



INTEGRATE
HEALTH

20
23

ANNUAL REPORT



Explore our 2023 journey

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* This annual report covers the fiscal year 2023, which includes July 2022 to June 2023.

We are Integrate Health

We promote **equity** by integrating



Community & Health Facilities

Health & Gender

Health & Climate

We envision a world where everyone, everywhere has access to quality healthcare without financial constraints. The mission of Integrate Health is to make quality primary healthcare accessible to all.

A mom carrying her baby in Kpétab, Dankpen district





A mom and her baby during a consultation in Kpétab, Dankpen district

Dear Partners,



Far too few countries are on track to meet the Sustainable Development Goals by 2030. Given the global shortage of qualified health workers and a significant investment gap, an estimated 3.8 billion people will continue to live without access to high-quality essential health services if we do not act now.

At Integrate Health, we have devoted our efforts to francophone West Africa, beginning in Togo and Guinea: a region where maternal and child mortality rates are the highest on the African continent. Francophone West Africa faces unique barriers and challenges, yet going where the need is greatest has always been and will

remain Integrate Health’s guiding principle. We know that strengthening primary healthcare systems is the most efficient and effective way to improve health outcomes and reduce health disparities, and we have proven that this is possible.

We have done this, as our name states, by integrating professional Community Health Workers with improved clinic-based care, by integrating a gender and climate lens into our health work, by integrating public and private partnerships, by integrating hope and love with a commitment to measurable impact.

Over the past year, Integrate

Heath has continued to serve over 200,000 people in Togo, leveraging the Integrated Primary Care Program to maintain quality, evidenced by facility-based delivery rates of 96%, to introduce new innovations; including Tonoudayo, a mobile health application for Community Health Workers; and to accompany government on planning for national health policy reforms.

Over the past year, Integrate Health expanded to Guinea, leveraging the strong results of the Integrated Primary Care Program to partner with both the Guinean Ministry of Health and Gavi, the global Vaccine Alliance, to improve primary healthcare delivery and vaccine equity. Through this partnership, Integrate Health has mobilized \$6M to launch the Integrated Primary Care Program in the Kouroussa district, where we will improve vaccine coverage for a population of 112,000 living in remote settings.

Finally, leveraging our documented impact, including a 30% reduction in under-five mortality, Integrate Health has begun to play a larger role on the global stage. Aligned to our commitment to diversity, equity, and inclusion, we have enabled Community Health Workers to participate and share their voice in global convenings to advocate for our collective goals.

With your continued support and partnership, we will ensure that francophone West Africa does not fall further behind, but rather takes the lead in driving primary healthcare innovation toward high-quality essential health services. We thank you for your continued generous partnership. Your support, at all levels, sustains our impact for patients and de-risks high-impact innovations to

ultimately drive government adoption and national scale of improved primary healthcare systems. By working together, we can achieve health for all. Thank you for joining us to build a model for impact powered by hope and love.

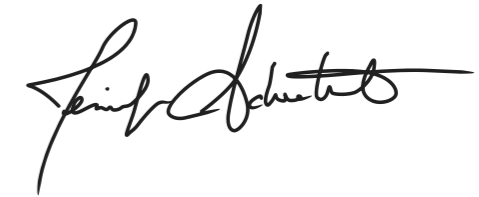
In solidarity,
Sesso Christophe Gbeleou, Togo Country Director & Co-Founder



Élise Warga Tobra Takao, Director of Operations & Co-Founder



Jennifer Schechter, CEO & Co-Founder



Kevin Fiori, Senior Advisor & Co-Founder



The Opportunity

Global mortality rates are declining for women and children, yet **half of the world population** still lacks access to essential health services.

Francophone West Africa

Maternal and under-five mortality rates remain unacceptably high, particularly in francophone West Africa where:

- Adolescent girls face the highest risk with complications in pregnancy and childbirth.
- Global funding, technical resources, and partnership opportunities are less accessible due to language barriers.



We are at a pivotal moment to ensure that West Africa not only is not left behind, but paves the way for strengthened primary healthcare that leaves no one behind.

Guinea

1 in 13 children

die before their fifth birthday.

The maternal rate is

20x higher

than in high-income countries.



Togo

1 in 15 children

die before their fifth birthday.

The maternal rate is

14x higher

than in high-income countries.



The Solution



Integrate Health leverages community-led implementation to accompany governments to take innovations to national scale, all in service of our mission to ensure quality primary healthcare for all, beginning across West Africa. Overall, health systems come out stronger and better prepared for epidemics, pandemics, and other public health emergencies.



