



**TIP GLOBAL  
HEALTH**

**Annual Report 2021**



**Frontline discoveries.  
Scalable solutions.  
Lasting change**





## Mission

TIP Global Health achieves lasting improvements in health outcomes in resource-limited settings.

## Vision

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

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# Letter from Our Executive Director

Dear TIP Family,

It is my great pleasure to share the 2021 accomplishments of our amazing team, as well as to reflect on our impact over the past decade. Despite the many global challenges - from a prolonged pandemic to service interruptions and food shortages - our team has remained resilient and driven by our vision that quality healthcare can lead to inclusive, empowered, and healthy communities.

In 2012, we embarked upon an ambitious initiative to decrease childhood malnutrition in Gakenke District in the Northern Province of Rwanda by focusing our efforts on the most vulnerable subpopulation- HIV-positive pregnant women and their HIV-exposed children- while strengthening the entire system of care for pregnant women and children under five years of age. And it worked. A review of independently conducted Demographic & Health Surveys from 2012 through 2019/20 showed dramatic improvements in health outcomes for all children under five in Gakenke District, serving a population of 340,000 people.

- **Stunting declined by 40%** compared to a national decline of 26%
- **Underweight declined by 52%** compared to a national decline of 28%
- **Zero mother-to-child HIV transmissions** since 2016
- **Child mortality decreased by 65%** compared to a national decline of 41%

**Our model works.** In 2021, our team demonstrated the durability and scalability of our model. While other locations suffered devastating service interruptions during the pandemic, women in Gakenke District were more engaged in antenatal care than ever before, with 50% of pregnant women receiving at least four antenatal care visits (national average is 44%). During rigid lockdowns that led to food insecurity, nearly 1,500 children at highest risk of malnutrition in 24 health facilities were quickly identified using E-Heza Data Solutions, provided with Aheza Fortified Porridge for at least three months, and their tracked - decreasing severe underweight and severe wasting in the group by 40% and 60% respectively.

CHWs were able to use E-Heza to continue their important work of identifying and treating uncomplicated cases of malaria in their communities while referring those at high risk for Covid-19 or complications of malaria to health facilities. The expansion of our model to two new districts in Rwanda was rapidly accelerated through the implementation of E-Heza Data Solutions, and our team conducted focus groups and in-depth interviews with over 240 people to understand the influencers of hope among frontline health workers and women at a time when hope is more important than ever.

While expanding our model and impact in 2021, we also deepened our influence on the global stage. We joined the Community Health Impact Coalition, a powerful advocacy organization dedicated to a professionalized Community Health Worker workforce. We contributed to the World Health Organization Health Workforce team's new strategy that will be unveiled during the World Health Assembly in 2022, and we hosted our first virtual global summit: Hope in Healthcare.

As we enter 2022, the future is bright. We are aware of the challenges ahead as the world emerges from a global pandemic, and we are ready to bring our model for effective and resilient local healthcare delivery systems across Rwanda and to new countries in Sub Saharan Africa.

TIP's success would not be possible without your support and confidence in our work.



Dr. Wendy Leonard





## What We Do

TIP Global Health's approach to collaborating with frontline health workers, early alignment with government priorities, and rigorous data-gathering, enables the scale-up of highly-effective solutions to extend access to life-saving quality care.

## The Challenge

Global health has improved dramatically over the past 50 years, but 400 million people still lack access to essential quality health care. National health systems are overstretched, fragmented, and not equipped to effectively respond to local health challenges. Frontline health workers are burned out and under-resourced, straining the relationships they build with the people they serve.

## Our Solution

We empower frontline health workers to take the lead in creating lasting solutions, and we work to strengthen health worker capacity, resilience, and hopefulness. TIP's technology-enabled model for primary care strengthens relationships, engages people in their care, improves the quality of care, and ultimately improves health for all.





## What is Primary Care?

Primary Health Care (PHC) is a holistic approach to care that emphasizes **PREVENTION** of problems before they occur, **EARLY DIAGNOSIS** of problems, **EARLY & ONGOING TREATMENT** to avoid dangerous complications.

## What Does PHC Mean for Patients & Community Members?

Global health has improved dramatically over the past 50 years, but 400 million people still lack access to essential quality health care. National health systems are overstretched, fragmented, and not equipped to effectively respond to local health challenges. Frontline health workers are burned out and under-resourced, straining the relationships they build with the people they serve.

