



LIFENET INTERNATIONAL
TRANSFORMING AFRICAN HEALTHCARE

ANNUAL REPORT 2014

Acknowledgements

Our thanks goes out to all those who supported the development of this annual report: Sarah Snidal for the graphic design and Chad Bartlett for the photography.





From LN's President



Dear Friends,

2014 was a big year for healthcare in Africa. The Ebola outbreak across parts of West Africa brought the current state of African healthcare to international attention. The epidemic claimed 10,000 lives and left an economic impact of over 32 billion dollars. Meanwhile, across the rest of sub-Saharan Africa, HIV/AIDS continued its deadly spread, claiming over 100 times more lives than the Ebola virus. Respiratory infections (pneumonia, bronchitis, and the flu) killed nearly as many, mostly children under 5. Diarrhea and malaria were the next most prolific killers.

As studies on the Ebola outbreak begin to stream in, the global health community is beginning to realize the full importance of local health systems building and cooperative networks. In LifeNet's 3rd year of healthcare franchise operation, we are proud to be on the innovative forefront of these essential health networks responding to the difficult and diverse healthcare realities. With 60 franchised health centers in Burundi and groundwork for expansion in Uganda and the D. R. Congo, LifeNet is developing a powerful regional network. This network not only facilitates improved healthcare within communities, but also forms the basis for coordinated responses to large-scale healthcare emergencies. Already, we have more than doubled the quality of care being delivered in the LifeNet franchise!

Together with the staffs at our partner health centers, we are committed to meeting the healthcare needs of a region that is slowly building its infrastructure and economy. We thank God continually for your partnership as we work alongside hospitals and health centers in East Africa. Your support is essential for improving the healthcare landscape for millions.

Sincerely,

Michael Spraggins

A handwritten signature in black ink, appearing to read 'MS', followed by a long, horizontal, wavy line that extends to the right.

From LN's Executive Director



Dear Friends,

What a joy it is to consider everything LifeNet accomplished in 2014! Among the big things: We implemented a new monitoring and evaluation system that improved our ability to analyze quality data from our partners. We updated the medical and management training curriculums. We expanded our network from 42 to 60 partners in Burundi. And an exciting, vision-inspiring accomplishment: we completed a full opportunity assessment for LN expansion into Uganda. During all of this, I had the privilege of working alongside LN's talented employees as they developed innovative solutions to overcome all of the challenges that met us along the way.

As I reflect on our hard-won successes of 2014, I am so thankful – thankful for the hundreds of nurses at LN partner centers who save lives in their communities every day, thankful for LN staff who are so dedicated to equipping local healthcare capacity, and thankful for our supporters who make it possible. I am confident that the progress, experiences, and relationships made this year will go along way in continuing the transformation of healthcare quality and capacity in the LN network in 2015.

Thank you for your part in this mission and we hope that you will be inspired by the work God is doing through LifeNet.

Sincerely,

Stefanie Weiland

A handwritten signature in black ink that reads "Stefanie Weiland". The signature is written in a cursive, flowing style.

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In 2014, LifeNet partnered with 57 health centers to improve care for over 740,000 patient visits.