The approach



Community

The Integrated Primary Care Program delivers a community-based primary healthcare model that is integrated into national public health systems.



National

We share our innovations and learnings to help national governments strengthen their own community-based primary care systems.



Global

We elevate West African voices to direct global support and funding towards community health in francophone West Africa.

The model

Community Health Workers

Trained, equipped, supervised, and salaried Community Health Workers expand the reach of the healthcare system to patients' front doors.

1

Clinical Capacity-Building

Mentored nurses and midwives in public health centers provide patients with high-quality healthcare.

2

Supply-Chain Infrastructure

Trained pharmacists ensure patients have the medicines and health products they need when they need them.

3

User Fee Removal

Removed point-of-care fees for pregnant women and children under five so even the poorest can access healthcare.

4

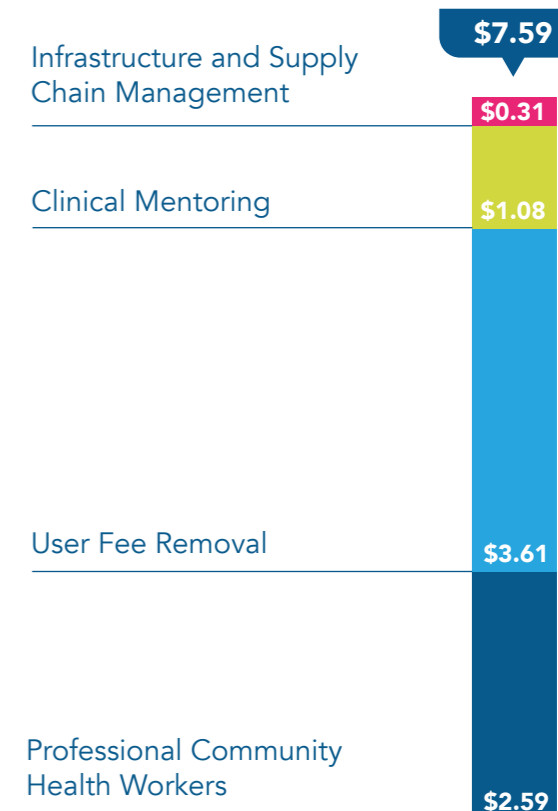


Community Health Worker Takpayare Soulo riding her bike in Kpétab, Dankpen district

A critical but feasible investment

The Integrated Primary Care Program is a scalable, low-cost approach. The cost of the four program components scaled nationally across Togo was estimated at **\$7.59 per capita**.

Investing in evidence-based primary healthcare programs has been shown to achieve a **return on investment of approximately 10:1**.



*Represent costs during the first year of national year, modeled using CHPCT tool



Community Health Worker Natta Babelou at the Nadoba health center, Kéran district

