



ANNUAL REPORT 2013



LIFENET INTERNATIONAL
TRANSFORMING AFRICAN HEALTHCARE

Acknowledgements

Our thanks goes out to all those who supported the development of this annual report: Kristy Carlson, Elin Henrysson, and Chad Bartlett for the photography; Viki Nelson for the layout; Sarah Snidal for the graphic design; and Caroline Kimbrough for the infographic.





From LN's President



Dear Friends,

Writing this in 2014, I realize that I could never have predicted the form and impact LifeNet would have since our first assessment on the ground in 2009. Since then, we have carefully adapted LN programs to the real healthcare needs in Burundi and have watched them grow in number, scale, and quality. The important aspect of LN, however, is that this growth is not only visible within an abstract business model but in the tangible, physical health of an entire country. We see the mothers who would have been childless, the children who would have been motherless, and the poor that would have been destitute without proper care. Ultimately, we see a country growing out of a cycle of poverty and poor healthcare.

In spite of the overwhelming challenges facing primary care clinics in Burundi – the poverty, the disease, the fragile political climates – our partner clinics have succeeded beyond many of our most ambitious predictions. LN partner clinics now provide healthcare to nearly 10% of the country's population with a fully doubled improvement in quality of care. As we consider the multitude of lives LifeNet has touched and the way our work has strengthened the healing mission of the African church, we can only attribute this success to God and his blessing.

Thank you for reading this report and for partnering with us in our mission to increase the healing capacity of the African church. We hope you will be inspired by the work God is doing through LifeNet.

Sincerely,

A handwritten signature in blue ink, appearing to read 'MSL', followed by a long horizontal flourish.

Michael L. Spraggins

From LN's Executive Director



Dear Friends,

Reflecting on the last year, what stands out most to me is the value of our personal relationships. While we have been blessed with continued and growing impact of our programs, realization of goals, and significant output, the reason it is all possible is because of the wonderful people involved with LifeNet.

Our personnel is a team of hard-working and gifted people committed to the mission of transforming our partner clinics so they can provide quality, sustainable healthcare. Our program partners are churches, pastors, nurses, doctors, and clinic managers who want to learn and grow. They are wonderful people who refuse to settle for the horrific status quo of untreated illness, infection, death, and despair in their communities. Our financial and technical partners are also a special and growing group of people who want to effectively utilize resources to make a measurable and significant impact on the health and wellbeing of people in Africa and beyond.

Paramount to these important relationships is our abiding relationship with God. Apart from him, we can do nothing. But with him, all things are possible as we believe and as we work out our faith. All glory for the past year with LifeNet goes to God, and on him we depend for the future.

Warm greetings and thanks from Burundi,

A handwritten signature in black ink, which appears to read 'Stefanie Weiland'.

Stefanie Weiland

Table of contents

| | |
|--|----|
| Guherekeza..... | 6 |
| Measuring our Impact..... | 8 |
| Measuring Improvement of Quality..... | 8 |
| Sample Quality Score Questions..... | 9 |
| Franchising 101..... | 10 |
| Medical Program..... | 12 |
| Medical Programs..... | 13 |
| Medical Program Team..... | 13 |
| Business Programs..... | 14 |
| Business Programs Team..... | 14 |
| Management Training..... | 15 |
| Pharmaceutical Delivery Program..... | 16 |
| Growth Financing Program..... | 18 |
| Equipment Program..... | 18 |
| Loan to the Masaka Diocese..... | 19 |
| Program Operations Team..... | 20 |
| 2013 Financials..... | 21 |
| LN Network..... | 22 |
| Board..... | 22 |
| Supporters..... | 22 |
| Partners..... | 23 |
| Features..... | 23 |
| Project Spotlight: When Babies Breathe, Babies Live..... | 24 |



By the end of 2013, LN doubled the quality of care received by 10% of Burundi's population for less than \$1 per patient visit.

Guherekeza

During one dusty dry season, our team had the privilege of meeting with the pastor of a partner church-based clinic. During the visit, the pastor shared an important part of Burundian culture. He said, “LifeNet, we have a word for what you do: guherekeza.” He reinforced his point by remarking how different it is for an NGO to build a partnership and consistently work alongside his staff. The pastor added, like the Burundians we learn from, LifeNet demonstrates what is called guherekeza.

