



INTEGRATE
HEALTH **20** YEARS

ANNUAL REPORT

2024



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About us

Integrate Health, founded in 2004, is committed to bringing quality primary healthcare to everyone, starting in francophone West Africa. We exist to prove that a better standard of healthcare is possible. Working alongside governments, we do this by integrating professional Community Health Workers with improved clinic-based care, by integrating a gender and climate lens into our health work, by centering communities in our work. Delivering a community-based primary healthcare model, we improve access to care and reduce maternal, newborn, and child mortality.

Front page caption: Community Health Worker Ambassador Rachel Moutiété Kpakou from Nadoba, Kéran district.



Mom and baby after a visit from their Community Health Worker in the Binah district.



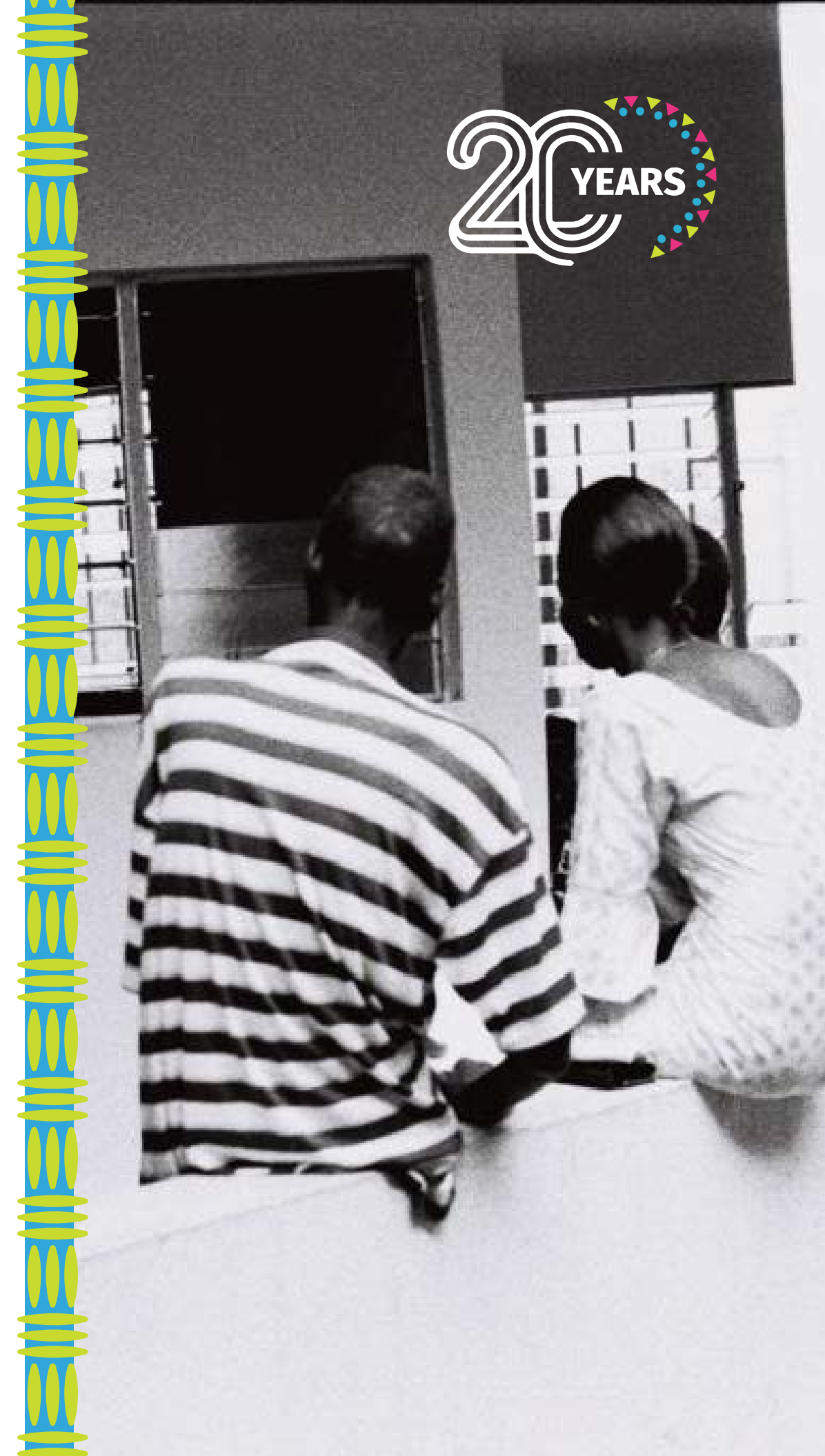
A word from our co-founders

This year, we celebrate a milestone for Integrate Health: [20 years of impact](#) in bringing quality primary healthcare to those who need it most. As we reflect on a journey that has transformed not only the lives of many individuals across West Africa but also the landscape of primary healthcare in the region, we are reminded of the many patients and community members who guided us along the way. Beginning with the members of AED-Lidaw, our sister organization, who had the courage to demand access to lifesaving HIV treatment. The mothers in our prevention of mother-to-child transmission program, who reclaimed the need for quality primary care for their HIV-free babies. The hundreds of thousands of community members who have sat with us, under mango trees and straw roofs, voicing their needs and proclaiming their commitment to work together to strengthen their health systems. Listening to and elevating these voices has always been our North Star.

What began as a grassroots initiative in Togo has evolved into a trusted model for community-driven health innovation, one that is recognized and respected globally. Over these two decades, we have remained steadfast in our commitment to integrating community health into national systems,

ensuring that our work is not just impactful but also scalable and sustainable. The foundation of our success, built on a deep understanding of the communities we serve, lies in anchoring our patient-centered approach in rigorous research and data-driven decision-making. We have taken the time to build a robust evidence base, demonstrating that [when Community Health Workers are empowered and integrated into a strengthened national health infrastructure, the results are transformative.](#)