Local Impact, National Change

Investing for equitable
and sustainable healthcare
systems across West Africa



208,748

Patients directly served



201

Community Health Workers



25

Health centers



587,166

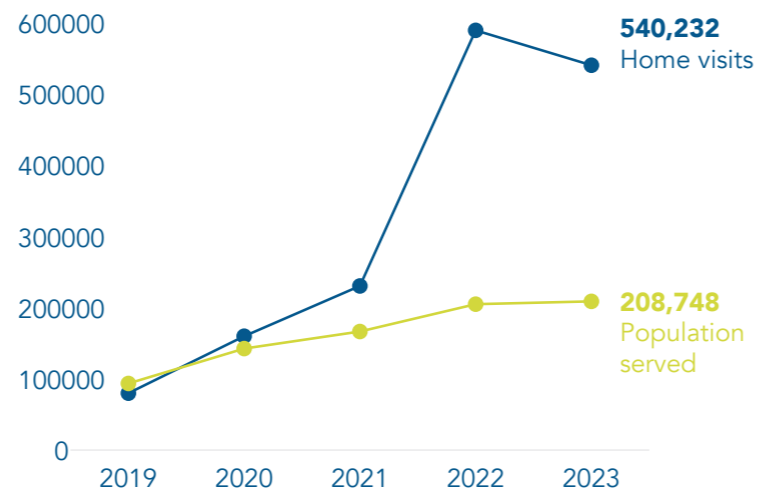
Home visits

Increased access and improved quality

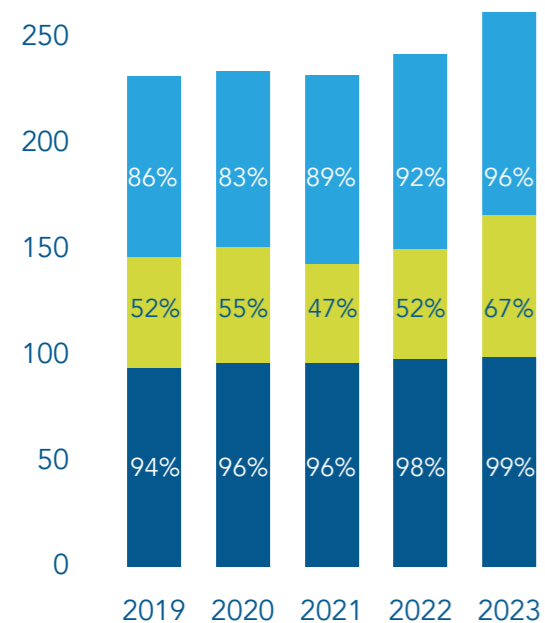
Integrate Health is not only expanding access for patients but also enhancing the quality of primary healthcare delivered. This powerful proof of concept demonstrates for governments what is possible.



Total population served & number of home visits



Five-year progression of key performance indicators



Facility-Based Delivery Coverage

Number of women who delivered at a health facility, out of total recorded births

Prenatal Consultation Coverage

Number of women who attended four prenatal visits, out of women who delivered at a health facility

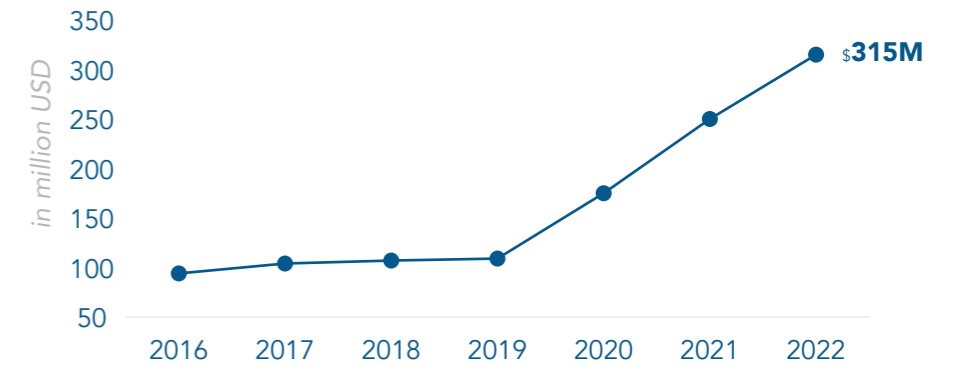
Timeliness

% of cases of childhood illness treated within 72 hours of symptom onset

Amplifying impact through government partnership

The government of Togo tripled its health budget in three years to advance its universal health coverage goals. Government-led programs, such as the Wezou maternal health reform and regional ultrasound program, were inspired and supported by our work, extending our reach and impact.

Togolese Ministry of Health budget over time



Wezou

The WEZOU program was launched by the Togolese government to provide free maternal healthcare services to pregnant women. Developed in collaboration with Integrate Health, the program aims to dismantle financial barriers to quality maternal care.

281,812

Women enrolled



148,275

Assisted deliveries



666

Assisted C-sections

Ultrasound

The Kara regional ultrasound program is a government-owned scale-up of ultrasound task-shifting piloted by Integrate Health. It improves maternal care by training midwives in ultrasound screening for pregnant women and equipping them with mobile ultrasound machines to reach women living in remote communities.

38

Midwives trained



94

Health centers equipped



7,000

Women who received lifesaving screening

2023 Milestones



Innovations towards Universal Health Coverage

A mom with her baby on her back washing clothes near the Solidarité health center, Dankpen district





Ambulance Driver Petit Djato in action, riding one of Integrate Health's retrofitted ambulances

Community level

Emergency transport

4,275

AMBULANCE TRIPS

1,963

WOMEN REFERRED

87%

EFFECTIVE REFERRAL RATE OF CHILDREN UNDER FIVE

Bridging distances to save lives

For patients living in remote areas, transportation challenges such as cost, distance, and poorly maintained roads drastically limit access to essential care. Our ambulance program has been critical to address this issue, achieving a 49% increase in referral rates in the Kara region. Building on this achievement, we collaborated with a Togolese health economist to provide the Ministry of Health with a comprehensive costing analysis. Now, the government is undertaking fundraising efforts to launch a national referral program.



