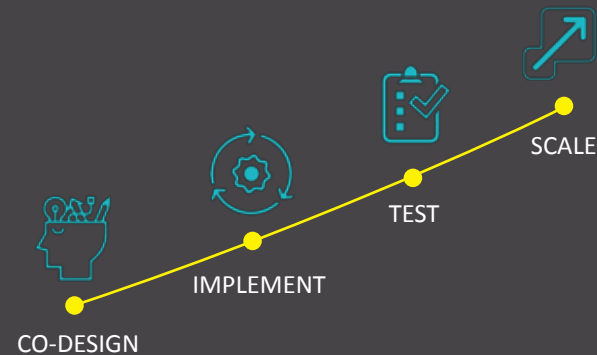
With our philosophy as our foundation, our model promotes local innovation to improve access and quality of health care while overcoming socioeconomic barriers to good health.

WHO WE SERVE

The Ihangane Project provides vulnerable communities in Rwanda, including infants and children, women, HIV positive individuals, and the very poor, with the health resources they need to thrive. We meet their needs by focusing our efforts on the healthcare workers who serve their communities. Particularly in rural health centers, nurses are asked to do more with less for more people. They are tasked with inspiring healthy behavior change among community members living in extreme poverty and who often have lost hope in the future.

Our philosophy is that healthy behavior change happens when a person feels valued, capable and hopeful in the future. For healthcare workers to inspire behavior change in their communities, they must also have a sense of value, capability and hopefulness. **This is where we begin, with a laser focus on solutions that strengthen the ability to provide and receive care at the local level.**

OUR APPROACH



We utilize a concrete, effective methodology to foster innovation and develop sustainable, replicable solutions. We: co-design, implement, test and scale. When we identify solutions that can be standardized and applied beyond the local context, we share them with the Ministry of Health and NGO partners to scale throughout Rwanda.

We utilize our approach within four key areas of specialization to ensure effective and resilient health care delivery systems:



ACCESS
TO CARE



QUALITY
OF CARE



ADOPTION
OF CARE



SUSTAINABILITY
OF CARE

The background of the entire page is a collage of numerous small, round, woven baskets. These baskets are made of thin, colorful strips of material, likely straw or reed, woven into various geometric patterns including concentric circles, spirals, and star-like shapes. The colors used include red, yellow, orange, purple, blue, green, and black. The baskets are scattered across a light-colored, textured surface, possibly a wall or a floor. A vertical purple band runs down the center of the page, serving as a backdrop for the text.

OUR IMPACT IN 2017

A Year of Progress

It has been a year of transformative progress for TIP. Here, we offer snapshots of our accomplishments within four critical junctures in the health care delivery chain:

ACCESS TO CARE
ADOPTION OF CARE RECOMMENDATIONS
QUALITY OF CARE
SUSTAINABILITY OF CARE



ACCESS TO CARE

The first step to improve health is to ensure that community members can access the care provided. The Ihangane Project works with health care workers and health care recipients to overcome the obstacles to accessing care and builds community ownership of their local health system.



Featured Initiative: Community Health Building Initiative

The Community Health Building Initiative unites community members and Health Care Workers to establish central buildings in their villages to serve local health needs. Although local by design, our team has carefully documented our steps to support broad replication. As a result, our model is being sought out by organizations large and small.

Key accomplishments include:



9,875

People with new access to quality village-level care



4,750

Women with new access to private family planning services



3 COMMUNITIES

Our partner, Medicus Mundi will expand the Community Building Initiative to reach over 2,700 more people by 2020



EXPANSION

We are working with the district government to expand to this initiative to 10 new communities with the highest burden of malnutrition in Rwanda



QUALITY OF CARE

The Ihangane Project has created a unique set of resources to ensure consistent, high quality care that builds ownership of health outcomes among both health care workers and health care participants. Quality care is measured both by clinical outcomes and by an assessment of healthcare providers' clinical skills.

Over the past five years, nurses have improved their quality of care they provide by nearly **120%**, leading to the **elimination** of Mother-to-Child HIV Transmission, a decrease in new cases of stunting by **93%** and new cases of underweight by **82%** among HIV-Exposed infants. We are expanding our clinical quality improvement program to include all pregnant women and children. We are working with the Rwanda Ministry of Health to scale our impact nationally.



