



# 2024 Annual Report

**Hope in Action**  
Growing Healthier Futures



# 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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# A Message of Hope From our Leadership

**In 2024, TIP Global Health sowed seeds of hope** - hope for healthier mothers and children, for resilient health workers, and for communities empowered to shape their own futures. Our bold vision - Growing impact, Reaching millions - is becoming reality. From rural Rwanda to the hills of Burundi, the urban neighborhoods of Mogadishu to the underserved indigenous communities of California, our work this year has been a powerful reminder: when healthcare is rooted in data, dignity, and community trust, it transforms lives.

Through our E-Heza Digital Health platform, we registered over 283,000 patients and facilitated more than half a million health education interactions, helping frontline workers deliver life-saving care. At E-Heza sites, stunting dropped from 33% to 27.8%, and underweight malnutrition declined from 8% to 6.2%. In Rwanda, our Aheza Nutrition Initiative distributed over 1.6 million servings of fortified porridge - real steps toward ending childhood malnutrition.

At the systems level, we forged new national partnerships that are setting the foundation for scale and sustainability. From strengthening primary care with digital tools in Burundi, to expanding maternal and child health initiatives in Somalia, and advancing research in Rwanda. Our influencers of Hope research informed new tools to measure how health systems can inspire frontline workers to deliver high-quality, hope-driven care. This year, that work took root in Detroit and is now expanding to California, where communities are using our Hope Framework to drive equitable, culturally responsive care.

Underpinning all of this is our unwavering commitment to evidence. In partnership with Mathematica and the Healthy Start research consortium, we launched a groundbreaking study on the impact of digital tools on early childhood development. We also invested in the mental health of frontline health workers through our resilience Messaging Program, recognizing that sustainable health systems must care for their caregivers too.

Despite the challenges, we are inspired by the resilience of our communities, our team, our implementing partners, and supporters. You've stood with us as we've grown from a bold idea to a proven, scalable model for transformative health impact. Hope is not just a concept - it's a call to action rooted in connection, readiness for change, and a future-focused mindset to drive system change needed to achieve our vision of a world where effective and engaging primary care is delivered to everyone, everywhere.

With gratitude and commitment,



*W. Leonard*

Dr. Wendy Leonard, MD



*D. Nsubuga*

Dr. Diana Nambatya Nsubuga, PhD



# Key Highlights

In 2024, TIP Global Health sowed seeds of hope and cultivated impactful growth, strengthening communities and transforming healthcare systems.

Through innovation, collaboration, and resilience, we made significant strides across East Africa and beyond.



**3,848** new HCWs and CHWs trained,  
strengthening frontline healthcare



Stunting rates have decreased from 33%  
to **27.8%** across E-Heza sites



Underweight malnutrition dropped  
from 8% to **6.2%** across E-Heza sites

**556,827**

Patient visits

**283,907**

Registered patients  
on E-Heza

**561,730**

Health education

**48,568**

Children received Aheza

**80**

Mixteco speakers  
interviews

## Milestones Achieved



Scaling impact through  
E-heza: Burundi, NCDA



Influencing policy through  
research: hope research,  
resilience messaging, hope  
in california



Building a sustainable  
future: Aheza to combat  
malnutrition



Community empowerment:  
CHW initiatives

# Scaling Hope:

## Expanding E-Heza's Impact

Healthcare transforms lives when it is accessible, data-driven, and sustainable. TIP Global Health is scaling its impact across three countries, reaching 1.5 million people in three years. From reducing malnutrition in Rwanda to advancing digital health in Somalia and enhancing care in Burundi, our work is building stronger, more resilient communities.

## Burundi: Strengthening Healthcare Systems

In 2024, at the invitation of Village Health Works, TIP Global Health joined the Burundi Ministry of Health and our newest partner, Ubuntu Village of Life, for a pivotal national workshop focused on expanding E-Heza Data Solutions to enhance primary healthcare across Burundi. This collaboration embodies our local-to-national strategy, leveraging partnerships with local organizations with deep community ties and government engagement to drive sustainable change. The workshop, hosted by Village Health Works, marked a key milestone in our mission to improve healthcare access and patient outcomes across Burundi. Together, we assessed healthcare challenges, identified gaps, and explored how E-Heza could address these issues—especially in remote and underserved communities.