Ambulance driver, Petit Djato

Petit Djato is not just an ambulance driver; he's a local hero in the remote village of Kénibi, Kouyoria district. His ambulance is his pride, meticulously cared for because he knows it's a lifeline. One Saturday morning, he was called in—a young boy was in critical condition due to acute malaria. The clock was ticking.

Petit swiftly navigated the challenging roads to reach the family's home where he found the boy and his grandmother by his side. "Every minute counted," Petit recalls. With a sigh of relief, he got the boy to Pangouda hospital just in the nick of time. "A few more minutes, and we might have lost him," he says.

Petit sheds light on the tough realities of his village: "Before this program, people would get a referral but never go. How are we supposed to find the money?" Petit asks. "They would just go home and hope for a miracle. But miracles are rare, and we lost lives. Now, we have a fighting chance." Petit's ambulance ensures that hope and healthcare are never too far away, an increasingly crucial role. As climate change extends rainy seasons, the risk of malaria spikes, making the fight for life-saving care even more urgent.





Community Health Worker Makamassou Nestor Aworossi using Tonoudayo during a consultation in Koundoum, Bassar district



Community level

Mobile Health App Tonoudayo

4

DISTRICTS USING THE APP

159

CHWS ACTIVELY USING THE APP

68,863

PATIENTS REGISTERED

Better coverage, higher quality

Integrate Health harnessed its extensive experience in digital health solutions to design and launch the Tonoudayo app. Meaning “How’s your health?” in Kabye, it was developed using the open-source Community Health Toolkit and tailored for the Togolese context. The app’s unique identifier system ensures that no household is left out. By enabling real-time data and personalized interventions, the app serves as an assurance of the quality and effectiveness of healthcare delivery. As we prepare to extend the reach of mobile tools to Guinea and beyond, Tonoudayo stands as a model of adaptability and scalability.

“There is a lack of data. And if we want to help guide a health system, we need quality and reliable data informing the right people in a timely manner. This is how we can build strategies that enable decision-makers to make well-informed choices.”

- Dr Fatoumata Binta Tidiane Diallo, Permanent Representative of the World Health Organization in Togo, remarks made at Integrate Health’s strategy launch event in July 2023.

Community Health Worker Victorine N'nimbiniyaou

Victorine N'nimbiniyaou, a devoted Community Health Worker in her hometown, has seen firsthand the impact of Tonoudayo, both before and after its adoption. Unlike other medical apps she had used, Tonoudayo proved to be a game-changer from the moment she and her colleagues started using it. The app enhances her performance, enabling her to manage up to 50 patients daily, while also supplying vital information to her supervisor for targeted support. “Tonoudayo not only streamlines patient follow-up but also focuses on preventative care,” Victorine says. “It alerts us to missed appointments and provides critical patient history data, making it the perfect tool for expanded patient reach and improved care quality.”





CHW Supervisor Talabia Gisèle (on the right) and CHW Takpayare Soulo (on the left) during a consultation in Kpétab, Dankpen district



Community Health Worker Kpakou Moutiété entering data during a consultation in Nadoba, Kéran district



Community Health Worker Yindjre Martine N'Wintcha and her Supervisor Gisèle Talabia in Kissating, Dankpen district

The virtuous cycle: data, feedback, and quality

Our personalized, data-driven performance management approach led to significant healthcare improvements, including a 96% rate of facility-based births attended by skilled professionals across our 25 supported health centers. This was achieved by meticulously reviewing childbirth data recorded by Community Health Workers using Tonoudayo. Each data review triggers immediate action, such as targeted coaching from supervisors who were deployed whenever a home birth was identified. This cyclical, feedback-oriented strategy has been instrumental in consistently enhancing the quality of healthcare delivery.

Participants marching through town during the IPCP launch event in Guinea



Community level

Guinea

515

COMMUNITY MEMBERS REACHED

6

COMMUNITY MEETINGS

The IPCP is coming to Guinea

This year marked an exciting chapter in Integrate Health’s journey as we expanded our reach to Guinea, building a team and laying the groundwork to launch the Integrated Primary Care Program. Developed in close partnership with the Guinea Ministry of Health, the program has been meticulously adapted to meet the needs, leveraging lessons learned from Togo. Community engagement was central to our approach; we held community meetings in five target sites to achieve widespread community buy-in. Additionally, we’ve integrated a specialized vaccine strategy targeting zero-dose children through our partnership with Gavi, the Vaccine Alliance. Patient care in Guinea will begin in 2024.