Featured Initiative: E-Heza Digital Health Record

Alongside front-line health care workers and the Rwanda Ministry of Health, The Ihangane Project is creating Rwanda's first point-of-care digital health record. This digital health record, called E-Heza, gives nurses the tools they need to adopt evidence-based clinical care protocols, provide high quality care and utilize real-time data trends to both tailor health education to individual family needs and to improve the health care delivery system while simultaneously satisfying Rwanda Ministry of Health data reporting requirements.

Key accomplishments include:



9

Health centers
successfully
pilot E-Heza



25

Healthcare workers
trained in E-Heza



PARTNERSHIP

Rwanda Ministry of Health formalize
partnership to scale E-Heza
throughout Rwanda



FINALIST

TIP awarded Finalist in the Johnson &
Johnson GenH Challenge, a social
venture competition for entrepreneurs
and innovators to help advance the
healthiest generation in human history



ADOPTION OF CARE RECOMMENDATIONS

Translating and putting health care information into practice is a global challenge. Whether encouraging a healthcare worker to adopt new protocols or a mother to adopt a new behavior, new knowledge must be delivered in a way that leads to a change in behavior. This requires trust in the person delivering new information and a belief that making the change will be worth the investment in effort.



Featured Initiative: TIP Education Model

The Ihangane Project developed the TIP Education Model to promote adoption of new behaviors. The model, **See It, Say It, Do It, Teach It, Talk About It**, is based on tenets of adult learning. Whether our team is training health care workers, nurses are training community health care workers (CHW), or nurses and CHWs are training mothers, the TIP Education Model has become the foundation of all health-related education provided in the catchment area of Ruli District Hospital. The results have been so successful that health centers have incorporated daily health education sessions for all patients who visit the health center. **Key accomplishments include:**



700+

Health care workers
utilize the TIP
Education Model



95%

Quality score for health
education provided, a vast
improvement compared to
the 50% quality score when
we began in 2013



64,630

People received health
education from TIP Education
Model-trained CHWs



SUSTAINABILITY OF CARE

To achieve lasting improvements in health outcomes, The Ihangane Project considers sustainability at each stage of our work. Sustainability is influenced by a variety of factors including: community ownership of the health system and health outcomes; strong operational management capacity to promote efficiency, decrease costs, and strengthen revenue streams; and social enterprise to strengthen the financial viability of clinical care while addressing social determinants of health.

Featured Initiative: Aheza Fortified Food

Aheza Fortified Food is a social enterprise launched by The Ihangane Project in 2015 with the mission of eliminating childhood malnutrition throughout East Africa. The local production and sale of fortified porridge ensures low cost access to fortified foods for an entire community, subsidizes the cost of porridge provision to the most vulnerable children, and generates revenue to be invested into additional health services. TIP has become a leader in this field; we are providing our expertise in social enterprise and food production to Partners in Health for the production of Ready to Use Therapeutic Food (RUTF). **Key accomplishments include:**



1.3 MILLION

Servings of Aheza
distributed



20,500

Children impacted



\$16,000

In revenue



100%

Of clinical program
subsidized by
Aheza sales



A CENTER OF EXCELLENCE FOR HEALTHCARE DELIVERY

Over the next two years, The Ihangane Project will establish a formal Center of Excellence in Ruli, Rwanda where communities, national governments, academics and NGO partners from around the world can come and learn. Whether seeking guidance to successfully implement our existing tools or requesting support in creating new solutions, **our Center of Excellence will be a cutting-edge training facility for achieving lasting improvement in health outcomes.**

Our center will provide comprehensive training in our tools, such as E-Heza, TIP Education Model, Five Pillars of Quality Care, and Social Enterprise for Health, that have been developed to address barriers to accessing care, quality of care, adoption of care recommendations, and sustainability of care. We will also provide a codified process to help communities create new solutions to their healthcare delivery challenges.

We envision a unique learning center with a large lecture hall, smaller workshop rooms, lodging for our guests, and opportunities for partners to interact with the Ruli community and witness our approach in action.