The members of our team who are not locals were puzzled and the pastor graciously explained: “In Burundi, when friends leave your home, you walk with them until you are certain they will reach their destination safely. This is guherekeza.”

What an honor it is to be called “friend”! What a privilege it is to practice such a valued Burundian tradition. We are thankful for the opportunity to guherekeza, to walk with our Burundian friends as they skillfully and safely reach their destination: restored health in their communities.

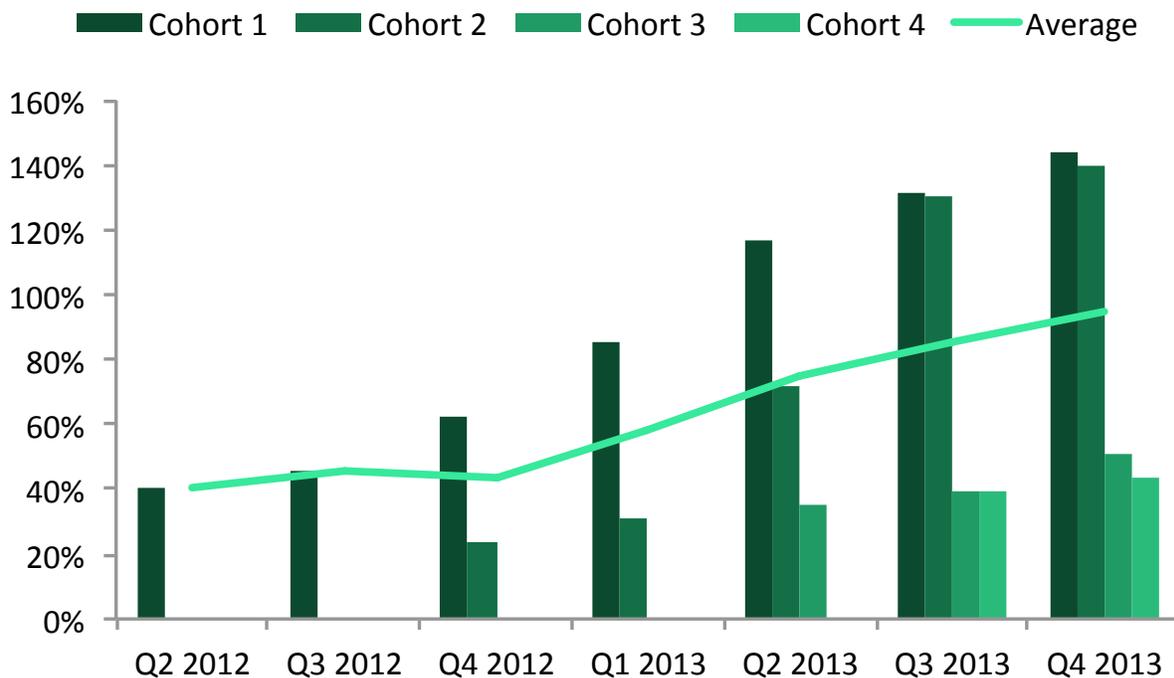
These local partnerships have been a real source of joy for us in this beautiful country of red earth. Since 2009, our hope has been for true relationships and friendships, which transform all parties involved. Our partners never cease to teach us valuable lessons that transform our thoughts and work. They are the heart of LifeNet and it is a privilege to walk alongside them, our friends.



Measuring Our Impact

One of LifeNet’s strengths is monitoring and evaluation for measured impact, using tools developed in-house and proven successful in the local context. We apply our Quality Score Card (QSC) periodically to measure partners’ performance across key areas including pharmacy operations, management, and clinical practices. To create the QSC, our nursing and public health specialists drew on standards established by Burundi’s Ministry of Health, as well as the USAID/Smiling Sun Health Services “Quality and Monitoring Supervision Clinic Preparedness Guide, January 2010,” the IFC Self-Assessment Guide for Health Care Organizations from the Joint Commission International, and SafeCare Standards. The QSC covers indicators that the Ministry of Health includes in its own health center evaluations and then goes beyond to quantify staff adherence to LifeNet-taught best practices in management and healthcare. With it, we calculate a robust composite score for each clinic that indicates the impact of our interventions on clinic quality over time. In addition to the Quality Score Card, LifeNet also administers pre- and post-training tests to partner clinic staff and regularly sees scores double after trainings.

% Increase in QSC





MEDICAL QUESTIONS

Are hand-washing materials available?