“We are counting a lot on Integrate Health to support the Guinean Ministry of Health in the Kouroussa district, and inspire other partners to adopt a similar approach elsewhere.”

- Dr Mamady Kourouma, Director of the Community Health Division, Ministry of Health in Guinea.

National level

Togolese policy reforms

10

DISTRICTS TARGETED FOR INITIAL ROLL OUT

95%

OF RURAL COMMUNITIES TARGETED FOR COVERAGE

2

MILLION PROJECTED TOGOLESE IMPACTED

Reforming community health in Togo

In an effort to move Togo closer to Universal Health Coverage, the Ministry of Health has launched a national community health policy reform process. The reforms aim to create a more robust evidence-based community health system that will increase access to and quality of care for people living in rural areas. Integrate Health has been instrumental in shaping this approach, advocating for comprehensive changes, gathering best practices, and providing detailed cost and impact modeling with four reform package options.

This year, we placed a technical assistant in the government’s community health division to oversee a pilot program, which specifically targets ten districts with the poorest health outcomes, and contributed to the creation of a national CHW registry. The path to implementing such systemic change will be long and demanding, but we remain steadfast in our commitment to work alongside our government partners.



Community Health Workers from N’djei participating in a community meeting, Binah district

“The aim is to give access to quality care to around two million vulnerable Togolese who live far from a health facility, and to move towards Universal Health Coverage. Integrate Health is a key player in this reform, as it has been implementing a model program with partner support for the past five years, and has been advocating for this change.”

- Dr Charlotte Dzamado, Health System Strengthening Specialist, Integrate Health.

A mom and her baby during a consultation with Community Health Worker Manon Koyani in Koutière, Dankpen district



Moms and babies waiting their turn at the Warengo health center, Kéran district



National level
Handover to government

100%

KPIs ANALYZED

98%

TIMELINESS OF CARE BY
CHWS MAINTAINED

44%

PREGNANCY REGISTRATION
SPEED MAINTAINED

Quality of care maintained

In a significant step toward long-term sustainability, Integrate Health successfully transferred key activities of the Integrated Primary Care Program to the Kozah district health authorities. This transition was marked by rigorous planning and community engagement, culminating in an official handover ceremony. We're thrilled to share that initial analyses of key performance indicators show a seamless transition—health outcomes have remained steadfastly high since the program's implementation, echoing a successful handover. This was made possible thanks to ongoing technical support from Integrate Health and the district's adherence to established protocols. This work demonstrates that it is feasible for local government to implement integrated, high-quality primary care programs.

“Five months into our direct operational phase post-handover, we've already convened discussions to further refine and optimize the program. We're now taking the reins of the emergency transport component. We've instituted a robust management framework to ensure all valuable resources and learnings are deployed efficiently.”

- Abdel Kadère Alfa, Kozah Health District Director.

