



# The Power of Hope

Build Relationships.  
Deliver Great Care.  
Inspire Change.

2023 Annual Report

# Who We Are



## Our Mission

TIP Global Health strengthens health systems and delivers better health outcomes by leveraging data to build effective relationships between people and across systems.

## Our Vision

A world where effective and engaging primary care leads to good health for everyone, everywhere.



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# What We Do

TIP Global Health aligns patients, healthcare workers, and decision-makers to deliver hope and lasting change to people's health across East Africa.

We do this by investing in people along their health journey, using data and technology to build trust and human connection while elevating the patient-provider relationship for better health outcomes.

We train thousands of frontline healthcare workers to deliver effective care and help them engage their patients in their health journey.

What makes us very effective is our focus on people and relationships, underpinned by data. We engage with stakeholders from bottom to top and co-create for better quality of care, stronger health systems, and good health outcomes.



## Our Bold Ambition 10 to the Power of Three

TIP Global Health has established a bold vision we refer to as “10 to the Power of 3”- impacting the lives of **10 million people in 10 countries in 10 years.**



**MILLION PEOPLE**



**COUNTRIES**



**YEARS**

# Letter from the Co-CEOs

*This has been a year of transformation for TIP Global Health. We have always believed that relationships- especially when nurtured with hope- are the cornerstone of effective primary healthcare. In 2023, we continue to lead with our faith in the power of strong, equitable relationships to change lives and health systems. Our model for primary care delivery is informed by this belief system, our research findings confirm the validity of this belief system, and now our organizational structure reflects this belief system. We have proudly shifted to a co-CEO leadership model that exemplifies our commitment to strong, equitable relationships. We are honored to provide our first joint letter as co-CEOs.*

*Together with our Board and staff, we have established a bold vision: to impact the lives of **10 million people in 10 countries in 10 years**. To lay the foundation for our ambitious goal, we created a strategic plan that ensures we will directly impact 1.5 million people in three countries by the end of 2026. Three strategic pillars provide the road map for our success.*

**Impact at Scale:** *Maintaining the fidelity of our model and impact on quality of care, engagement in care, and health outcomes at scale.*

**Research to Influence Policy:** *Building the evidence base, trust, and advocacy strategy to promote the most effective approaches to primary healthcare delivery.*

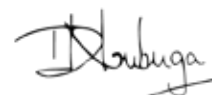
**Drive Sustainability for Growth:** *Ensure an effective organization with the resources and business model required to support growth and longevity.*

*This year, we laid the groundwork for our success. We signed an MOU with the Rwandan government's National Child Development Agency to expand E-Heza to 10 new districts across Rwanda, and we are working with Village Health Works in Burundi and Banadir Primary Health Care Consortium in Somalia to achieve impact at scale in East Africa. Our Hope research continues to inform primary care from Rwanda to the United States. Aheza Fortified Food, our social enterprise, increased sales and distribution to high risk children by 25% from last year. Director of E-Heza, Theophila Huriro Uwacu, was a Game-Changing Innovator Award finalist for the prestigious REACH Awards. And we are just getting started!*

*We invite you to join us on this exciting journey to transform local health systems to center around the needs of communities and the frontline health workers who tirelessly serve them.*



Dr. Wendy Leonard, MD



Dr. Diana Nambatya Nsubuga, PhD

I AM  
A  
POWERHOUSE  
OF  
HOPE.



# HIGHLIGHTS

**175,236**  
receive care on E-Heza

**>3,100**  
HCWs trained

**68,000**  
children impacted by  
Aheza Fortified Food

**10%** decrease stunting, **14%**  
decrease underweight and **29%**  
decrease wasting from end-2021

**98%**  
facility deliveries for  
pregnant women

**33%**  
decrease child mortality  
from 2020 DHS baseline

**65%**  
of first ANC visit in  
1st trimester

**Resilience Messaging  
Module** developed and tested  
with 40 health workers

**Partnerships**  
in Burundi and Somalia

**5 Abstracts**  
presented at  
major conferences

**Steering Committee  
Member**  
for CPHIA 2023

MOU with Rwanda National Child  
Development Agency for  
**10 District Expansion**