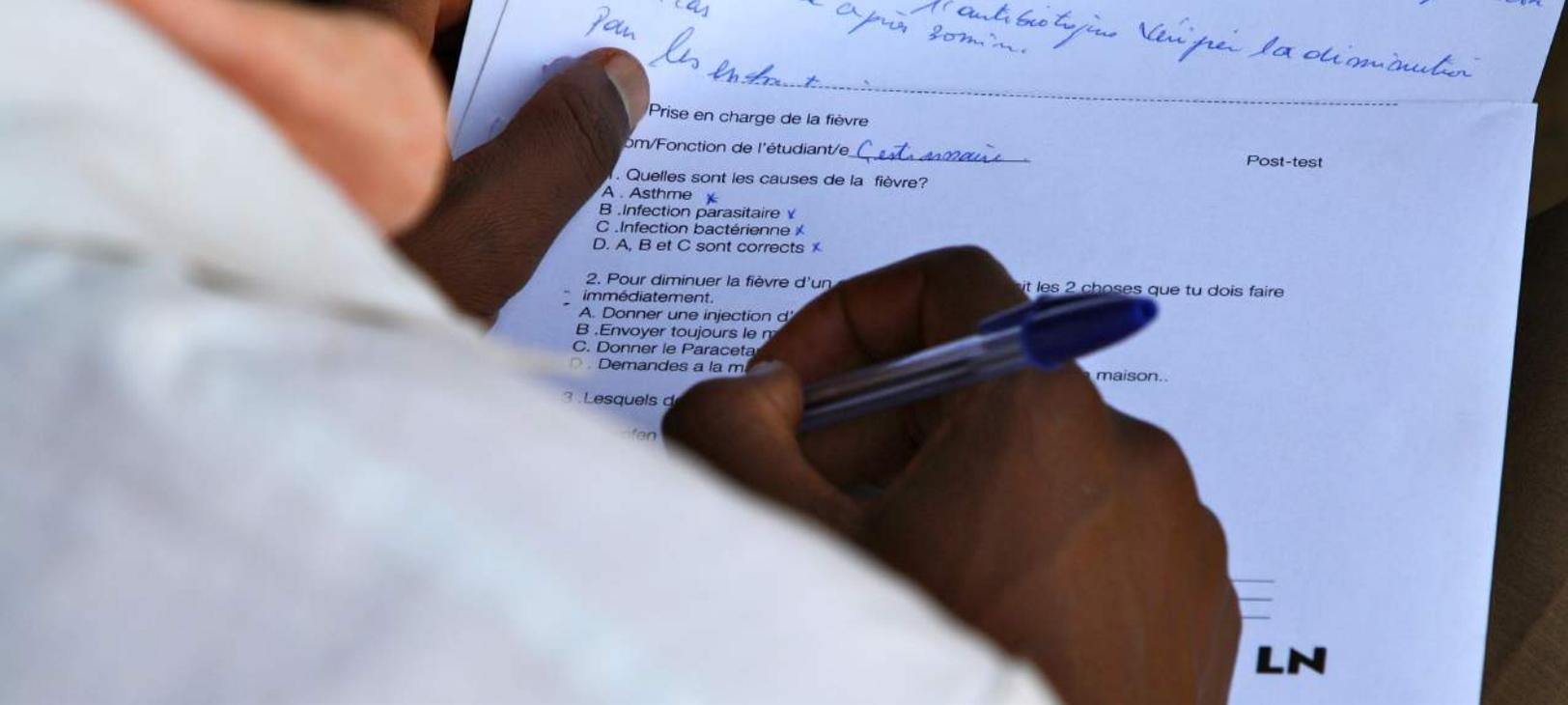
Guherekeza

“We have a word for what you do,” the pastor overseeing the LN partner health center said. “You guherekeza.” He continued by explaining, “In Burundi, when friends leave your home, it is the custom that you walk with them until you are certain they will reach their destination safely. This is guherekeza.”

Our local nurse and management trainers are committed to the health center staffs they train. Together, they build strong relationships based on trust and the mutual desire to improve health in the centers’ communities. They spend hours of training together, interacting with patients, problem-solving medical issues, and implementing improvements. Together, LN trainers and partner health center staffs work tirelessly to improve healthcare across Burundi.

The LifeNet model is one of partnership, built upon these strong relationships with health care workers we are privileged to call friends. 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.





LIFENET INTERNATIONAL

TRANSFORMING AFRICAN HEALTHCARE

Sample QSC Questions

MEDICAL QUESTIONS

Are hand-washing materials available?

1 2 3 4 5

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

1 2 3 4 5

Is the waste disposal protocol followed?

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

Measuring Our Impact

At the end of 2014, LN had grown to a network of 60 health centers that serve approximately 1 million patient visits annually, roughly 10% of the Burundian population. By transforming quality of care delivered at these health centers, we are significantly increasing the quality of care received at a national level.