Global level

Partnering with Gavi

112,000

PEOPLE TARGETED

\$6

MILLION INVESTMENT OVER THREE YEARS

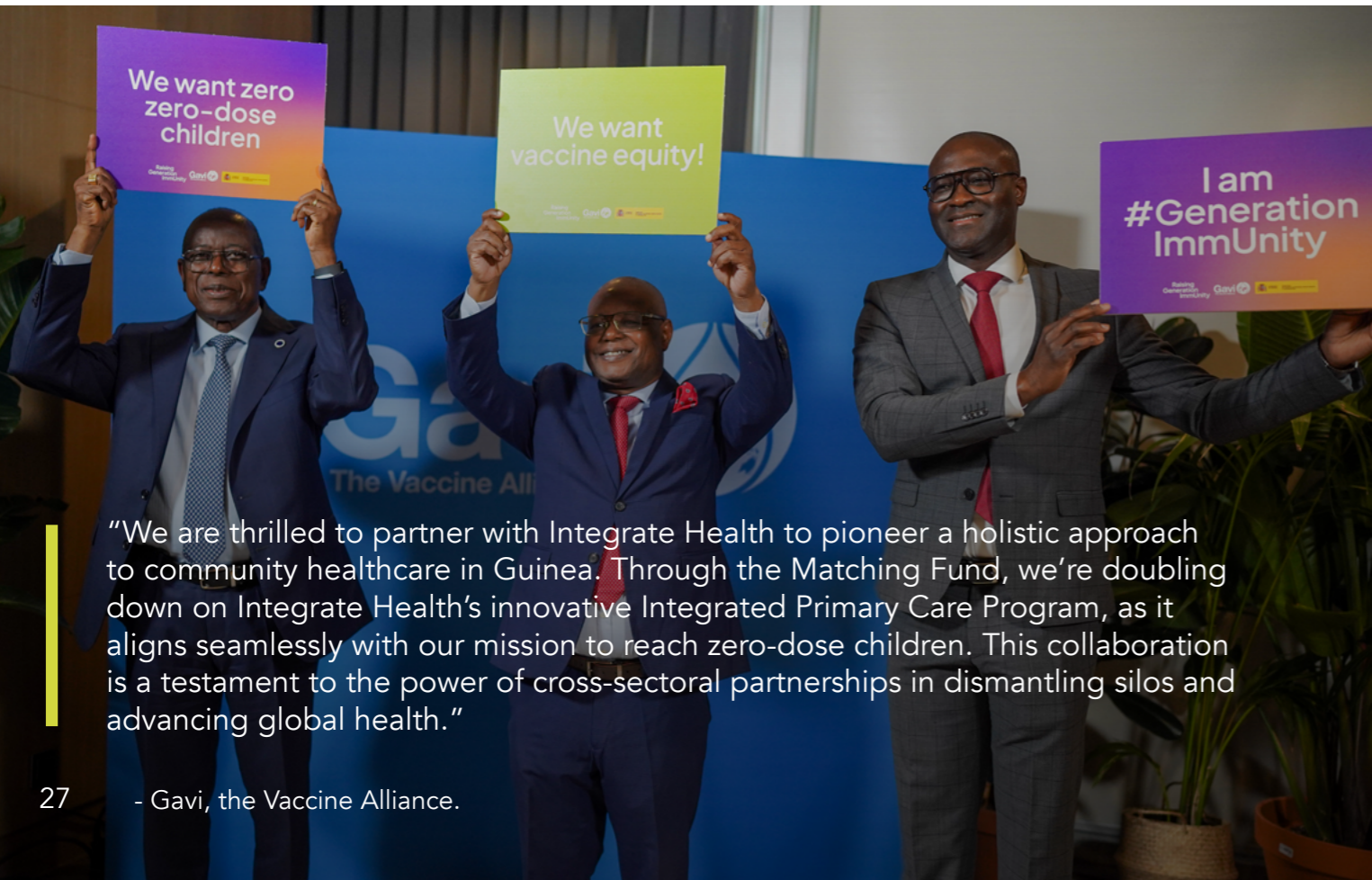
4,470

CHILDREN AGED 0-11 MONTHS TARGETED FOR IMMUNIZATION

A new chapter in vaccine equity in Guinea

In June 2023, Integrate Health was invited to Gavi’s Vaccine Global Summit in Madrid, marking the inauguration of a transformative partnership aimed at advancing community health systems in Guinea. Leveraging Gavi’s Matching Fund—a public-private funding mechanism that doubles private sector investments—Integrate Health secured a total investment of \$6 million to replicate the Integrated Primary Care Program in the Kouroussa district in Guinea over three years. Gavi is investing in our integrated primary care approach as an innovative solution to reaching their vaccination goals focusing on zero-dose children.

Dr. Kocra Assoua, Senior Director of Monitoring, Evaluation, and Quality Improvement at Integrate Health, at the Global Vaccine Impact Conference in Madrid



“We are thrilled to partner with Integrate Health to pioneer a holistic approach to community healthcare in Guinea. Through the Matching Fund, we’re doubling down on Integrate Health’s innovative Integrated Primary Care Program, as it aligns seamlessly with our mission to reach zero-dose children. This collaboration is a testament to the power of cross-sectoral partnerships in dismantling silos and advancing global health.”

- Gavi, the Vaccine Alliance.



“By telling the story of a child I saved after diagnosing and treating him for malaria, I explained how my work is key to building strong and resilient healthcare systems. I also advocated for fair pay and good working conditions for all Community Health Workers. Sitting at the center of the stage, and surrounded by men in suits, I overcame fear and self-doubt to speak on behalf of my community, my patients, and my colleagues.”

- Tchilalo Rebecca Tchotchokou, Community Health Worker.