It is only fitting that in this, our 20th year, we expanded our Integrated Primary Care Program into Guinea, marking a significant milestone in our mission to make quality healthcare accessible to everyone, everywhere. In Guinea, we have already seen the profound impact of extending the expertise and approach honed by our team in Togo. By supporting over 130 Community Relays (the equivalent of Community Health Workers in Togo), we have extended essential health services to over 114,000 people, many of whom live in remote areas with limited access to care. This expansion has not been without its challenges—tensions related to the medical supply chain and vaccine stockouts as well as other logistical hurdles have tested our resilience—but our ability to



adapt and respond to these challenges is a testament to the deep experience, unrelenting commitment, and dedication of our team across Guinea and Togo.

Our work in Togo continues to deepen as we partner closely with the Ministry of Health. The government's decision to expand successful national programs like Wezou—which provides free healthcare to pregnant women, breastfeeding mothers, and newborns—to include key prenatal services, such as ultrasound screening, demonstrates our value as an innovation hub. These achievements, built on sustained advocacy and collaboration, underscore the importance of building strong partnerships and taking a thoughtful, evidence-based approach to monitoring policies and scaling innovations.

On the global stage, Integrate Health's influence has grown as well. We are proud to be founding members of the Community Health Impact Coalition, to have multiple Community Health Workers actively advocating on the global stage, and to have contributed to the United Nations General Assembly's political declaration on Universal Health Coverage and the World Health Organization's Civil Society Commission. Through global platforms, we are not only advocating for policies that support community health workers but also ensuring that the voices of those

we serve are heard in global decision-making processes.

As we look ahead to the next 20 years, the voices of those we serve and serve alongside will continue to guide everything we do. We are proud that the voices of our patients and community members are now echoing across a broader stage. The opportunity to advance health equity is a call that fills us with both pride and determination. The challenges we face are great, but so too is our resolve. Thank you for being a critical part of this collective movement. With your continued support, we are confident that we can bring quality healthcare to even more communities across West Africa and beyond. Together, we can make Universal Health Coverage a reality.

In solidarity,



Élise Warga Tobra Takao
Director of Operations

A stylized white signature of Élise Warga Tobra Takao.



Sesso Christophe Gbeleou
Togo Country Director

A stylized white signature of Sesso Christophe Gbeleou.