## What Does PHC Mean for Frontline Healthcare Workers?

We empower frontline health workers to take the lead in creating lasting solutions, and we work to strengthen health worker capacity, resilience, and hopefulness. TIP's technology-enabled model for primary care strengthens relationships, engages people in their care, improves the quality of care, and ultimately improves health for all.



# What We Have Learned

TIP's Hope Initiative research findings revealed a strong belief that the three domains of hope - **INTERCONNECTEDNESS, READINESS FOR CHANGE**, and **FUTURE-ORIENTED MINDSET** - are essential prerequisites for behavior change among pregnant and breastfeeding women. It was also the consensus that it is the local health system's responsibility to foster hope among frontline health workers by providing the tools, knowledge, skills, and space needed to deliver primary care in a way that inspires hope among their patients.

Successful health system design must recognize that the relationship between the health care provider and recipient is the cornerstone for achieving good health outcomes. Not only does this relationship inspire **HEALTHY BEHAVIOR CHANGE** and encourage **RETURN VISITS** among healthcare recipients, but a **STRONG RELATIONSHIP** can protect against symptoms of burnout. To promote strong relationships, health systems must facilitate a sense of value, capability, and hopefulness among both healthcare workers and the community members they serve.



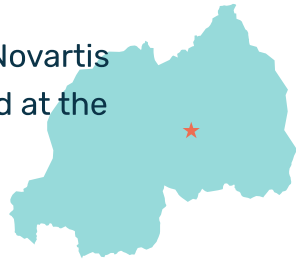
# Our Impact and Reach

Increased “active CHWs” by



## 34%

E-Heza was selected to be a part of Novartis Foundation’s HealthTech Hub, housed at the Norrsken House in Kigali.



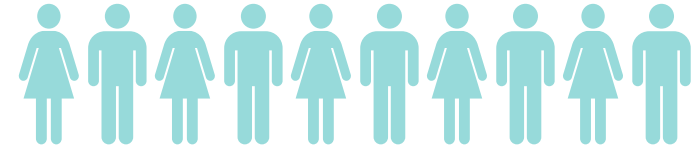
## 68,133

**MOTHERS + CHILDREN**  
registered in E-Heza Data Solutions

TIP convened the  
**HOPE IN HEALTHCARE SUMMIT**  
in 2021



## 150,000



people received health education using the TIP Education Model in 2021.

## 2,760,000

**SERVINGS OF AHEZA DISTRIBUTED**  
preventing severe malnutrition

## 1,806

**FRONTLINE  
HEALTHWORKERS  
TRAINED** (cumulatively)

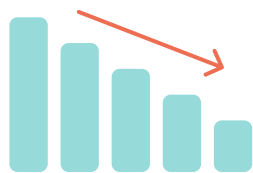
## 6

**NEW  
PARTNER  
ORGANIZATIONS**

SINCE 2012

## 51%

**DECREASE**



in **UNDERWEIGHT** in Gakenke District  
since 2012

SINCE 2012

## 46%

**IN U5 CHILD MORTALITY**  
among a population of over 300,000  
since 2012



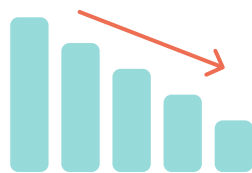
SINCE 2012

Gakenke District is one of the only districts in Rwanda to achieve the Sustainable Development Goal for stunting (SDG 2.2.1).

SINCE 2012

## 42%

**DECREASE**



in **STUNTING** in Gakenke District



# E-Heza

TIP Global Health's E-Heza Data Solutions is a digital application that builds effective relationships between frontline health workers and the community members they serve. E-Heza translates protocols into practice, encourages accurate, real-time data collection, and fosters the delivery of high quality care. With better relationships and deeper engagement in care, E-Heza supports a more hopeful health system to advance inclusive, equitable care and foster resilience for the next health crisis. TIP Global Health continues to expand E-Heza throughout Rwanda and is working with a partner organization in East Africa to bring E-Heza to their community in 2022.