**E-Heza translated**  
into Kirundi

# Stronger Together

## Collaboration to Influence Policy

**TIP Global Health serves as an advisor to the Africa CDC, providing our expertise in building inclusive, hopeful communities and systems of health.** TIP is a contributing member of both the Community Health and Digital Health Working Groups at Africa CDC. Our esteemed co-CEO, Dr. Diana Nambatya Nsubuga, was tapped to serve on the Steering Committee for Africa CDC's 2023 Conference on Public Health in Africa (CPHIA).

This year, TIP Global Health was chosen to serve on the World Health Organization's Civil Society Commission.

### **Additional Collaborations Include:**

- Community Health Impact Coalition (CHIC)
- Africa Frontline First (AFF)
- Communities at the Heart of Universal Health Coverage (UHC) Steering Committee



# Stronger Together

## Collaboration to Increase Reach

**As we expand across East Africa, we collaborate with implementation partners with strong ties both to their communities and to their national governments.** This ensures a community-centric approach that facilitates the needs of frontline health workers while building partnerships with the national government to support their longer-term priorities and promote long term ownership of the platform. Health challenges in these contexts may differ, but delivering effective PHC will always be the solution. In East Africa, E-Heza serves as the innovative solution for delivering high quality care when guided by local partners.

In Somalia, where antenatal care engagement is just 8% and childhood immunization rates are less than 42%, E-Heza will boost healthcare by leveraging real-time data collection and management. Our local partner, Banadir Primary Health Care Consortium (BPH), plans to use E-Heza to increase antenatal care by **85%** and improve immunization rates by **10%** by 2025.

In Burundi, Village Health Works will utilize E-Heza to enhance CHW case management for TB and HIV patients and strengthen overall primary healthcare delivery. E-Heza's adaptable platform ensures that services are culturally relevant and consistently executed.



# Pillar 1 Impact at Scale

Our first strategic pillar- Impact at Scale- prioritizes the fidelity of our model and impact on quality of care, engagement in care, and health outcomes at scale. Our model was designed in concert with frontline health workers to build stronger relationships and advance inclusive, equitable care through deeper engagement. E-Heza Data Solutions is a unique digital health platform that delivers this model at scale.

## Over the next three years, we will:

### Scale: Reach 1.5 Million people in 3 countries in 3 years

TIP Global Health will expand E-Heza throughout 14 districts in Rwanda while collaborating with local organizations in Burundi and Somalia that have close ties with their national governments to ensure a culturally appropriate expansion with the potential for national scale.

### Ensure the Fidelity of our Model:

- Standardized Quality of Care scores will be consistently **>90%** at all sites using E-Heza for at least six months.
- In Rwanda, antenatal care engagement will increase from 56% to **75%** by 2026.
- In Somalia, antenatal care engagement will rise from 8% to **20%** and child immunization rates will increase from 42% to **55%** by 2026.

### Impact: Improve Health Outcomes

Eliminate preventable maternal and child deaths and decrease all forms of childhood undernutrition by **15%** per year to achieve Sustainable Development Goals for maternal and child health.





**In 2023, E-Heza served a population of 650,000 people in four districts- including direct care to 175,000 people through over 500,000 unique patient visits.** E-heza enhances the quality of care by providing frontline health workers with real-time data and decision-support tools which ensures that interventions are timely, appropriate, and tailored to individual needs.



**99%** of the 7,102 pregnant women seen with E-Heza had their blood pressure checked with each antenatal care visit *(vs 89% nationally)*.



14% of pregnant women had an elevated blood pressure and **100%** of these women were referred for evaluation of preeclampsia- including urinalysis and physical exam.



**1,508** cases of uncomplicated malaria successfully treated by Community Health Workers.



**3,000** pregnant women screened for perinatal depression. 10% were diagnosed with maternal depression- with 2% expressing suicide risk factors- and **100%** were referred to mental health specialists for appropriate care.