Jennifer Schechter
Chief Executive Officer

A stylized white signature of Jennifer Schechter.



Kevin Fiori
Senior Advisor

A stylized white signature of Kevin Fiori.

ASSOCIATION ESPOIR POUR DEMAIN
"Lidaw"



20 years of collaboration with AED-Lidaw

In 2004, a group of Peace Corps Volunteers began working with a community-based association of individuals living with HIV/AIDS, known as Association Espoir Pour Demain (AED-Lidaw). The members of AED-Lidaw had come together to advocate for access to HIV treatment, which was not yet available in northern Togo. They refused to accept that people were dying from AIDS simply because of where they lived. Integrate Health was founded as a response to this crisis, following the lead of our Togolese partners.

Integrate Health and AED-Lidaw's HIV program began in 2005 with three patients started on lifesaving antiretroviral therapy. They were accredited by the Ministry of Health as one of the first public antiretroviral distributions sites in Togo. Today, AED-Lidaw provides care to 2,000 patients living with HIV across five health centers, runs a regional Global Fund program, and is recognized as a care center of excellence.

Peace Corps Volunteers and members of AED-Lidaw stand outside AED-Lidaw's clinic in Kara. Photo from the mid-2000s.



Babalana Justine Bakeda, member of AED-Lidaw, and a member of the first group of Integrate Health primary care Community Health Workers, hired in 2015.

Vision

Our vision is a world where everyone, everywhere, has access to quality primary healthcare, without financial barriers.



Mission

Our mission is to make quality primary healthcare accessible to all.

The problem

Twenty years ago, Integrate Health was founded on a simple yet profound realization: too many still die from diseases we know how to treat. In West Africa, these challenges are particularly acute, where rural communities often struggle to receive the care they need. While we made significant progress in reducing the burden of HIV/AIDS in Togo, this stark inequity persists today, with millions of people still facing serious barriers to care.

The solution

At Integrate Health, we believe that this challenge presents an opportunity to reimagine healthcare delivery. Our Integrated Primary Care Program (IPCP) is bringing healthcare directly to the communities that need it most. By training and empowering local Community Health Workers and integrating them into national health systems, we have developed a model that is both scalable and sustainable.

Over the past 20 years, this approach has proven its effectiveness. In Togo, our program has contributed to **reducing child mortality by 30%**, improving maternal health outcomes, and strengthening the overall health system. Now, as we expand our efforts into Guinea, we are building on this success, ensuring that more communities can access the care they need.