Our long-term goal is to promote the replication of these of Centers of Excellence for Healthcare Delivery globally, continually strengthening national health systems through community-driven innovation.



LOOKING FORWARD

Peering into the future, I can't help but think about the tectonic shifts occurring in how we develop solutions to global health problems. TIP is a driving force behind this movement of community-led, bottom-up approaches to improve health care delivery systems.

TIP's influence in the global health sector is spreading. Our partners at the Ministry of Health, the East African Health Research Commission and Johnson & Johnson recognize TIP's contributions to front-line innovative strategies to improve health outcomes, such as our digital health record. E-Heza's mother-child care module is not only scalable across Rwanda, but the module can be easily redesigned to function with other chronic care conditions such as diabetes, HIV, or heart disease.

What lies ahead is TIP's increased collaboration with leading global health agents of change. TIP is viewed as a front-line expert in implementation with the capacity to establish deep roots of effectiveness through listening to the voices that matter the most.

We believe our model can and should be scaled across the East African region and beyond to promote communities as problem-solvers and innovators of creative, lasting solutions to global health priorities.

Blakeley Lowry

A stylized, handwritten signature in white ink.

*The Ihangane Project,
Board Chair*



OUR 2017 FINANCIALS

INCOME
\$435,044

44%

Family Foundation
\$192,410

21%

In Kind Donations
\$93,000

18%

Individual Donors
\$77,849

13%

Corporations
\$55,000

4%

Earned Income
\$16,785

EXPENSES
\$406,777

78%

Programs
\$317,205

19%

Administration
\$77,622

3%

Fundraising
\$11,950

"The Ihangane Project mission is well-aligned with the Government of Rwanda's politic to engage communities as active actors of their positive transformation. TIP is bringing international attention to the strength and creativity of our communities. We believe that, together, we can make the world a better place. We are deeply grateful for our partnership." Minister of Health, Dr. Diane Gashumba



LEADERSHIP TEAMS

BOARD OF DIRECTORS

Blakeley Lowry, MPH, Board Chair
Heidi Lidtke, MPP, RD, Secretary
Jean De Dieu Ngirabega, MD, PhD, MPH
Jon Freeman, Board Member
Joop Rubens, Board Member
Kelly McKenna, Board Member
Lindsey Struck, Board Member
Marie Kagaju Laugharn, Board Member
Stephanie Blount, MBA, MPP, Treasurer
Sharon Leonard, Emeritus Board Member
Wendy Leonard, MD, AAHIVS

PROGRAM AND OPERATIONS TEAM

Hakorimana Dianne, Agronomist
Huriro Uwacu Theophila, Data Specialist
Ishimwe Angela Bienvenue, Education Specialist
Kanzayire Angelique, Implementation Specialist
Mukeshimana Gratien, Assistant to Country Director
Ndikubwayo Jean Pierre, Agronomist & Community Nutrition Specialist
Ngarambe Jean de Dieu, Business Specialist
Nsengimana Emmanuel, Accountant
Uwamahoro Delphine, Country Director
Uwamahoro Diane, Food Production Specialist
Uwingabiye Soline, Clinical Care Quality Specialist
Uwizeyimana Betty, Umubyeyi of TIP Fellows
Valentin Uwayo, Director of Social Innovation
Wendy Leonard, MD, AAHIVS - Founder, Executive Director

ADVISORY BOARD

Ann Duong
Bruce Agins, MD, MPH
Carola Macbeth Barton
Emery Chang, MD, AAHIVS
Jennifer Wegbreit, ScD MPH
Whitney Caruso

GLOBAL HEALTH CORPS FELLOWS

Michelle DiMartino 2017-2018
Mutesi Rosette 2017-2018
Radhika Bhavsar 2016-2017
Uwimana Alice 2016-2017

IMPACT REPORT

Content: Wendy Leonard, Jennifer Wegbreit
Design and Production: OwlBox Designs

OUR 2017 PARTNERS

\$75,000-\$99,000

CRI Foundation

\$50,000-\$74,999

Bertha Center for Social Innovation (Johnson & Johnson)