As an organization dedicated to equipping and transforming local health centers, measuring the impact of our programs is essential. For these measurements, LN's key tools are the LN Quality Score Cards (QSCs), developed by our nursing, public health and development specialists, drawing on Burundi Ministry of Health standards, 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, the Management Sciences for Health Financial Management Assessment Tool, and the Columbia University Access Project Health Center Assessment Tool. Directly aligned with the LN training curriculum, the medical and management QSCs measure standards set by the Ministry of Health and then go beyond to quantify staff adherence to LN-taught best practices in healthcare delivery and management.

With this powerful monitoring and evaluation tool, we track the progress at every health center, analyzing improvements and using the results to customize training for each partner health center to encourage their strengths and strengthen weak areas.



Sarah Snidal

Monitoring and Evaluation Officer
Global Health Corps Fellow



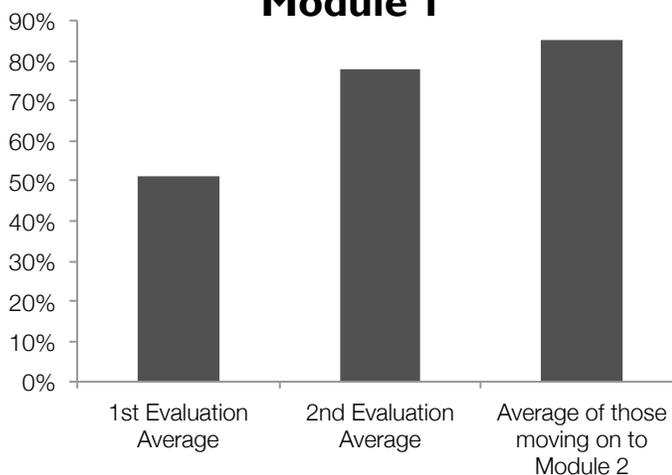
Patrick Nelson

Operations Officer
Growth Financing Officer

Sample Assessment Averages

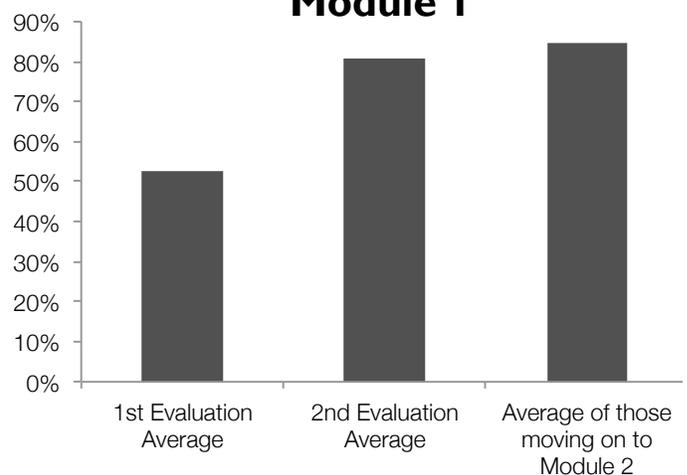
Medical Assessment:

Module I



Management Assessment:

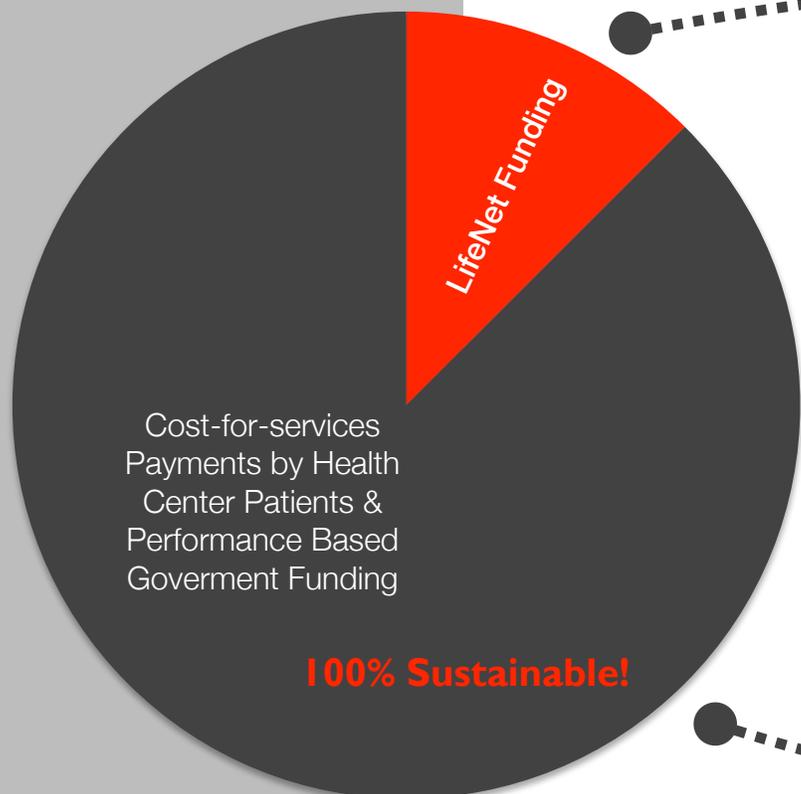
Module I



Leveraging Networks: Scaling Sustainable Healthcare

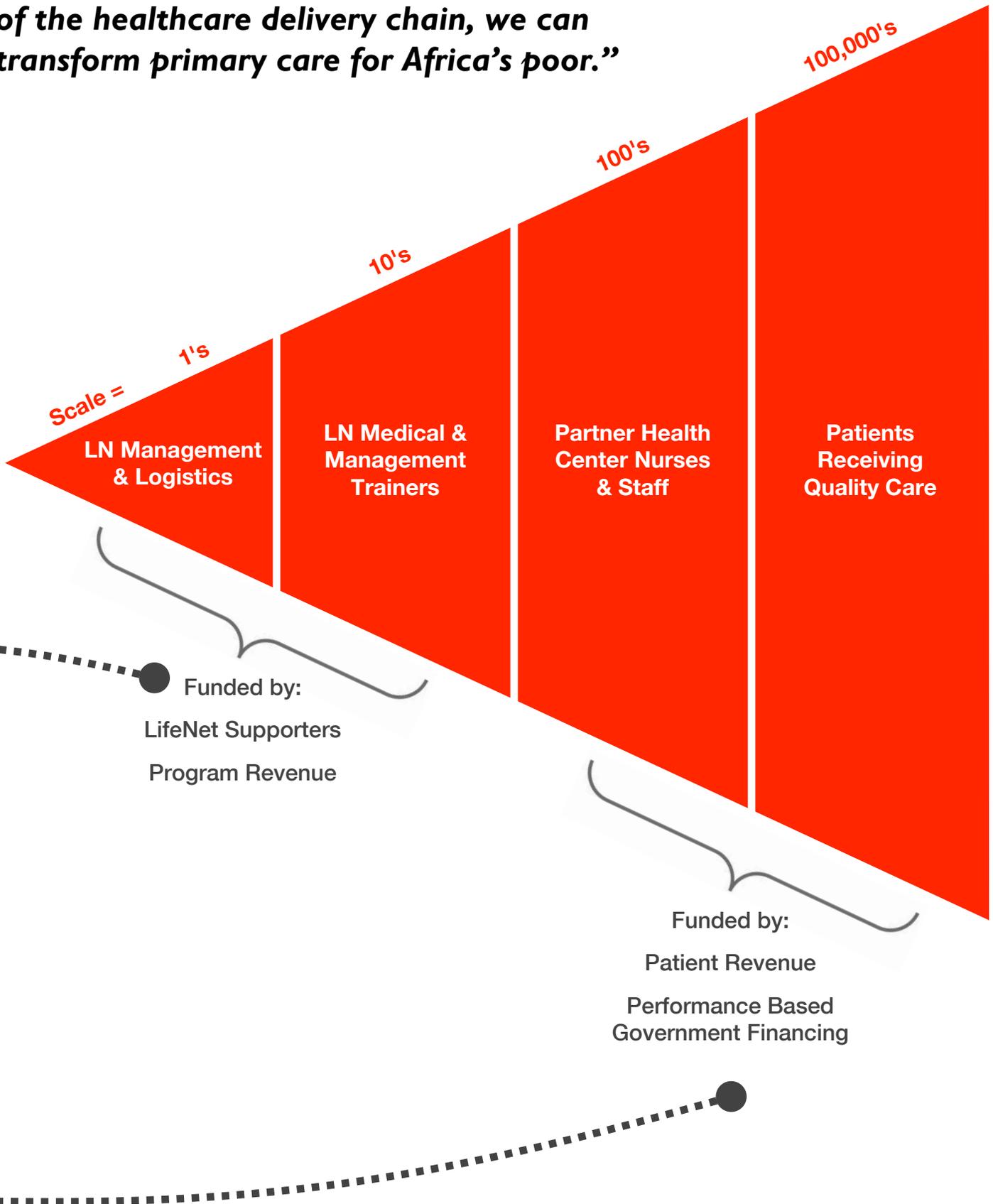
LN designed its conversion franchise platform for impact, scale, and sustainability. By drawing on business principles, we build in-country capacity and quality of care across the LN network. Our priorities of impact, scale, and sustainability are linked: by specializing in the provision of logistics, financing, equipment, and training services to a large base of partner health centers, who finance their own operations as well as medicine and equipment purchases, we can quickly scale the LN franchise and impact millions of patients. We believe that LN's combination of quality-building services with these principles of scale and sustainability create one of the highest impact per dollar ratios among healthcare NGOs.