2024 in numbers



2

Countries of operation



325,669

Population served



324

Community Health Workers



696,681

Community Health Workers visits

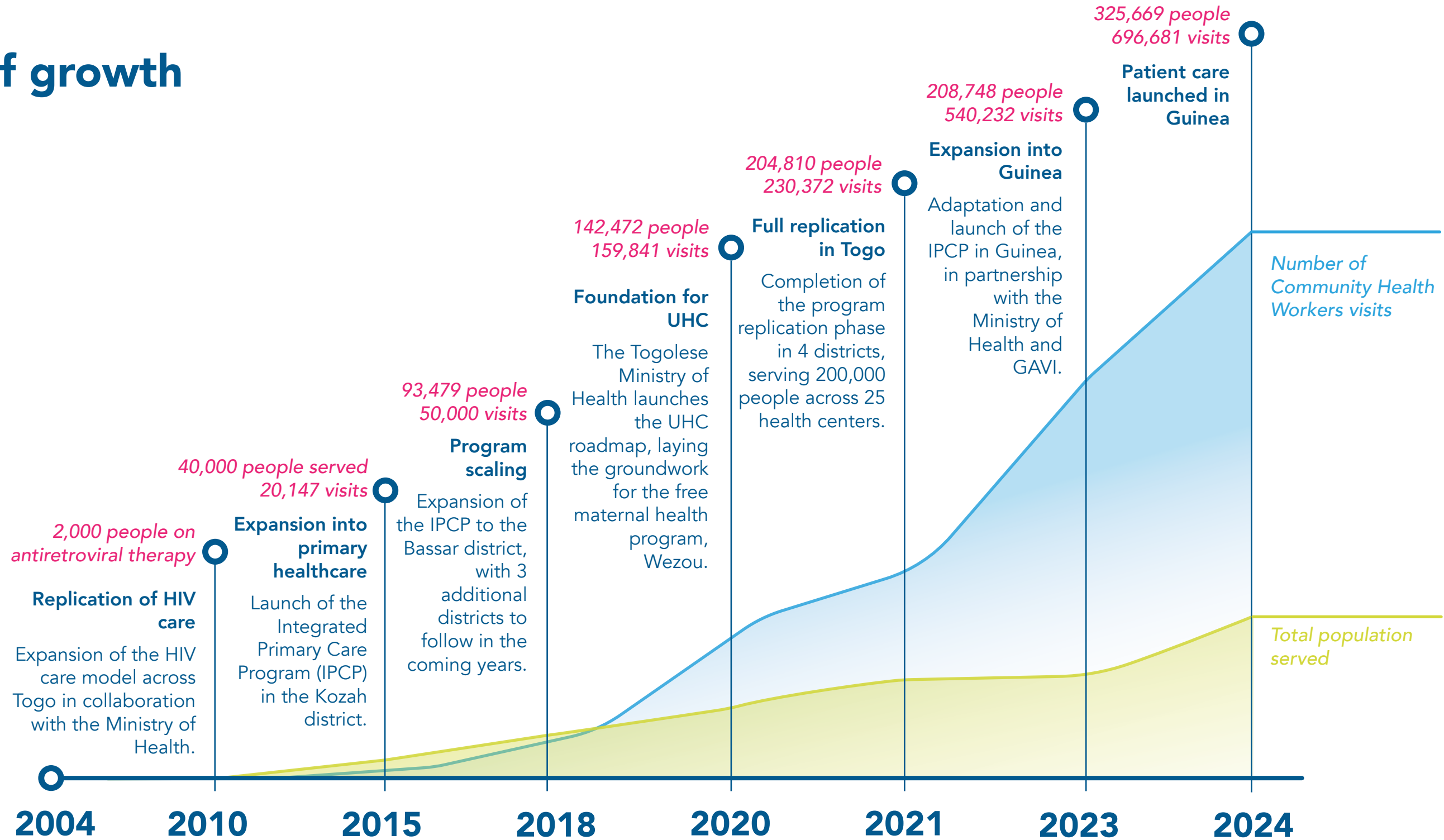


30

Health centers supported



20 years of growth





Two decades of impact

Advancing patient-centered care at community, national, and global levels



Building a community-led, patient centered approach

From our earliest days, Integrate Health has been rooted in the belief that sustainable healthcare solutions are born within the communities we serve. AED-Lidaw employs association members as Community Health Workers to support their peers in adhering to treatment and navigating social stigma. Building from that success story, Integrate Health ensures that all Community Health Workers are members of the communities they serve. Over the past 20 years, this approach has allowed us to build trust within communities, empower Community Health Workers, especially women, and ultimately improve health outcomes on a large scale.

“We are never satisfied unless our patient is satisfied with their care. This relentless focus on quality drives us to continually learn and improve. We listen to the voices of our patients to guide us.”

Kevin Fiori, Senior Advisor and Co-Founder



Mom and baby during a consultation with their local Community Health Worker in Togo. Photo taken in 2017.



Adabawéré health center staff on a Monday morning, ready to welcome patients.



Ouwilwata Nankpa following her prenatal consultation at the Kokou Temberma health center.

2024 ACHIEVEMENTS

Proven effectiveness of free prenatal labs tests

Integrate Health carried out an [evaluation of its Prenatal Lab Program](#), which provides free essential lab tests to pregnant women across Togo. These tests are critical in identifying and addressing potential health issues early in pregnancy, ensuring timely and effective care. The results speak for themselves: **more women are accessing prenatal care** in the first trimester, completing the recommended four prenatal visits, and choosing safer, facility-based deliveries.