## 2021 Highlights

- 354 Community Health Workers in 91 villages are using E-Heza
- 38 health facilities in the E-Heza network
- 68,133 people served by E-Heza
- 90% of all primary care services provided on E-Heza
- E-Heza helped to screen, refer, and conduct contact tracing for Covid-19
- 216,196 individual care visits conducted with E-Heza







## Aheza

Adequate nutrition is an essential component of primary health care. TIP Global Health established Aheza Fortified Food to serve the most at-risk families with adequate nutrition at low or no cost. With supply problems at local health centers and cost-prohibitive products on the market, Aheza is a healthy, affordable alternative in the communities where we work

### 2021 Highlights

- 46,000 children received Aheza
- 95% of recipients at high-risk for malnutrition
- 28,770 local farmers supported through the purchase of grains
- 2,760,000 total servings of Aheza distributed
- 13% decrease in stunting from previous year (2020)



# CHW Initiative

In late 2021, TIP Global Health piloted a new initiative with five Community Health Workers in Ruli District. CHWs were given 25kg bags of Aheza Fortified Food on credit to sell the porridge to families in their villages. The CHWs earn a profit from the sales, providing them financial compensation for their services to the community.

The CHWs tracked nutrition indicators using E-Heza Data Solutions in order to provide timely, accurate data reporting for their community and for the families. The pilot has been successful and the program is now being expanded to 15 CHWs in three health center catchment areas.

We conducted an anonymous survey and 100% of the CHWs reported that they were “very satisfied” with the program and “extremely likely” to continue. They reported that the populations buying Aheza were mainly in Ubudehe 2 and Ubudehe 3, groups that are often left out of typical government assistance programs, but who are often still at high risk of malnutrition.







**“I enjoy the activity of reselling Aheza Fortified Food to the community because it helps me in different ways: buying some things for my family with the profits I make and increasing the trust and confidence the community has in me. In addition, the community is pleased to have local access...to Aheza.”**

**– R.E., Ruli District Community Health Worker**



# The Hope Initiative

Since the founding of TIP Global Health, our belief has been that hopefulness among frontline health workers and the community members they serve greatly impacts our ability to achieve and sustain health goals.

TIP's research team conducted an in depth qualitative analysis of the influencers of hopefulness on health workers, pregnant women, and mothers with children under five. This qualitative analysis of the influencers of hope will inform an upcoming randomized controlled trial that evaluates the impact of interventions designed to improve interconnectedness, readiness for change, and a future-focused mindset to improve healthcare systems.

We asked 242 Frontline Health Workers, Pregnant & Nursing Mothers, Policymakers, Researchers & Managers:

**What strengthens this relationship and inspires investment in the future?**



## Frontline Health Workers

- ❖ Trust
- ❖ Calling/Passion for Role
- ❖ Knowledge/Learning
- ❖ Leadership
- ❖ Social Inclusion/Mutual Support
- ❖ System & Infrastructure

## Pregnant Women & Mothers

- ❖ Trust
- ❖ Mindset/Intrinsic Factors
- ❖ Knowledge/Learning
- ❖ Rights & Responsibilities
- ❖ Social Inclusion/Mutual Respect



# Stories of Hope



## What does hope mean to you?

To love the work and having the determination and devotion to do the work can improve interaction among healthcare workers. It is important that we are not just working because our supervisor is there, but are instead there to care for our clients and value our work. ...Coming here to provide healthcare services is one thing, but doing it with care and determination is another thing. ...If we loved our work and loved those who come to us [for care], it would improve the interconnectedness between the provider and the recipient.

-Theophila\*, Healthcare Worker



## What does hope in the health care system mean to you?

When [a health care worker] receives you with warmth, it makes you want to take the medication they prescribed to you. Once you get home and take the medicine, you feel joy. When you meet with them for a follow up appointment, and they are happy to see you ask if you are feeling better, you feel like they care. This makes you feel that they care about your health as if it was their own.

-Angele\*, Patient

\*Names have been changed to protect privacy.



# The Next 10 Years

In 2021 TIP Global Health continued to establish its brand through innovative clinical and programmatic practices, utilization of technology through E-Heza Data Solutions, and prevention of malnutrition with the distribution of Aheza Fortified Porridge.