1 2 3

Does the medical team use good and regular hand-washing?

1 2 3 4

Is the waste disposal protocol followed?

1 2 3 4

Is all equipment properly sterilized?

1 2 3 4 5

Are isolation precautions taken for necessary cases?

1 2 3 4 5

Are all patients given full and proper physical exams?

1 2 3 4 5

MANAGEMENT QUESTIONS

Is there a system in place for patient wait times and order for consultations?

1 2 3 4 5

Are accounts for consultations properly filed?

1 2 3 4 5

Are pharmaceuticals properly stored and inventoried?

1 2 3 4 5

Is there a written up-to-date record of daily patient volumes?

1 2 3 4 5

Franchising 101

Why conversion franchising? Because a conversion franchise takes something that works and makes it work better and on a larger scale. Clinics in Burundi are already providing healthcare, but with a LN partnership, they have access to the training and materials they need to provide better healthcare. Once clinics are in the LN network, they are accountable for ensuring progressive quality of care standards. When clinics implement these quality of care standards at a franchise level, the result is drastic: millions of people receive better healthcare. These patients associate better healthcare with the LN brand and know that they will receive high quality, compassionate care at LN clinics.

The changes illustrated in this infographic might seem rudimentary but they represent hundreds of thousands of stories and changed lives: a baby is resuscitated with a simple medical implement, a mother's life is saved because the nurse followed appropriate hygiene procedures, a father can work because he finally has access to the medicine he needs to live, a nurse can perform a life-saving intervention because she was not making the long journey to find medication, and a clinic can lower its prices because they are not losing money to incomplete record keeping. The stories continue, and so does LifeNet's commitment to expanding local capacity and empowering the healing ministry of the church in East Africa.

BEFORE



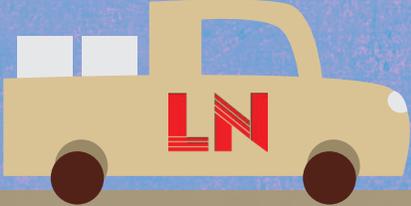
LifeNet makes a difference for clinics in need.

Medicine orders are irregular and transportation is insecure



AFTER

Medicine is supplied regularly and securely



Exam rooms are missing basic equipment and clear signage



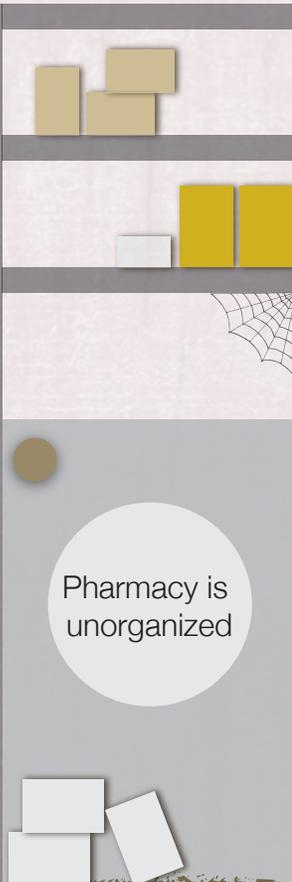
EXAM ROOM

Exam rooms are stocked with essential equipment and clear signs direct patients



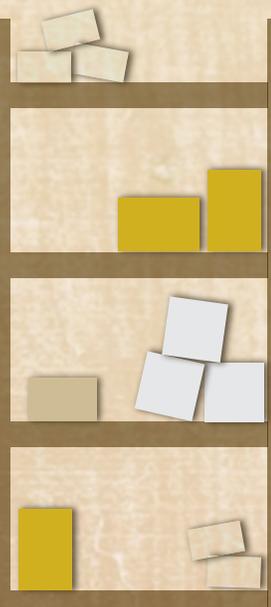


No access to a sink or soap



Pharmacy is unorganized

Accounting is disordered and budget is not followed



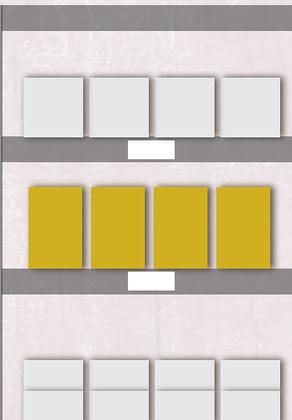
Pharmacy stock room is unorganized and poorly stocked