**Improved quality of care has led to increased engagement in care and better health outcomes**

**65%**

pregnant women engage in care during their first trimester *(vs. 59% nationally)*

**97%**

facility deliveries *(vs 93% nationally)*

**Improved Health Outcomes:**

**4.7%**

maternal anemia *(vs. 13% nationally)*

**20%**

decrease in stunting from 2020 baseline *(from 37% to 29%)*



# Pillar 2 Research to Influence Policy

Our priority for Pillar #2 is to build the evidence base, trust, and advocacy strategy to promote the most effective approaches to primary healthcare delivery. This work allows us to extend our reach even beyond East Africa to affect global change in countries such as the United States and influence thought leaders of organizations such as the World Health Organization.

## What Success Looks Like:

**PROVE** by building the evidence base for the most effective approaches to primary care delivery

**DISSEMINATE** this evidence by publishing 5 research manuscripts by 2026

**ADVOCATE** for policy change that reflects our research findings

**DEMONSTRATE EXPERTISE** by sitting on national, regional, and global technical working groups



# Our Hope Initiative research team was busy in 2023!

## **Redefining Quality Care:**

In collaboration with the Rwanda Biomedical Center and Rwanda National Ethics Committee, with mentorship from Tufts University, we used the factors that influence hope among pregnant and breastfeeding women to create a Patient Quality Self Report. This tool evaluates 6 aspects of care from the lens of hope: clinical skills, mother-centeredness, health education, data management, logistics, and linkage to care. It was tested among 300 women and found to be both valid and reliable in Rwanda.

## **Redefining Health System Accountability:**

For frontline health workers to provide care that inspires hope, they must be hopeful. The factors that influence hope among health workers were used to evaluate the health system's capacity to create an enabling environment for hope-inspiring care. The measurement tool, Health System Optimization for Performance and Effectiveness (HOPE), assesses 4 system requirements from the lens of hope: leadership, workforce competency, system infrastructure, and nurturing passion. Testing of this tool will begin in 2024.

## **Local to Global Learning:**

Using our Hope research framework, TIP Global Health is working with local health systems to improve care quality from the perspective of Mixteco populations in agricultural communities across California, United States.

## **Resilience Messages:**

With the support of TIP's resilience working group of nurses, midwives, heads of health centers, mental health staff, medical directors and the Rwanda Biomedical Center, we designed, developed, and tested the first phase of resilience messages to be delivered to health workers through E-Heza.



# Pillar 3 Sustain for Growth

TIP Global Health is committed to sustainable development through strengthening human resources, establishing a self-reliant business model, enhancing brand recognition and forging strategic partnerships. This together creates a resilient infrastructure for continuous growth; this approach ensures that our practical and enduring solutions pave the way for long-term development and prosperity.

Rippleworks provided invaluable support to achieve several objectives for this pillar in 2023. Their Leaders Studio equipped our team with skills needed to lead their teams through growth. Their expert-led Communications project enabled us with strategies to communicate our expertise. *Many thanks to Lulu and Kat for your expertise and insight!*

## Success looks like:

- Sustainable Business Models
- Financial Security
- Brand Awareness
- Organizational Maturity



# Case Study

## Aheza Fortified Food

Aheza Fortified Food is a social enterprise established by TIP Global Health to address the immediate food security needs of rural communities in Rwanda. Aheza ensures access to highly nutritious and delicious fortified porridge that is affordable and typically out of reach to children at greatest need. Our creative business model prioritizes bulk sales to organizations like Partners in Health–Rwanda and Sorwathe Tea Factory that provide the porridge for free to high risk families. In 2023, we extended our reach by selling Aheza through Community Health Worker networks. We give CHWs the product on credit at the cost of production, and they sell Aheza fortified porridge at a slight mark up in their communities. The local government agreed to waive sales taxes for CHWs, allowing them to increase their profit. Communities now have local access to fortified food not typically available in rural areas, and CHWs can generate revenue for themselves and their families.