The workshop provided a valuable opportunity to review how E-Heza was designed to align with World Health Organization and Burundi Ministry of Health protocols. Field visits with Community Health Workers (CHWs) demonstrated E-Heza's ability to streamline data collection and improve care delivery. These insights led to the development of a comprehensive implementation framework with the Ministry of Health and Village Health Works to guide the rollout of E-Heza, emphasizing sustainability, scalability, and measurable impact.

An agreement was reached on key steps to be implemented by the end of the year, including plans to train 200 CHWs, many of whom are part of Village Health Works' network, to provide digital health-supported primary care, ultimately reaching 200,000 people through improved healthcare delivery. This agreement also includes the introduction of three new E-Heza modules for Immunization, Tuberculosis, and HIV case management. Additionally, a structured national expansion roadmap was developed in collaboration with the Ministry of Health, Village Health Works, and Ubuntu Village Life to scale E-Heza across the country. E-Heza is now positioned as a critical tool for strengthening healthcare systems and improving patient outcomes across Burundi, with the collective support of government partners and trusted community organizations.



**"By customizing the E-Heza digital platform to align with the Burundi national MoH protocols and WHO protocols, we are laying a strong foundation for improving healthcare delivery through cutting-edge technology."**

*– Dr. Oscar Ntihabose, Director General, Ministry of Public Health, Republic of Burundi*

# NCDA: Strengthening Child Health Through E-Heza

In partnership with the National Child Development Agency (NCDA), TIP Global Health is advancing child health and nutrition in Rwanda by integrating E-Heza Data Solutions into national efforts to reduce childhood stunting and undernutrition. At the request of NCDA, we created a Child Scorecard that tracks both individual and aggregated data on the most important factors contributing to childhood stunting. By 2025, we aim to reduce childhood stunting by 10% and underweight malnutrition to below 6% in all communities where we work.



## Rwanda

### Impact in Action - (3 month child scorecard pilot)

**169** CHWs across 45 villages in Gasabo District participated in the pilot and served **106,667** people

**416** pregnant women and **5,706** children under two received care through E-Heza

**25%** reduction in acute malnutrition with mid-upper arm circumference decreasing from 8.02% to **5.9%**

**3** new health centers adopting E-Heza's Child Scorecard, reaching an additional **65,626** people

### Scaling Impact in Ngororero and Rutsiro

E-Heza's Child Scorecard initiative expansion planned for Ngororero and Rutsiro Districts, covering **737,135** people, including **118,794** children under five

**51%** stunting rate in Ngororero and **44%** in Rutsiro, highlighting urgent intervention needs

Comprehensive assessment of **33** health centers to evaluate service delivery, health indicators, and implementation strategy

# Somalia



## Somalia: Strengthening Healthcare Through Innovation

**This year, TIP Global Health expanded E-Heza Data Solutions to Somalia**, advancing our goal of improving health outcomes for 1.5 million people across three countries by 2026. Partnering with the Banadir Primary Health Care Consortium (BPHCC), we are introducing digital health solutions to strengthen healthcare delivery and expand access to primary care.

### Our Goal:

Pilot aims to increase antenatal care coverage to 85% and 10% boost in child immunization rates targeted for improved coverage.

### Progress:

- Finalized MOU with BPHCC to launch an E-Heza pilot in Mogadishu.
- Somali translation of E-Heza has begun and will be reviewed by 200 Community Health Workers (CHWs).
- BPHCC team to receive training in Rwanda before leading pilot implementation.
- Formal approval from Somalia Ministry of Health (MoH) for national expansion in partnership with UNICEF.

### Advancing Healthcare Through Partnerships:

- BPHCC has been chosen by the Somalia MoH to pilot E-Heza and then integrate into the national health system.
- Strategic expansion plan ensuring sustainable digital healthcare solutions.
- Resilient infrastructure for long-term health improvements.