Clean hands prevent the spread of infection



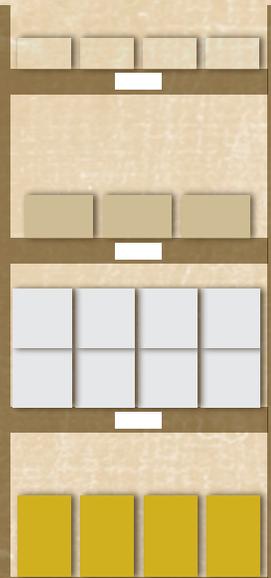
PHARMACY



Pharmacy is clean and organized

OFFICE AND STOCK ROOM

Accounting books are well organized and budget is fully utilized and audited regularly



Pharmacy stock room is organized, properly labeled and regularly supplied



Medical Training Program

The Medical Training Program experienced a season of healthy growth in 2013. The program nearly doubled in partnerships over the course of the year, from 25 partners receiving training in January to 44 signed partners by October, including four hospitals, 38 clinics, and two university partners. In January 2013, 191 learners participated in the trainings. By October, over 500 learners were participating monthly in the LN trainings, including qualified nurses, nurse assistants, lab technicians, midwives, and university students. These new learners became part of the greater LifeNet family as relationships were built and they began to adopt safer and up to date health practices. The medical team grew as well, with the addition of two excellent nurse trainers and a network of volunteer consultants.

LN's network not only grew, but LN's partner sites also showed dramatic improvement in their quality over the year, reflected in the scores on the quality scorecards. In Q1, only nine partners had reached the 75% mark on the quality scorecard, allowing them to be eligible to apply for an equipment loan. By the end of Q4, 29 partners qualified for the equipment loan, with an increase from an average score of 65% on the QSC at the start of 2013 to 81% by the end of 2013.

But more importantly, nurses were diagnosing and treating conditions correctly, acting in emergencies instead of standing by, washing their hands, teaching patients about how to take their medications, and bringing babies into the world in a safer way. They were helping to give patients the best chance possible to not simply survive, but also thrive despite the difficult circumstances in Burundi.

The year 2014 will continue to build on the efforts and achievement of 2013. In 2014, the program will be laid out in a sequential, modular pattern, with a new quality scorecard program tailored to the new curriculum, helping to cast the vision with more discrete benchmarks and fuel the momentum for change.

MEDICAL PROGRAMS TEAM



Monica Slinkard
Medical Director



Denis Coyantutse
Nurse Trainer



Gabriel Ngambe
Nurse Trainer



Saidi Kashindi
Nurse Trainer



Dorine Gahimbare
Nurse Trainer



Sophrone Bukuru
Nurse Trainer



Vared Kater
Nursing Consultant

BUSINESS PROGRAMS TEAM



Elin Henrysson
Program Director



Nobel Cubahiro
Pharmacist
Global Health Corps Fellow



Tal Ben Jaaqov
Management Training Program Officer
Global Health Corps Fellow





Management Training

Since its inception, LifeNet has aspired to promote good business practices among LN clinic partners. Clinics are often managed by hard-working, dedicated men and women that have a primary level education and are overwhelmed by accounting tasks and stock management, not to mention strategic decisions about clinic investments. The results are frequent stock-outs, mismanagement of funds and an unsustainable clinic.

Having assessed the needs of our network, the LifeNet team concluded that what was true of the proven LN medical training model is also true of effective management training. Impact requires investment that is built around relationship and regular, targeted follow-up.

In anticipation of a full roll-out in 2014, LifeNet developed a full 2-year curriculum covering basic accounting, human resource management, pharmacy and stock management, and strategic planning. The team also developed a separate management quality score card based on international clinic management standards to serve as a measure of the LN management training impact at each clinic.

In 2014, each clinic partner will be paired with a dedicated management trainer who will guide the clinic management team through the curriculum during regular monthly trainings, running parallel to LN's medical training.

This program is a big step toward empowering local, Burundian leaders and toward a network of clinics that can sustainably provide quality health care to their communities.



Pharmaceutical Delivery

LifeNet delivered 67 orders of medication to 15 clinics among the LN network during 2013, providing access to lifesaving treatment for over 30,000 patients.

Through a partnership with Global Health Corps, LifeNet also recruited a dedicated pharmacist to run the delivery program and to act as a resource for the LN clinic network.