\$25,000-\$49,000

Izumi Foundation
Segal Family Foundation

\$10,000-\$24,999

Anonymous
Global Health Corps
Hilton Foundation
Imago Dei Fund
Sage Fund
Treehouse Fund

\$5,000-\$9,999

Dietel Partners
Peter and Marie Laugharn
Results 4 Development

\$1000-\$4,999

Blakeley Lowry
Cynthia Ziebelman
Emery Chang
Elke Pokorny
Heidi Lidtke
Kelly McKenna

< \$1000

Aaron Baker
Aimee Daly
Allyson Randolph
Amy Krajeck
Amy Patel
Andrea Ratto

Andrew Kirsch
Annie Makela
Ardis Ann Moe
Beau Pritchett
Benjamin LeRoy
Bruce Agins
Cara Chambers
Casey Langwith
Catherine Misra
Catherine Misuraca
Christina Gray
Christine Mathews
Christine Weigen
Colleen Braff
Crystal Nwokorie
Cynthia Doyle
Dave McKenna
Deepa Shah
DC Ngyen
Francine Freeman
Gabriel Constans
Gisela Blumeneau
Gloria Chen
Griffin Shea
Hassan Wilson

Heather Fleming
Henry Self
Huy Pham
James Wolff
Jason Rusoff
Jennifer Graham
Jennifer Wegbreit
John Rasmussen
Joseph Kenol
Julio Villaseñor
Karen Lambert
Karen Salveson
Karin Meyer
Kathy & Tom Keenan
Katie Hammerson
Lizabeth Sears
Lori Krolik
Lynn Johnson
Maidena McLerran
Margaret Meyer
Marlin Bottex
Matthew Schoenherr
Melissa Higgs Kohler
Michael Mehr
Mimi Salkola

Mona Safabakhsh
Monette Velasco
Monique Edmondson
Nanayaa Kumi
Nancy Tevanian
Neil Wyzanowski
Patti Barnett
Phi-Long Tran
Prasanthi Sritharan
Ross Cranston
Ruth Mehr
Sara Mizell
Sarah Henkemeyer
Sharon Witte
Shawn Coumbe
Sonia & Tom Deetz
Sonia Deetz
Stacey Lorinczi
Stephanie Blount
Stephanie Smellie
Stephen Pfann
Steve Miller
Suzanne McKenna
Suzanne Skees
Terry Dowell

Tim Moore
Tommie Wages
Vance Landis-Carey
Veta Golar
Wendy Leonard
Whitney Caruso

IN MEMORIAM:

Jonah Hinman

In honor of Jonah Hinman and with generous support from the Skees family, TIP has established the Hope Initiative to expand our work on the interconnection between hope and health.

BERTHA CENTRE
FOR SOCIAL INNOVATION
AND ENTREPRENEURSHIP



THANK YOU



REPUBLIC OF RWANDA
MINISTRY OF HEALTH





JOIN THE IHANGANE PROJECT

Our work is in Rwanda, but our vision is global. With your help, we can expand the reach of our work.

\$25,000 Supports construction of a Center of Excellence lecture hall and workshop rooms.

\$10,000 Supports the expansion of our Digital Health Record, one of the most cost-effective means to improve health outcomes for mothers and babies.

\$5,000 Provides equipment necessary to expand Aheza production and sales, improving livelihoods and health outcomes.

\$2,500 Funds construction on of a community health building to provide essential nutrition, family planning, immunization, and health education services to over 1000 people.

\$1,000 Trains 200 nurses in Continuous Quality Improvement (CQI), enabling nurses to provide high quality lifesaving care to the most vulnerable.

\$100 Produces 100kg of fortified porridge, enough to feed an impoverished family for one year.

If you can donate funds, introduce us to potential partners or provide expertise, you can make a tremendous difference. Every action makes this work possible.

We are so grateful for your support.

Thank you!

Contact or Follow us:

U.S. OFFICE
206 Santa Clara Avenue
Aptos, CA 95003

+(831) 688-2030
contact@theihanganeproject.com

www.theihanganeproject.com

TIP is a registered, U.S. tax-exempt nonprofit organization: EIN 26-2490827