2x THE QUALITY OF CARE!



100% Sustainable!

“By strengthening local capacity in every link of the healthcare delivery chain, we can transform primary care for Africa’s poor.”





Medical Training

In 2014, our medical program continued training operations across the partner network, making significant gains in health care quality and patient satisfaction. The value of our lessons are increasingly visible as our clinics partners continue to save lives by applying the new techniques and procedures we are teaching, particularly with newborn resuscitation and maternal intervention techniques.

Across the country, our partners showed significant improvements in quality of care and patient satisfaction as measured by LN's Quality Score Card. On our first module, the QSC showed an improvement from 50% to 86% after LN training. Also, the percentage of patients satisfied with the services provided by the clinics rose from 79% to 90%. These training modules address the major health issues responsible for the high mortality rate in Burundi. These improvements in health center scores show that LN training is equipping local staffs to respond effectively to these causes of high mortality rates.

By growing LN's network from 42 to 60 partner health centers in Burundi, we were able to start extending this life-saving training to more nurses and health centers.

MEDICAL PROGRAMS TEAM



**Aristide
Mbonihankuye**
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

MANAGEMENT PROGRAMS TEAM



Elin Henrysson
Program Director



Nobel Cubahiro
Pharmacist
Global Health Corps Fellow



Tal Ben Jaqov
Management Training Program Officer
Global Health Corps Fellow



Axel Managure
Growth Financing Officer, Equipment
Loans Associate
Global Health Corps Fellow



“Before this training, we had trouble reporting. Now, we know how to keep records and report accurately to the government who gives us higher quality marks during their quality evaluations.”

– Manager at Nyankanda Health Center

Management Training

2014 was a big year for the Management Training program. The program grew from a single trainer to a team of four trainers who provided essential management training on a monthly basis to 45 health centers. Our trainers come from health management and business administration backgrounds and are guided by LN's management Quality Score Card to measure the progress at each health centers.

During 2014, 22 health centers passed the first module of management training with a score of 80% or higher on the LN Management Quality Score Card. This represents an improvement of 30% over the baseline score. Often run by managers with a primary school education, these health centers now consistently and transparently manage their stock cards for the pharmacy, accurately fill out their monthly accounting documents, and draw on all staff members to create a good experience for their patients.

With LN training, health centers testify to more satisfied patients, better management of their pharmacy, and higher scores on the government performance-based funding evaluations, providing a vital source of income.



Pharmaceutical Delivery

Our pharmaceutical supply program links rural partner health centers with local and regional wholesalers and delivers medicines directly to clinics. Before launching the program, we discovered health center nurses were often purchasing medicines themselves. They would often spend days at a time traveling to the capital to buy whatever was in stock before piling their supplies into public transportation and returning to their health centers. Our supply program has dramatically decreased the occurrence of stock-outs in our partners' pharmacies and increased the quality and variety of the medicines they offer. When we save staff time and resources, they can focus on saving lives.