Looking into the next 10 years TIP will expand its model in the East African region, advancing its influence in the global health field. The challenges are immense in under-resourced communities but not unsurmountable. With the right approach, TIP can accelerate its impact on health outcomes through strategic partnerships and research. Considering that TIP has already demonstrated that E-Heza data solutions improve quality of care and efficiency, there is immense potential for this digital tool in helping bolster health systems throughout the region. The findings from TIP's research on optimizing hopefulness will have tremendous implications for improving engagement in care in Rwanda and beyond.

Expanding our work in the United States is an opportunity to bring the TIP model to improve health care beyond East Africa. In addition to the Hope research being conducted in Detroit, TIP is exploring opportunities to work with communities in Watsonville, California.

We would like to thank our partners, donors, and supporters who help increase and strengthen our impact across Rwanda and beyond. With your generous support and guidance in capacity-building, TIP will be able to ensure that vulnerable communities have access to essential health care.

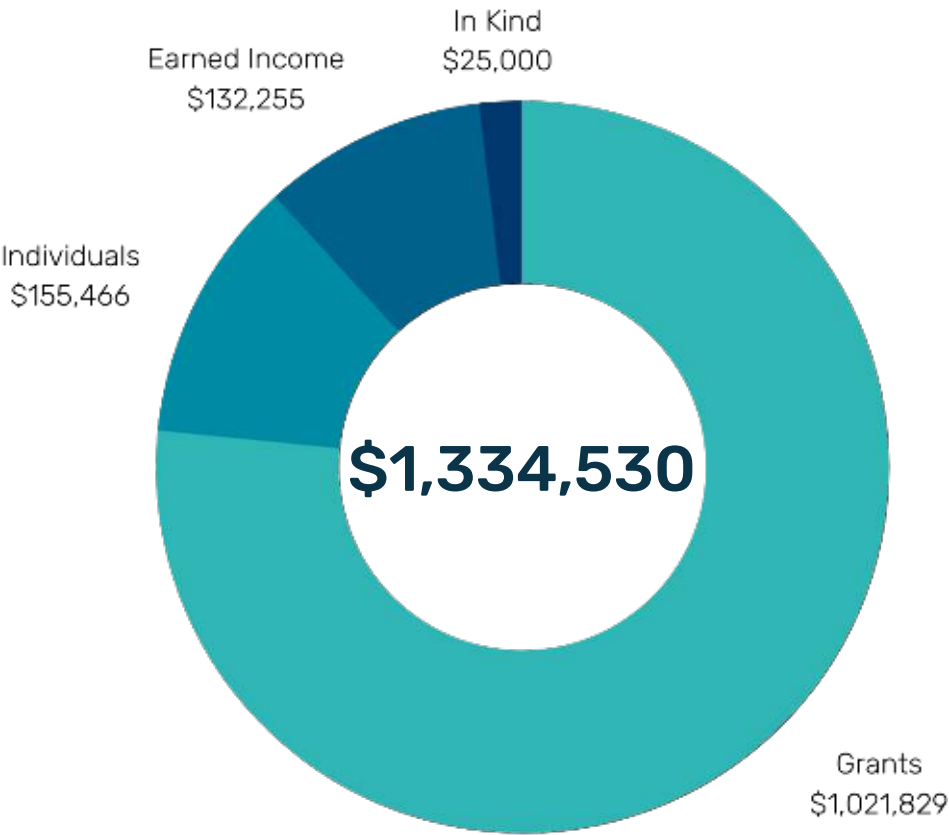
In gratitude,



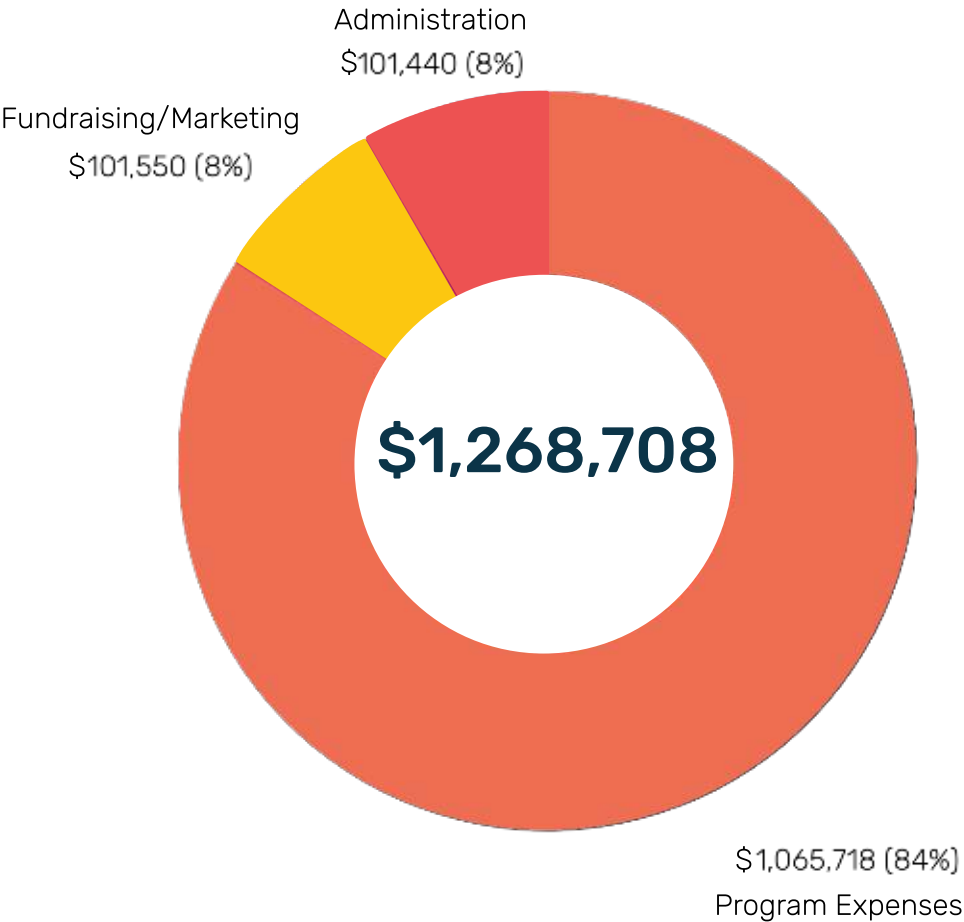
Blakely Lowry,  
Chair of the Board of Directors



# Financials



Income



Expenses