### In 2023:

**197 metric tons distributed** (up by 40 MT from 2022)

**65,765 children impacted** (up by 12,000 from 2022)

As our first social enterprise, Aheza Fortified Food's self-sustaining model and collaborations with key partners enhance our brand and expand our reach, laying a strong foundation for continuous growth and community well-being. Our experience informs similar creative business models for programs such as E-Heza Data Solutions.



# Betty's Legacy

## A Legacy of Compassion and Empowerment

At the end of 2022, we lost a wonderful woman, Mukankuranga Beathe (Betty), to a tragic car accident. Betty was not just an artisan who contributed her beautiful crafts to our collective, but she was also a lighthouse of hope and support for many HIV+ women in our community. Through her generous spirit, she opened her heart and her workspace to welcome these women from the health center, providing them with a safe haven and a means to create, earn, and heal.

Betty's dedication to empowering others and fostering a sense of community left a mark on everyone she touched. Her legacy continues to inspire us, and we are committed to honoring her memory by continuing the work she was so passionate about.

As the President of the Ihangane Ruli Women's Artisan Cooperative, Betty was deeply committed to high quality and innovative products. Several of her own basket designs made their way to market shelves in the United States and Europe. Ihangane Ruli is still going strong today, independent of charitable support, in large part because of Betty's leadership.

In our annual report for TIP Global Health, we want to dedicate a special page to celebrate Betty's life and contributions. Her story is a reminder of the profound impact one individual can have on the lives of many. Through her kindness and compassion, Betty brought light and hope to those who needed it most. We are forever grateful for her and will strive to keep her spirit alive in all that we do.



# Letter from Board Chair

***Our bold vision of “Ten to the Power of Three” is more than just a goal for TIP Global Health over the next 10 years. It represents ten million individuals in ten countries who will benefit from better health outcomes because of TIP’s innovative model.***

*Over the next year, through the studying and evaluating the effective use of our E-Heza platform in expanded areas across Rwanda, we will better understand the impact on maternal and child health outcomes. We will continue to strengthen local health systems through our growing partnerships with Village Health Works in Burundi and with Banadir Primary Health Care Consortium in Somalia while bringing the Hope research to populations in the United States.*

*Thank you for supporting and investing in TIP’s mission and work. We are grateful to our partners, donors, and supporters who have helped the organization continue to lead the global health sector in re-imagining a world where the most vulnerable populations have access to and engage with local health systems delivering high quality primary care.*

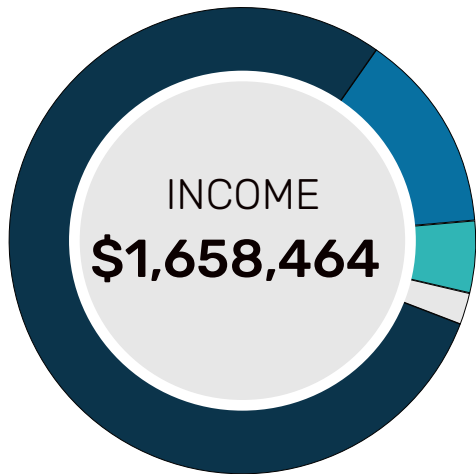
*In gratitude,*



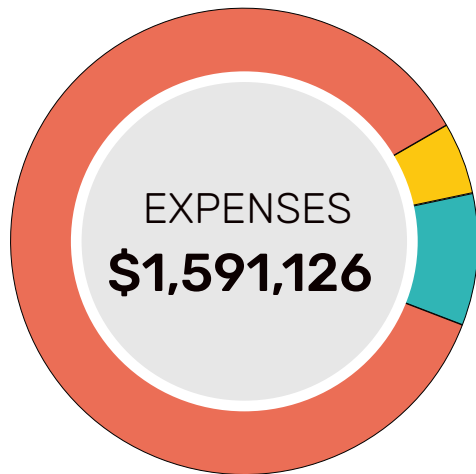
**Blakeley Lowry**, TIP Global Health,  
Chair of the Board of Directors



# Financials



- Institutions:** \$1,316,968
- Earned Revenue:** \$231,381
- Individual Donations:** \$85,115
- In Kind Donations:** \$25,000