By leveraging innovation, partnerships, and data-driven solutions, TIP Global Health is transforming primary healthcare delivery in Somalia, ensuring accessible, high-quality care for communities in need.

# Growing Knowledge:

## Research and Advocacy for Global Change

### Strengthening Evidence for Impact

TIP Global Health is committed to generating high-quality evidence to improve primary healthcare delivery and maternal and child health outcomes. In 2024, TIP Global Health collaborated with Mathematica to create a research framework for evaluating E-Heza's impact on childhood stunting through a pathway of interventions targeting pregnancy and early childhood development. That work was merged into a broader collaborative research team called Healthy Start which will conduct a randomized controlled trial on childhood stunting. E-Heza was selected as the digital health platform to deliver an optimized package of interventions designed to eliminate childhood stunting.

**The Healthy Start Initiative officially launched with a kickoff event in September**, followed by a strategic planning session in November, aligning research efforts across. Together, we are now working as a unified research team to study how an optimized set of interventions during pregnancy and early childhood, delivered via E-Heza, can drive improvements in early childhood development and nutrition. E-Heza can drive improvements in early childhood development and nutrition. This RCT will inform national and global strategies, providing a scalable model for integrating digital health into nutrition programs worldwide.

### Advancing Research and Maternal Healthcare

**94%**

of pregnant women receiving antenatal care on E-Heza had hemoglobin levels documented