As with the LifeNet training program, trusting relationship is the key to success. Nobel Cubahiro, the LifeNet pharmacist is not only providing a reliable service to LN partner clinics, but is also building friendships with the clinic pharmacy staff.



“Nobel provides us with all the medicine that we need every time we order. With others, we have to go back over and over again to get every kind of medicine. Nobel communicates with us as he fills our order and gives us all the medicine that we need.” --- The pharmacist at Red Cross Kinindo Clinic



Growth Financing Program

EQUIPMENT PROGRAM

In 2013, LifeNet's pilot equipment loan to Kigobe health center benefited its patients by providing access to a hematology analyzer. Kigobe nurses can now identify the precise nature of infections and can follow through with appropriate diagnosis and treatment. The repayment rate stands at 100% and the hematology analyzer has allowed the clinic to bring in an additional average of \$136/month, an amount representing the fulltime monthly salary of one nurse assistant.

LifeNet is expecting the arrival of a container of carefully selected equipment in 2014, which will allow the full LifeNet network to benefit from equipment loans.



LOAN TO MASAKA DIOCESE

Uganda

During 2013, LifeNet partnered with the Masaka Diocese in Uganda, providing a start-up loan for a pharmaceutical distribution company. The company is now fully operational and distributes quality assured medicine from Joint Medical Stores to clinics within its diocese. Starting their repayment early, Masaka Diocese ended the year 2013 with a phenomenal 821% repayment rate.

PROGRAM OPERATIONS TEAM

Burundi:



Stefanie Weiland
Country Director



Gloria Havyarimana
Finance & Operations Manager



Armand Giramahoro
Administrative Officer



Oscar Niyokindi
Operations Assistant



Audifax Bigirimana
Operations Assistant



Jean-Marie Ndekezi
Operations Assistant

United States:



Hanha Kimbrough
US Director

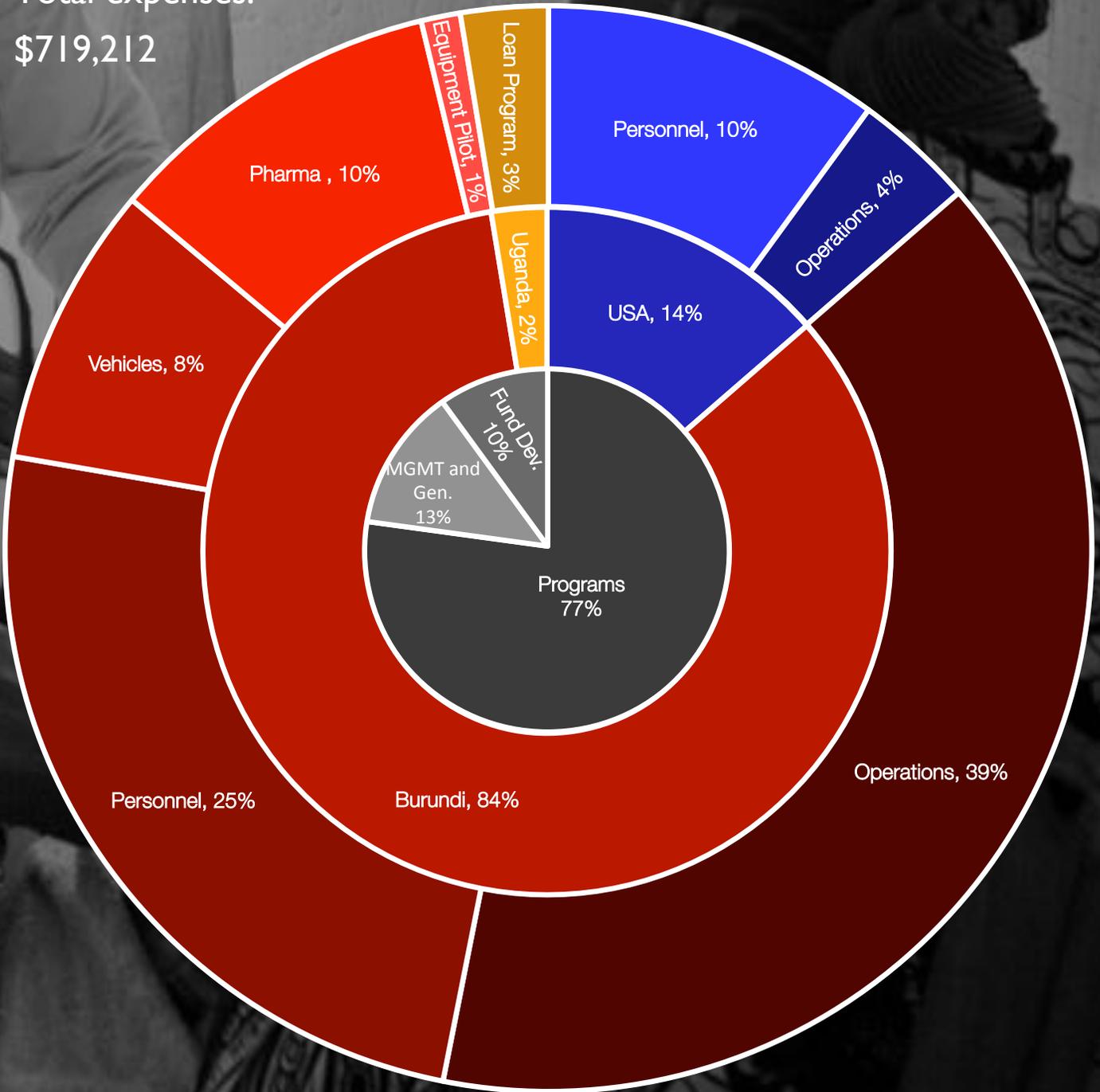


Hayley MacMillen
Communications Officer



LN 2013 Financials

Total expenses:
\$719,212



LN Network

Board Members

Michael Spraggins

CEO of Spraggins, Inc.
Chairman and President of LifeNet International

Peter Greer

President of Hope International

Todd Harper

President of Generous Giving

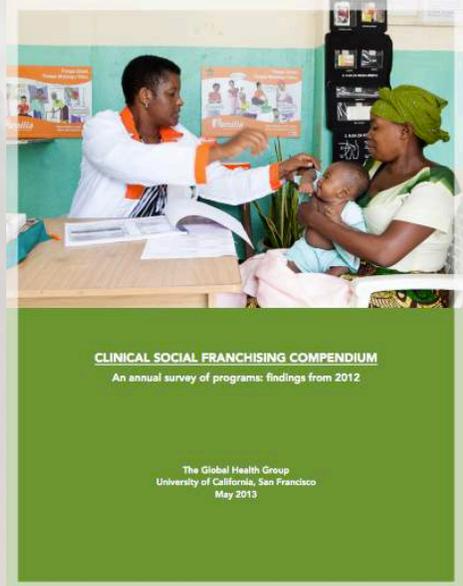
Mark Linsz

Former Corporate Treasurer for Bank of America

Significant Gifts

Anonymous
David Weekley Family Foundation
Find Us Faithful Foundation
First Fruit Inc.
Micah 6:8
National Christian Foundation of Orlando
Sparrow Charitable Foundation