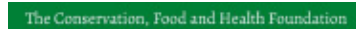
- Programs:** \$1,367,359
- Fundraising:** \$77,480
- Administration:** \$146,287





# Our Partners

## FUNDING PARTNERS



## IMPLEMENTING PARTNERS



## COALITIONS



# Our Supporters

## INDIVIDUALS

Adam Stewart  
Amy Krajeck  
Andrea Ratto  
Blakeley Lowry  
Brian Griffith  
Bryan Eustis-Murphy  
Chris Bockelmann  
Eduardo Frias  
Gabriel Constans  
George & Chrissie Fetcher  
Gisela Blumeneau

Gordon Sween  
Heidi Lidtke  
James and Abby Cole  
Jerry and Debra Stenovec  
Jerome Greenberg  
John Finegan  
Kelly McKenna  
Kiki Chmielewski  
Pamela Meharry  
Peter and Marie Laugharn  
Scott Ijaz  
Stephen Pfann  
Susan Stenovec  
Taylor Holland  
Tegan West

Terry Furgerson  
Todd Pope  
Wendy Leonard  
Yehoyada and Assumpta Mbangukira  
Yvonne and Bert Rankin

## INSTITUTIONS

CRI Foundation  
Grand Challenges Canada  
Dovetail Impact Foundation  
Tiny Hills  
Templeton World Charity Foundation  
Elsa Miller Foundation  
Segal Family Foundation  
Imago Dei Fund  
Izumi Foundation

Risk Pool Fund  
Conservation, Food, & Health Foundation  
University of California Los Angeles  
Bill & Melinda Gates Foundation  
Conrad H. Hilton Foundation  
The Jimmy Fund  
Arsenal Capital Partners