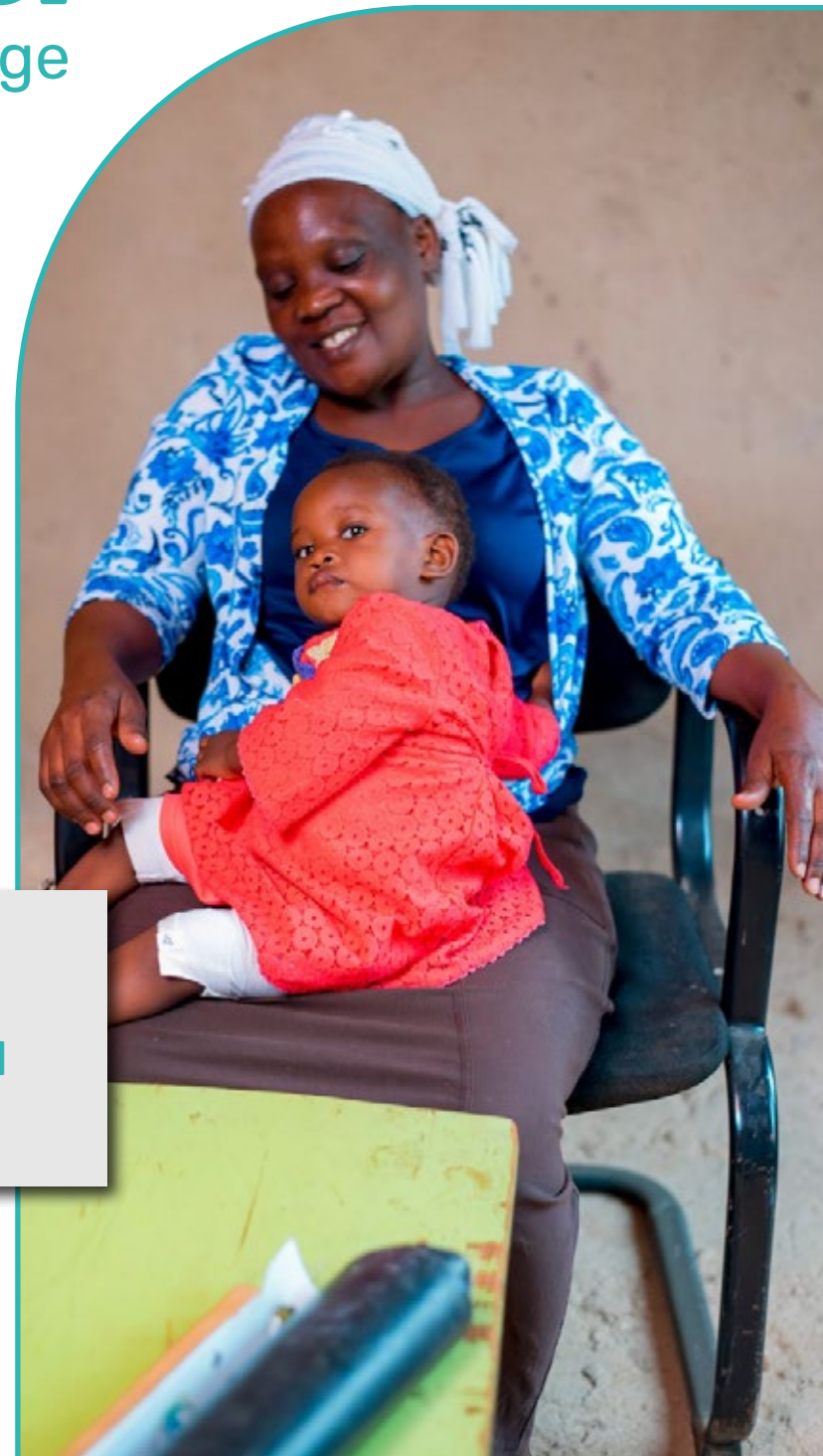
**3.1%**

maternal anemia rate, tracked through E-Heza's lab module

**Completion Metrics tool**

enables real-time tracking of facility-level care quality

By leveraging rigorous research and data-driven insights, TIP Global Health is ensuring that E-Heza continues to drive meaningful improvements in healthcare quality, patient engagement, and health outcomes.



# Hope in California:

## Advancing Health Equity

In 2024, TIP Global Health launched the **Hope in California Initiative**, expanding our Hope Framework from Rwanda to the U.S. to address healthcare disparities among Mexican immigrant Indigenous language speakers, primarily Mixteco communities, in Santa Cruz County, California. The initiative seeks to understand the factors that inspire hope in these communities, how those factors influence perceptions of quality primary care, and to identify interventions that increase access and engagement in care.

The initiative builds on TIP's research in Rwanda, which revealed that interconnectedness, readiness for change, and future-orientation are core domains of hope that influence health-seeking behavior and care retention. These same concepts now guide our work in California to support inclusive, community-driven health solutions.

With support from the Robert Wood Johnson Foundation, we conducted focus groups and interviews with over 80 Mixteco-speaking community members, including healthcare workers, community leaders, religious figures, and traditional healers. Field research in homes, churches, and workplaces provided deeper insight into how family, trust, and cultural identity shape healthcare decisions.

This work comes at a critical time. **Just 62% of Indigenous women and only 24% of Indigenous men in California accessed healthcare within the past two years**, compared to the state averages of 86% for women and 73% for men. These disparities underscore the urgent need for culturally responsive approaches to care.

Insights from this research are informing practical interventions to improve health literacy, build trust, and strengthen patient-provider relationships. The goal is to establish a scalable framework for delivering equitable, high-quality primary care to Indigenous communities across California.





## Optimizing Hope for Healthcare Workers

As part of our commitment to supporting the mental and emotional well-being of frontline healthcare workers (HCWs), TIP Global Health launched the Resilience Messaging Program within E-Heza, informed by findings from our Influencers of Hope research. In Rwanda, where 70% of HCWs are women, the daily demands of healthcare delivery often result in stress, emotional exhaustion, and burnout.

Through this research, we discovered that HCWs are actively seeking personal coping strategies to navigate these challenges. In response, we developed the **Resilience Messaging (RM) Program**—a targeted, evidence-based initiative designed to help HCWs build emotional strength, practice self-care, and sustain their well-being in the face of ongoing pressures.

The resilience messaging program delivers three resilience messages per week over six months through E-Heza, our digital health platform. Developed with Thrive Global and Johnson & Johnson, the messages cover five key pillars: stress management, mindfulness & relaxation, self-care, connecting to purpose, connecting with others.

The program also includes biweekly phone check-ins and monthly peer meetings to provide space for reflection, feedback, and deeper learning.