15,850

Women who received free prenatal lab tests since 2021

78,077

Free tests administered since 2021

120%

Increase in the number of women receiving four prenatal consultations

79%

Increase in first trimester prenatal consultations

A serene pregnancy for Ouwilwata Nankpa

In the remote village of Kokou Temberma, 28-year-old Ouwilwata Nankpa is preparing for the birth of her third child. Unlike her previous pregnancies, this time she started her prenatal consultations early, motivated by the free lab tests provided by Integrate Health. "Before, I didn't regularly go for prenatal consultations because I couldn't afford the lab tests," she explains. Without the financial burden, Ouwilwata has been able to attend all her prenatal consultations, following the full schedule recommended for a healthy pregnancy.

Kokou Temberma is one of the most remote and difficult-to-access villages in the Kara region, located over 100 kilometers from the city of Kara. However, now that the financial barrier that once kept Ouwilwata and others away is no longer a concern, more women in her community are attending their checkups. Removing this barrier has also helped educate women on the importance of regular consultations, leading to safer pregnancies and healthier outcomes for both mothers and babies.



Educational talk led by a Community Relay about the importance of vaccination in the Babila community, Guinea.



Aïssata Condé, Community Relay, ready to go check on her patients in Banféle, Guinea.

2024 ACHIEVEMENTS

Launch of patient care in the Kouroussa district, Guinea

Integrate Health [launched patient care in Guinea's Kouroussa district](#) in December 2023, marking a major expansion of the Integrated Primary Care Program. This initiative brought crucial primary healthcare services to over 114,764 people through Community Relays (the equivalent of Community Health Workers) and improved care in public clinics, with a special focus on vaccination.

131

Community Relays
trained and deployed

75%

Vaccination
coverage

99%

Facility-based delivery
coverage

Aïssata Condé turning the tide on vaccinations

In the remote village of Banféle, Guinea, Community Relay Aïssata Condé has witnessed firsthand how vaccination can save lives. Before the intervention of Integrate Health, many parents in her village saw vaccination as unnecessary or unaffordable. Integrate Health's investments in Kouroussa changed everything. "Nurses brought vaccines out to our remote communities, and treatment for childhood illnesses is now free," Aïssata says. With increased access, parents began to understand how critical vaccines were for protecting their children from deadly diseases like measles.

Through Aïssata's tireless home visits, educating families and ensuring children's vaccination cards were up to date, vaccination rates soared. As a result, Aïssata is noticing a reduction in cases of measles and fewer child deaths. For one family that was initially hesitant, Aïssata's persistence paid off. After several visits, they brought their children to be vaccinated. "Seeing that family embrace vaccination was so rewarding. It showed that change is possible," Aïssata reflects.



Community Health Worker Dana Yabawaye carrying out home visits in Bangèli during the COVID-19 crisis.

2024 ACHIEVEMENTS

Evidence of health system resiliency during COVID-19

Integrate Health published a [study evaluating the impact of COVID-19 on healthcare utilization](#), with a focus on maternal and child health services. We are excited to share that the results reveal that despite early disruptions caused by COVID-19, **healthcare services quickly rebounded** at Integrate Health-supported centers. By mid-2020, visits exceeded pre-pandemic levels, demonstrating the resilience of the health system. Our Community Health Workers played a vital role by maintaining home visits, ensuring care access, and implementing infection prevention measures.

99%

of children treated within 72 hours after the pandemic, compared to 95% pre-pandemic

4,282

Community Health Worker home visits on average per month after the pandemic, against 3,960 pre-pandemic

6.6%

faster recovery in the number of health center visits at Integrate Health-supported sites compared to non-supported sites



Community Health Worker Kossia Makouya uses images to show post-partum danger signs to her patient.

Scaling through government partnerships

What began as a community-led initiative in Togo has evolved into a national movement, with the government taking ownership of key aspects of the program. Our HIV program, once localized, has now been scaled across the country, setting the stage for future collaboration with the government. In 2021, the Wezou program was launched, providing free maternal healthcare to all pregnant women—an achievement built on years of partnership with the Ministry of Health.

More recently, the government has embraced our ultrasound program, further integrating our innovations into the national health system. These milestones demonstrate the power of partnership, showing how community-driven solutions can achieve national scale, sustainability, and impact.