In 2014, LifeNet delivered 79 orders of medicine to 24 partners, providing lifesaving medicines for over 45,000 patient visits.

REGAL
PHARMACEUTICALS LTD.
P. O. BOX 44421-00100 GPO NAIROBI
TEL. 8564211/2/3/4 or 8560010
FAX. 8560010



Growth Financing

LifeNet received a container of medical equipment in late 2014 and distributed essential equipment to six health centers by the end of the year. These health centers have distinguished themselves by improving their quality of care to achieve a score of 75% or higher on the LN medical Quality Score Card.

Microscopes are a key tool for accurately diagnosing patients and laboratory tests are also a key source of income for health centers. By providing access to these tools at an affordable rate, LN is supporting our partners to provide high quality services and to generate income for additional investments in their health facilities.

As hospitals are few and far between in Burundi, maternity and hospitalization are key services offered by rural health centers. The quality of these services depends on appropriate equipment but many are using old, partially-functioning beds. By providing access to delivery and hospitalization beds, LN equips health centers to offer high quality services to rural populations and to gain access to key government subsidies related to these services.



DON GLOBAL FUND
PALUDISME
M.184



PROGRAM OPERATIONS TEAM

Burundi:



Stefanie Weiland
Executive Director



Gloria Havyarimana
Finance & Operations Manager



Leon Ndikuriyo
Logistics Administrator



Oscar Niyokindi
Operations Assistant



Audifax Bigirimana
Operations Assistant



Thierry Harerimana
Operations Assistant

United States:



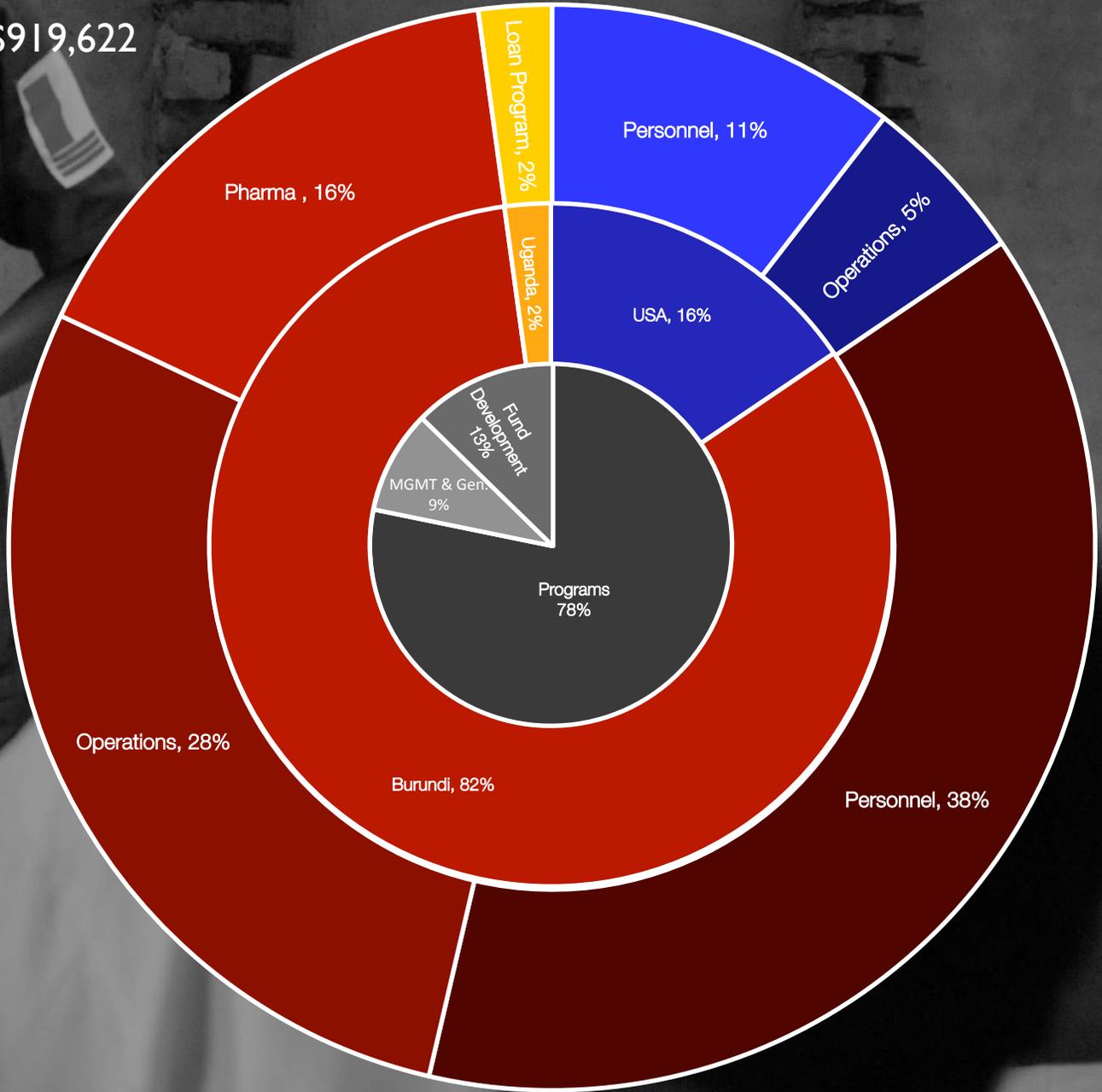
Michael Brooks
Communications Officer



Dr. Maggie Ehrenfried,
PT, DPT
Development Officer

LN 2014 Financials

Total expenses:
\$919,622



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

Featured

Rapid Routes to Scale: Scaling Up Primary Care to Improve Health in Low and Middle Income Countries. Publication, Collaborative Partner. Toronto Health Organization Performance Evaluation team at the University of Toronto. Collaborative Partner.

Entrepreneurship for Human Flourishing: The Role of Business in Overcoming Poverty. Panel Discussion Participants. American Enterprise Institute.

The Time is Now for Patient-Centered Innovation - CHMI Primary Care Learning Collaborative Learning Exchange Participants, Publication. The Lancet Global Health Blog.



Partners



Center For
Health Market Innovations
Primary Care Learning Collaborative



IPIHD
International Partnership for Innovative Healthcare Delivery



Accord
NETWORK



CCIH
Christian Connections
for International Health

Duke

SOCIAL
ENTREPRENEURSHIP
ACCELERATOR AT DUKE



Thank You

On behalf of the LifeNet team, our health center staffs and patients in Burundi, we thank all of you who contributed to make this work possible.

Your support is transforming the healthcare system in one of the most materially impoverished countries in the world. As LN health centers improve their capacity and quality of care, they are saving and improving hundreds and even thousands of lives, helping to break the cycle of poverty for families across the country.



LifeNet's mission is to transform African health centers to provide quality, sustainable healthcare

“I dream of LN growing more and more and us fighting for the courage to continue to walk side by side with our partners as God walks with us, to turn a system that has set itself up as insurmountable into an obstacle that forms them into better health care providers.” - Gloria Havyarimana, LN Finance & Operations Manager

Vision

In 2014, LN completed its first comprehensive country assessment for expansion into a new country. Chip Wedgeworth, Saidi Kashindi, Vared Kater, and Tal Ben Jaaqov spent 3 months performing research, health center quality assessments, and interviews in Uganda. The team sought to answer the questions of whether there were serious healthcare needs that LN is well positioned to meet and whether the LN franchise model should be replicated there. The overwhelming conclusion to both questions was yes; health centers across Uganda are in severe need of all aspects of LN partnership, including medical and management training, growth financing, and pharmaceutical supply. Since the assessment team's report and recommendation in fall 2014, LN has prepared and laid the groundwork for an official expansion to Uganda in 2015.

This is the beginning of LN's realization of a long-term vision to partner with **1,000 health centers in 10 African countries, providing quality care for over 20 million patient visits per year by 2025.**



Chip Wedgeworth

Uganda Country Representative and
Assessment Lead



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