Global level

Elevating voices

2

CHWS SPEAKING ON THE GLOBAL STAGE

80%

OF CONFERENCES ATTENDED BY INTEGRATE HEALTH WERE REPRESENTED BY AFRICAN WOMEN

Community Health Workers take the global stage

Two of Integrate Health’s Community Health Workers, Tchilalo Rebecca Tchotchokou and Lami Pafaliki, elevated the conversation about community healthcare on a global scale. They represented Integrate Health at two major international conferences—the International Conference on Public Health in Africa and the Community Health Worker Symposium. Through compelling narratives and first-hand accounts, Rebecca and Lami showcased the indispensable role CHWs play in both healthcare delivery and policy advocacy. Their participation underlines our commitment to ensuring that no conversation about CHWs happens without them in the room.



“Over the course of my career as a medical provider, advocate, and champion of LGBTQIA+ and women’s rights, I have witnessed the injustices and suffering that women face daily. In Togo, women are not allowed to make health decisions for themselves or their children. They must act upon their husbands’ approval. It is a constant and daily battle for women’s health and rights.”

- Anita Kouvahey-Eklu, Deputy Director in Togo, Integrate Health.

After being unable to travel to Europe to attend the Heroine of Health 2022 award ceremony due to visa restrictions, Anita was invited to receive her prize at the 2023 ceremony in Kigali.



Global level

Celebrating leadership

1

LEADER RECOGNIZED AS HEROINES OF HEALTH IN 2022

70%

OF INTEGRATE HEALTH STAFF IDENTIFY AS WOMEN

95%

OF INTEGRATE HEALTH LEADERSHIP IDENTIFY AS AFRICAN

Anita Kouvahey-Eklu as Heroine of Health

We are immensely proud to share that Anita Kouvahey-Eklu, our Deputy Country Director in Togo, has been honored with the prestigious 2022 Heroines in Health award by Women in Global Health. This recognizes Anita’s two-decade commitment to advocating for LGBTQIA+ rights, women’s rights, and Universal Health Coverage. As a bridge between Integrate Health and its partners, including the Togolese Ministry of Health, Anita’s work is indispensable to our mission. Although Anita was unable to attend the award ceremony in person due to visa inequities, her message resonates louder than ever: real change is possible when we challenge systemic imbalances and include community voices in the decision-making process.



Women of N'djéi dancing to express their joy and recognition during a community meeting, Binah district

Organizational level

Diversity, Equity, and Inclusion

11	276	1
DEI COUNCIL MEETINGS	STAFF TRAINED ON SEXUAL HARASSMENT AND DISCRIMINATION	DEI TRAINING FOR HUMAN RESOURCES

A year of transformative DEI initiatives

Integrate Health is deeply committed to advancing Diversity, Equity, and Inclusion (DEI) in an international development sector often marred by systemic inequalities. This year, we were privileged to collaborate with Angela Bruce Raeburn of DiverseDEV, whose guidance enhanced our “equity fluency” and informed our DEI strategy. This led to the creation of a DEI Council, which represents all organizational levels, and endorsed a new Culture Code and Statement on Racial Injustice. Our focus now shifts to operationalizing these principles.



“The DEI Council is here to champion a culture of diversity, equity, and inclusion, throughout our entire organization. Every single individual, be it manager or non-manager, must be trained on topics such as hierarchical biases, privilege, microaggressions, equity, gender biases, discrimination, social justice, sexual harassment, and inclusive leadership.

This isn’t about ticking boxes. We’re equipping our staff, especially our managers, with the tools they need for authentic introspection and evaluation.”

- Koffi Senyo Siakou, Learning and Development Specialist in Togo, Permanent Member of the DEI Council, Integrate Health.

At the Integrations

Health, gender, and climate are inextricably linked

Climate

Integrate Health has assembled a “green team” responsible for assessing our carbon footprint and implementing actions to minimize our organization’s environmental impact. Comprised of 20 members who volunteered for the role, the green team convenes monthly and operates in thematic working groups to streamline decision-making. This is a pivotal step towards achieving our goal of reducing carbon emissions by 30% by 2030 compared to 2019 levels.

Gender

Integrate Health’s and Last Mile Health’s commitment to transform the unpaid labor of women into professional healthcare heroes was featured by the Clinton Global Initiative. Through our 2023 Commitment to Action, we are joining forces with African Ministries of Health to increase opportunities for women Community Health Workers, aiming to transform the lives of 5.8 million people through the delivery of primary healthcare across Liberia, Togo, Guinea, and Ethiopia.