Healthcare workers report feeling more supported and valued, with a renewed sense of permission to prioritize self-care, whether it's taking short breaks, drinking water, or finding time for family.

To make the program more accessible, HCWs voiced a desire to revisit these messages outside work hours, as current delivery through E-Heza occurs during busy clinical shifts. In response, our development team is working on new functionality that will allow HCWs to securely download the module to personal devices—ensuring continued access without compromising patient privacy.

By embedding hope into daily workflows, the Resilience Module is not only improving workplace morale—it is laying the foundation for a more compassionate, sustainable health system.

**As one nurse shared,**

*“The message offers hope, encouraging us to care for ourselves and enabling me to deliver quality service.”*

# Building for the Future Through Sustainable Nutrition

**In 2024, TIP Global Health continued to strengthen food security and economic opportunity** by expanding access to Aheza Fortified Porridge through Community Health Worker (CHW) networks in rural Rwanda. By delivering affordable, nutrient-rich food at the community level, Aheza is improving nutrition while supporting CHW livelihoods.

While we initially aimed to increase sales from 200 MT in 2023 to 234 MT in 2024, we strategically shifted focus early in the year to strengthen production quality and efficiency. This shift came after challenges balancing local demand with large-scale orders, particularly from Partners In Health–Rwanda. In response, we restructured staffing, streamlined supply chains, and adjusted pricing to reflect true production costs.

**As a result, 165 MT of Aheza Fortified Porridge were distributed in 2024** through CHW networks, PIH–Rwanda, childcare centers, and PMTCT programs across eight districts in Rwanda in Gakenke District. Dependency on general funds dropped by 83%—from \$100,000 in 2023 to \$17,000 in 2024—bringing us closer to our goal of full financial sustainability by 2025.

In Gakenke, CHWs now sell Aheza at an 18% discount below market price due to government tax exemptions. The program has grown from 5 to 25 CHWs, creating a scalable, community-driven model that supports both health and income generation. In total, 82 MT (1.64 million servings) were distributed through CHW-led channels. Underweight malnutrition in Gakenke remains low at 6.2%, highlighting the program's impact.

Looking ahead, TIP Global Health will continue scaling Aheza to new districts in 2025, expanding access to fortified food, supporting CHWs, and strengthening community health.





# Hope in Bloom: Yvonne's Story

For Yvonne, hope has always been both a mindset and a lifeline. Orphaned at just eight years old, she could have easily been defined by her loss. Instead, she was shaped by the strength of the communities that surrounded her, people who believed in possibility even in the face of adversity. **“Hope, and hopeful communities, helped me reach for more.”**

Yvonne's early experiences taught her that intention fuels hope. In primary school, she found inspiration not just in her own dreams, but in watching others persevere despite overwhelming challenges. Supportive friends and communities, and her commitment to serving others built a foundation of resilience that continues to sustain her today.

Now serving as the Director of Aheza Fortified Food Ltd, Yvonne draws strength and inspiration from the very people she serves. “I feel so sad when families lack food around the world,” she shares. “But seeing mothers and children receive Aheza and have better life outcomes, that gives me hope.” Her community, colleagues, and leadership environment push her to strive harder every day.

Yvonne believes that hope isn't something we wait for, it's something we create. It means holding onto belief even when circumstances are tough, and surrounding yourself with kindness, humility, and purpose.

***Everything is possible,” she says. “Even with challenges, if you focus on the positive and lean on your community, you can overcome anything.”***

For Yvonne, hope is not just personal, it's collective. It's in every family served, every challenge met, and every life improved. And it is this enduring hope that powers her vision for a better future for all.



*"When healthcare is  
rooted in data, dignity,  
and community trust,  
it transforms lives."*

*Dr. Wendy Leonard, MD*



# Advancing Quality of Care and Health Outcomes

**TIP Global Health remains committed to scaling high-quality, engaging antenatal and primary healthcare services while ensuring fidelity to our model and measurable improvements in care delivery.** Through E-Heza

Data Solutions, we are driving higher patient engagement, improving care quality, and achieving measurable health outcomes at scale.