## Funding Partners



## Implementing Partners



# Our Supporters

## \$100,000+

CRI Foundation  
Grand Challenges Canada  
Johnson & Johnson  
Foundation  
Robert Wood Johnson  
Foundation  
Segal Family Foundation  
Bonnie & Andrew Weiss

## \$50,000-\$99,999

Imago Dei Fund  
Izumi Foundation  
David Weekley Family  
Foundation

## \$10,000-\$49,999

Risk Pool Fund  
Terry Fergusson  
Wendy Leonard

## \$5,000-\$9,999

Jewish Healthcare Foundation  
Jerome & Randi Greenberg  
Peter & Marie Laugharn  
Jurgen Link  
Anne Maggioncalda  
Susan Stenovec

## \$1,000-\$4,999

Arsenal Capital Partners  
Carola Barton  
John Finegan  
Eduardo Frias & Laurel  
Woloszyn  
Taylor Holland  
Blakeley Lowry  
Assumpta & Yehoyada  
Mbangukira  
Kelly McKenna  
Robert McNamara  
Bryan Murphy-Eustis  
Lindsey Struck

## \$500-\$999

Richard Boswell  
Amy Krajeck  
Debra Stenovec

## \$1-\$499

Bruce Agins  
Sarah Bachman  
Aaron Baker  
Dakota Baker  
Anne Marie Barber  
Doug Barriger  
Andrea Belleville  
Cécile Bellito

Patricia Bendick  
Paul Berman  
Linda Blount  
Gisela Blumeneau  
Barbara & Joe Boom  
Mary Kay Brady  
Riley Brooks  
Nancy Buhr  
Clare Campbell  
Kiki & Jeff Chmielewski  
James Cole  
Isabela Covelli  
Erica Crawford  
Alissa Davis  
Mary Dixon  
Dianne Dryer  
Sari Dworkin  
Fereshteh Fatemi  
Megan Friedlander  
Teresa Goldner Robbins  
Leilani Graham  
Bryan Grauss  
Trevor Gray  
Kat Gray  
Christina and David Gray  
Brian Griffith & Tim Moore  
Liz Haffa  
Charlotte Keeler  
Cheri Lippmann