Community Health Worker Boti Gnankam and her baby returning from a consultation in Warengo, Kéran district

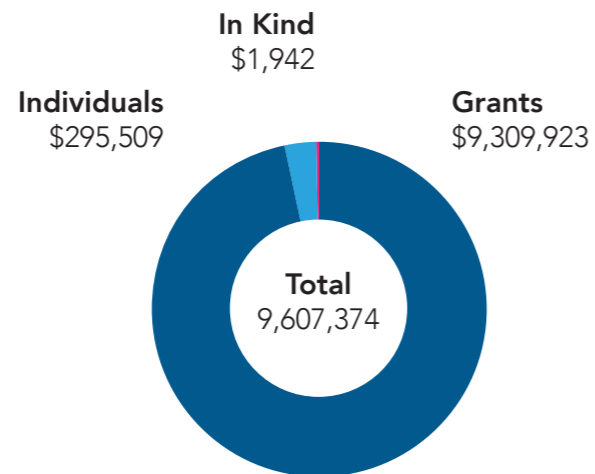
Financials

TOTAL REVENUE

\$9,309,923
GRANTS

\$295,509
INDIVIDUALS

\$1,942
IN KIND

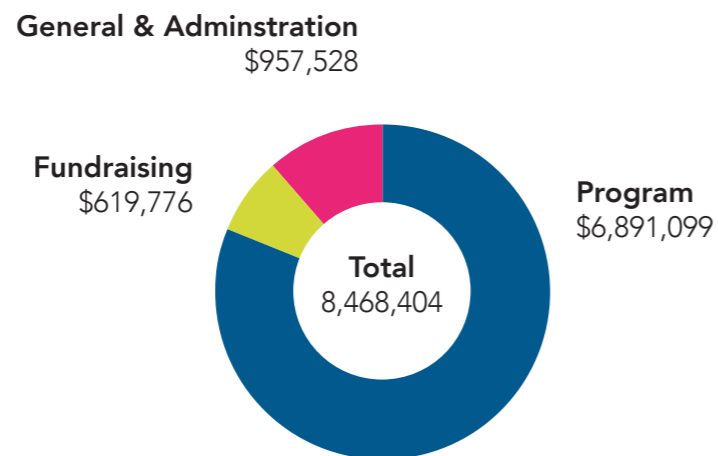


TOTAL EXPENSES

\$6,891,099
PROGRAM

\$619,776
FUNDRAISING

\$957,528
GENERAL &
ADMINISTRATION



Preliminary figures as of June 30, 2023 pending audit review. Past year audited financials are available on our website, www.integratehealth.org

Funders

- Amazon Smile
- Anonymous
- Amref
- Bohemian Foundation
- Capital One
- Cartier Philanthropy
- CRI Foundation
- Crown Family Philanthropies
- DAK Foundation
- Dellora A. and Lester J. Norris Foundation
- Dovetail Impact Foundation
- Emergent BioSolutions
- Godley Family Foundation
- Gould Family Foundation
- Intel Corporation
- Ironwood Pharmaceuticals
- Jascha Hoffman Giving Fund
- Jasmine Social Investments
- Jester Foundation
- Lightner Sams Foundation of Wyoming
- Mulago Foundation
- Netri Foundation
- Panorama Global
- Peery Foundation
- Planet Wheeler Foundation
- Ray and Tye Noorda Foundation
- RippleWorks Foundation
- Ripple Foundation
- Sall Family Foundation
- Segal Family Foundation
- T&J Meyer Family Foundation
- The Adventure Project
- The Waterloo Foundation
- UBS Optimus Foundation
- Vitol Foundation
- Wagner Foundation

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Gabi Vera
Michelle Viado
Sean Walsh
Donald Weeks
Susan White
Jessica and Casey Whitsett
Tanya Witek
Sherry Wood
Patricia Yeh and Lawrence Lue

Community Health
Worker Tayagne
and her Supervisor,
Gisèle Talabia,
in Wadjdadjo,
Dankpen district

Health for All Across West Africa

We are mobilizing \$75 million over the next five years to reach our ambitious goals. With your investment, we can support the governments of Togo, Guinea, and potentially a third country, to scale quality primary healthcare to nearly 20 million people across West Africa by 2028. For more information reach out to Chief Partnership Officer, Emily Bensen ebensen@integratehealth.org

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[Donate](#)