A key milestone in this effort is increasing the percentage of pregnant women receiving at least four antenatal care (ANC) visits to 70% by 2025. As of 2024, this percentage has risen to 59%, surpassing the national average of 44%. This progress reflects our commitment to strengthening maternal health services through data-driven strategies, training frontline health workers, and optimizing patient engagement.

To further enhance our ability to track quality metrics and health system performance, TIP Global Health has built robust data reporting systems, allowing us to analyze demographics, encounter types, and health outcomes. Our newly developed Completion Metrics query provides real-time insights into data entry completeness by healthcare worker type and module, helping us identify gaps and improve service delivery.



## Key Impact Metrics

**87%** of eligible patients received a malaria test, with 98.8% of diagnosed cases receiving appropriate treatment.

**4,770** patients have been managed in the Non-Communicable Disease (NCD) module, improving chronic disease care.

**99%** of those advised to receive an HGBA1C test (for diabetes screening) received the test.

**Only 5%** of those advised to receive a creatinine test (for kidney function) completed the test, highlighting an area for improvement.

**97%** of children received age-appropriate vaccinations for DTP, BCG, PCV13, and Rotarix.

# Financial Overview of 2024



- **Institutional Grant Investments:** \$1,579,836
- **Sales Revenue:** \$139,811
- **Individual Donations:** \$66,306



- **Programs:** \$1,392,805
- **Fundraising:** \$83,594
- **Administration:** \$227,732



# Letter from Board Chair

*This year, hope truly came into bloom at TIP Global Health. From expanding our reach across Rwanda, Burundi, and Somalia, we've deepened our impact through stronger systems, innovative nutrition programs, and new tools that support frontline workers.*

*These milestones reflect the bold vision of growing impact, reaching millions – 1.5 million people in three countries by 2026. In Rwanda, we launched a landmark randomized controlled trial to evaluate how E-Heza improves maternal health outcomes, marking a major step in our evidence-based approach to transforming primary care. With each step forward, we move closer to that reality. In Burundi and Somalia, we are scaling our model through strong local partnerships, expanding access to quality primary care in some of the most underserved communities.*

*I want to thank our partners, donors, and supporters for helping TIP grow in both reach and impact. It is with deep gratitude that I express to our visionary leaders Wendy and Diana and our steadfast team how much pride I feel in this organization and its influence in the global health space.*

*This will be my last letter as Board Chair as I pass the reins to fellow board member, Yehoyada Mbangukira. It has been my absolute honor to work with TIP Global Health over the last 15 years and serve as Board Chair since 2018. I'm thrilled that the board has appointed Yehoyada as the new Board Chair. Under his leadership, TIP is well positioned to scale its bold vision in the years to come.*

*With gratitude,*

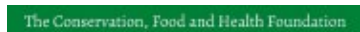


**Blakeley Lowry**, TIP Global Health,  
Chair of the Board of Directors



# Our Partners

## Funding Partners



## Implementing Partners



## Coalitions





# Our Supporters

Adam Stewart

Amy Krajeck

Andrea Ratto

Blakeley Lowry

Brian Griffith

Bryan Eustis-Murphy

Chris Bockelmann

Diana Nambatya Nsubuga

Eduardo Frias

Floyd Norris

Gabriel Constans

Gayle Northrup

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Jerome Greenberg

Jimmy Fund

John Finegan

Kelly McKenna

Kiki Chmielewski

Mark Cohen

Pamela Meharry

Peter and Marie Laugharn

Scott Ijaz

Stephen Pfann

Susan Stenovec

Taylor Holland

Tegan West

Teresa Goldner Robbins

Terry Furgerson

Todd Pope

Wendy Leonard

Yehoyada and Assumpta Mbangukira

Yvonne and Bert Rankin

# 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 Associate*  
**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 Ndayayisenga**, *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 & 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*

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**Bryan Murphy-Eustis**, *Strategic Advisory Chair*  
**John Finegan**, *Treasurer, Finance Committee Chair*  
**Kavish Sanghvi**  
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**Yehoyada Mbangukira**





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HEALTH**



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