Cecilia Long  
Alison Maggioncalda  
Laren Marcell  
Anne Marie McCauley  
Suzanne McKenna  
Dave McKenna  
Alice McNeely  
Karin Meyer  
Kathryn Nance  
Sheila Ojeda  
Pauline Pepek  
Stephen Pfann  
Yvonne & Bert Rankin  
Lucy Reckseit  
Maureen Rishi  
Ian Robinson  
Andrea Rosenfeld  
Joop Rubens  
Carla Ryan  
Karen Salveson  
Stephen Schade  
Peggy Seltz  
Dianne Sherman  
Linda Snook  
Debra Stenovec  
Kay Todd  
Kira Walker  
Jeanette Wolfe  
Pamella Wood



# Our Team

Adam Stewart, E-Heza Chief Technology Officer  
Adeodatus Nizeyimana, Deputy Director of Implementation  
Alphonsine Mukankuranga, Implementation Support Assistant  
Angele Bienvenue Ishimwe, Director of Behavior Change  
Angelique Kanzayire, Director of Implementation  
Angelique Tuyisenge, Operations Manager  
Annick Gloria Uwitonze, Research Assistant  
Betty Uwizeyimana, House Manager  
Delphine Umutoni, Implementation Support Assistant  
Diane Hakorimana, Agronomist  
Diane Mahoro, Junior Software Developer  
Emmanuel Nsengimana, Chief Financial Officer, Rwanda  
Esther Ndacyayisenga, Cleaner  
Etienne Twizeyimana, Miller  
Gratien Mukeshimana, Assistant to Country Director  
Innocent Ndikumukiza, Implementation Support Assistant  
Jean Marie Vianney Nsengiyumva, Implementation Support Lead  
Jeanette Pelizzon, UX Designer  
Jean Pierre Ndikubwayo, Director of Community Health  
Jean Rene Ishimwe, Aheza Machinery Technician  
Kiki Chmielewski, Chief Development Officer  
Mireille Maisha, Implementation Support Assistant  
Ngarambe Jean de Dieu, Administrative Assistant  
Soline Uwingabiye, Director of Clinical Care Quality Improvement  
Theophila Huriro Uwacu, Director of E-Heza Data Solutions  
Valens Hafashimana, MD, MPH, Director of Health Innovations, Country Director  
Violette Uwimana, Store Keeper  
Wendy Leonard, MD, Executive Director & Founder  
Yvonne Mutuyimana, Administrative Assistant

# Board of Directors

John Finegan, Treasurer, Finance Committee Chair  
Zack Langway  
Jurgen Link, Special Advisor to Aheza Fortified Food  
Blakeley Lowry, Chair, Executive Committee Chair  
Yehoyada Mbangukira  
Kelly McKenna, Development Committee Chair  
Bryan Murphy-Eustis, Strategic Advisory Chair  
Ngirabega Jean de Dieu  
Susan Stenovec  
Lindsey Struck, Secretary  
Wendy Leonard, Executive Director

# Strategic Advisors

Katie Bollbach, Director, US Public Health Accompaniment Unit, Partners in Health  
Anastasia M. Khoury Christianson, Ph.D., Vice President, R & D Business Technology, Janssen Pharmaceuticals  
Anthony Gitau, Director Global Community Impact for Sub Saharan Africa, Johnson and Johnson Foundation  
Kathy Hansen-Sweeney, Director of Philanthropy, Mills-Peninsula Hospital Foundation  
Ken Himmelman, Executive Director, Center for Public Leadership at the Harvard Kennedy School  
Taylor Holland, Vice President, Arsenal Capital Partners  
Lisa Jackson, Ph.D., Managing Director, Imago Dei Fund  
Chemu Langat, VP of Quality and Regulatory, Best Buy Health  
Marijke Wijnroks, MD, Chief of Staff, The Global Fund  
Emily Wroe, Senior Advisor, Partners in Health COVID Response; Associate Director of Policy & Implementation, NCD Synergies

# Join TIP Global Health

TIP Global Health believes that every person deserves a healthy future. That's why we do whatever it takes to develop highly-effective, cost-efficient solutions that expand access to life-saving quality health care. Especially for those communities hardest to reach. But we can't do this important work without your support.

Learn more about our work at [www.tipglobalhealth.org](http://www.tipglobalhealth.org)

## U.S Headquarters

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## Rwandan Headquarters

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