# Our Staff, Board and Advisors

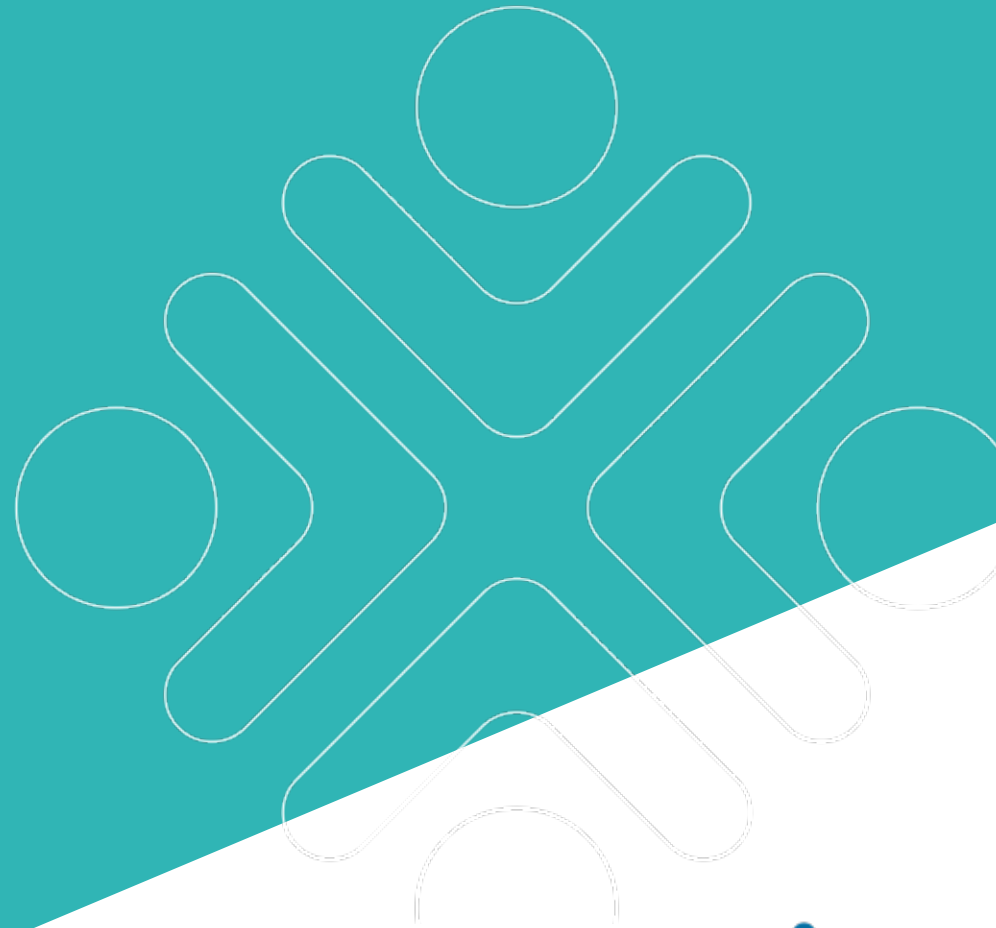
**Adam Stewart**, *E-Heza Chief Technology Officer*  
**Adeodatus Nizeyimana**, *Deputy Director of Implementation*  
**Alphonsine Mukankuranga**, *Implementation Support Assistant*  
**Amitai Burstein**, *Senior Software Developer*  
**Anatoly Vaitsman**, *Software Developer*  
**Angele Bienvenue Ishimwe**, *Director of Primary Care Research*  
**Angelique Kanzayire**, *Director of Implementation*  
**Angelique Tuyisenge**, *Operations Manager*  
**Annick Gloria Uwitonze**, *Research Assistant*  
**Bernice Semana**, *Business Development and Communication*  
**Betty Uwizeyimana**, *House Manager*  
**Delphine Umutoni**, *Implementation Support Assistant*  
**Diane Hakorimana**, *Agronomist*  
**Diane Mahoro**, *Lead Software Engineer*  
**Diana Nambatya Nsubuga**, *Co-CEO*  
**Diana Rujema**, *Technical Writing Consultant*  
**Emmanuel Nsengimana**, *Director of Finance*  
**Esther Ndacyayisenga**, *Cleaner*  
**Etienne Twizeyimana**, *Miller*  
**Gratien Mukeshimana**, *Assistant to Country Director*  
**Innocent Ndikumukiza**, *Implementation Support Assistant*  
**Jean Marie Vianney Nsengiyumva**, *Implementation Support Lead*  
**Jean Pierre Ndikubwayo**, *Director of Community Health*  
**Jean Rene Ishimwe**, *Aheza Machinery Technician*  
**Jeanette Pelizzon**, *UX Designer*  
**Josphine Gachuki**, *Grants Manager*  
**Karen Contador**, *Project Consultant*  
**Longin Dushimiyimana**, *Roaster*  
**Maria Adolfo**, *Hope Coordinator, USA*  
**Mireille Miasha**, *Implementation Support Assistant*  
**Nadine Curie**, *E-Heza Project Manager*  
**Ngarambe Jean de Dieu**, *Project Manager*

**Nenneya Shields**, *Strategy and Growth*  
**Soline Uwingabiye**, *Director of Clinical Care Quality Improvement*  
**Theophila Huriro Uwacu**, *Director of E-Heza Data Solutions*  
**Valens Hafashimana**, *Chief Operations Officer*  
**Violette Uwimana**, *Store Keeper*  
**Yvonne Mutuyimana**, *Deputy Managing Director Aheza Fortified Food*

## BOARD OF DIRECTORS

**Blakeley Lowry**, *Chair, Executive Committee Chair*  
**Bryan Murphy-Eustis**, *Strategic Advisory Chair*  
**John Finegan**, *Treasurer, Finance Committee Chair*  
**Kavish Sanghvi**  
**Kelly McKenna**, *Development Committee Chair*  
**Ngirabega Jean de Dieu**  
**Susan Stenovec**  
**Wendy Leonard**, *Executive Director*  
**Yehoyada Mbangukira**





**TIP GLOBAL  
HEALTH**



[www.tipglobalhealth.org](http://www.tipglobalhealth.org)

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EIN 26-2490827*