Featured



Partners



Center For
Health Market Innovations
Primary Care Learning Collaborative



Accord
NETWORK®



International Partnership for Innovative Healthcare Delivery



CCIH

Christian Connections
for International Health

**GLOBAL
HEALTH
CORPS**





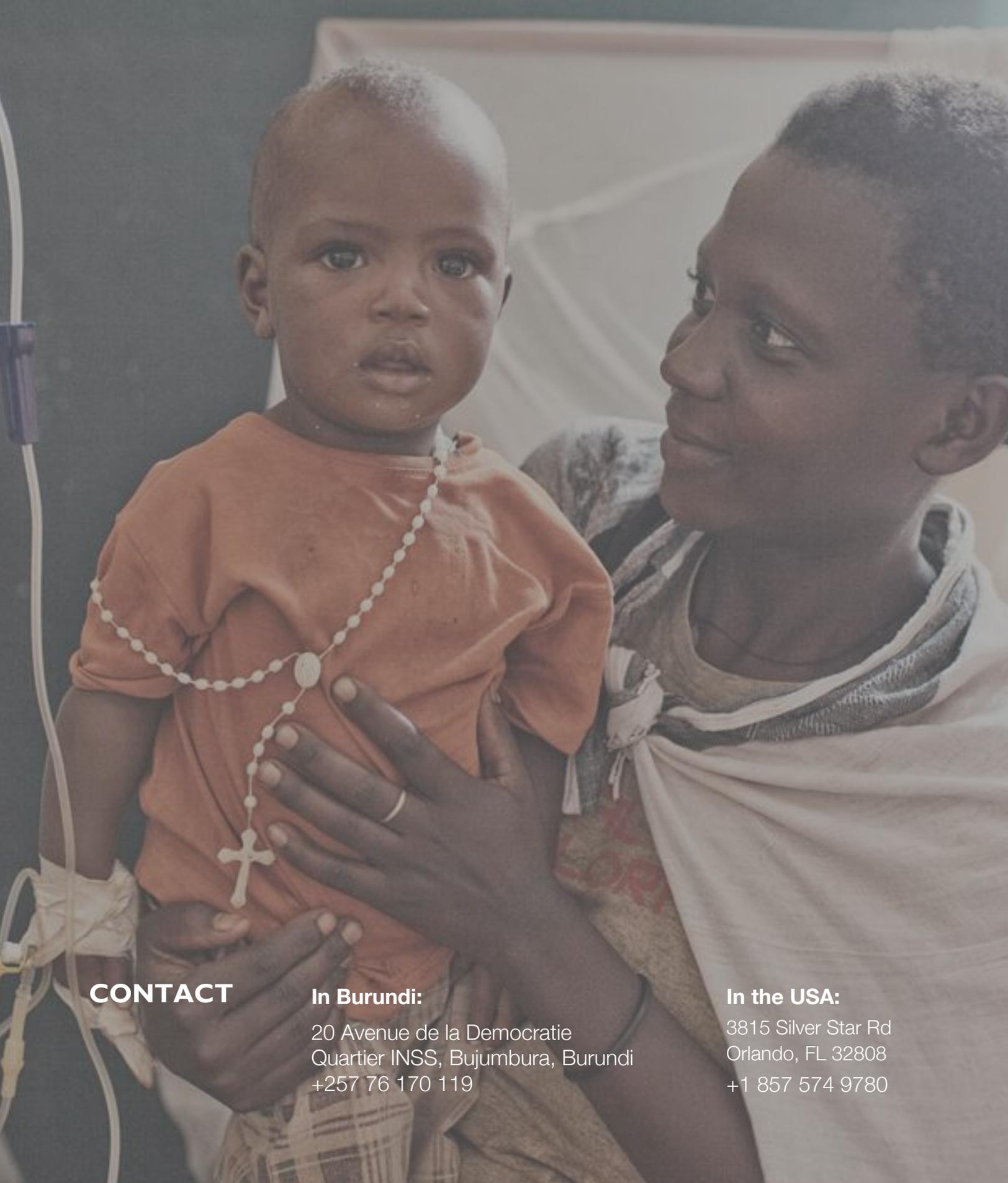
PROJECT SPOTLIGHT:

When Babies Breathe, Babies Live

One of LifeNet's most immediately impactful lessons is our infant resuscitation training. Nurses at our partner clinics often gush with proud stories of how they "reanimated" – saved the life of – one or two or three babies in a single month. Ten percent of newborns need help to start breathing and knowing how to give this help is a dramatic demonstration to the nursing staff of the value of LifeNet's training.

As we delivered the training however, we noticed that many of our clinics did not have a baby ambu. This simple tool is essential for infant resuscitation but, for small rural clinics, they are often prohibitively expensive. In December, 2013, LifeNet gave a Christmas present to each of our partner clinics: access to an affordable baby ambu.

At Kayogoro Health Center, a clinic in southern Burundi, the visible impact of this training was nearly instantaneous. The LN team arrived at the clinic to do an afternoon training and then to shadow the clinic staff the following morning. Before retiring for the night, LN Nurse Trainer Gabriel Ngabe spent an hour teaching the staff how to use the baby ambu. Upon awakening the next morning, the team was met by a beaming nurse who proudly announced, "A woman arrived late last night and gave birth to a baby girl. The baby was not breathing but I used the ambu and the technique you taught us and now the baby is healthy!"



CONTACT

In Burundi:

20 Avenue de la Democratie
Quartier INSS, Bujumbura, Burundi
+257 76 170 119

In the USA:

3815 Silver Star Rd
Orlando, FL 32808
+1 857 574 9780



LIFENET INTERNATIONAL
TRANSFORMING AFRICAN HEALTHCARE

contact@lninternational.org
Lninternational.org