“Looking back on these past 20 years of Integrate Health, I am in awe of the progress we have made in working with the Togolese government, and humbled by how our program is inspiring innovations in health policy and national service delivery. I have seen first-hand how this collaboration is amplifying our impact, allowing us to reach more communities and truly transform lives. Together, we’re building a sustainable health system that will leave no one behind.”

Christophe Gbeleou, Togo Country Director and Co-Founder



Mom breastfeeding her baby while waiting for her post-natal consultation at a health center in Togo.



Honorable Minister for Universal Health Access Jean Marie Tessi meeting the Community Health Worker Ambassadors while visiting Integrate Health-supported sites.

2024 ACHIEVEMENTS

A Ministry for Universal Health Access

The government of Togo elevated the Ministry for Universal Health Access from a delegate position under the Ministry of Health to an independent Ministry. As part of this new commitment, the Honorable Minister for Universal Health Access, Jean Marie Tessi, visited Integrate Health-supported sites. Community Health Worker Ambassadors used this opportunity to share their experiences and advocate for the continued support and professionalization of their roles. This marks the beginning of a strong collaboration between Integrate Health and the new Ministry.

4

Community Health Workers
advocating to the Minister

5

Integrate Health-supported
sites visited

"I've heard so much about the incredible work of Integrate Health. We came here to see for ourselves the impact on the ground and how we can strengthen the national CHW strategy.

We're excited to learn from Integrate Health's model and explore how we can expand their reach, so that the success in the Kara region can be replicated across the entire country."

Jean Marie Tessi, Honorable Minister for Universal Health Access in Togo



Colleagues from Integrate Health; Gavi, the Vaccine Alliance; district-, regional-, and national-level government officials; and Community Relays pose outside the Babila health center during a site visit to Kouroussa, Guinea.

2024 ACHIEVEMENTS

Community health financing in Guinea

Integrate Health led the implementation of Project BIRCH1 in Guinea, supporting the drafting of Guinea’s Global Fund Grant Cycle 7 submission. This technical assistance unlocked \$18 million allocated to community health for the first time.

[Project BIRCH2](#) launched in April 2024 with a national forum on community health co-hosted by Integrate Health, where the Guinean government committed to including Community Relays in local government budgets. Now, Integrate Health will focus on ensuring the **allocated funds are effectively utilized** to reach the most remote communities.

18 million USD

in Global Fund resources allocated to community health

250

Stakeholders engaged in community health financing workshops

“The collaboration with Integrate Health has significantly facilitated our work. The guidance we received was extremely beneficial. Their integrated approach is very operational and efficient. This proactive approach sets Integrate Health apart from other NGOs we usually work with.”

Dr. Mamady Kourouma, Director of the Division of Community Health at the Guinean Ministry of Health

Becoming a global organization

Integrate Health has grown to become a recognized leader on the global stage. Through our involvement in coalitions and contributions to global health policies, we amplify our impact and advocate for policies that prioritize equitable community health systems. As we continue to expand our influence, we remain committed to ensuring that the voices of the communities we serve are central to global health decision-making, driving forward the mission of Universal Health Coverage.



*“As I look back on the past 20 years, I am astonished by how much we have learned, and I am awed by all that we have accomplished. But what makes me the proudest is what has **not** changed, our core values. The voice of our patients remains our guiding light: our North Star.”*

Jennifer Schechter, CEO and Co-Founder



Tchotchokou Tchilalo Rebecca shortly after she was recruited as a Community Health Worker back in 2015. Not only is Rebecca still with us today, but she is now an Ambassador, actively advocating on the global stage for rights and working conditions on behalf of her peers.

WOMEN DELIVER 2023 CONFERENCE

spaces
solidarity
solution



Community Health Worker Afi Kpaka delivering her remarks at the 2023 Women Deliver Conference in July in Kigali.

2024 ACHIEVEMENTS

Community Health Workers in the spotlight

Integrate Health-supported Community Health Workers stepped into the global spotlight once more this year. Community Health Worker [Afi Kpaka](#) was invited to the [2023 Women Deliver Conference](#) where she spoke on a panel about the importance of community-led healthcare and received an award as a Heroine of Health.

Integrate Health also launched the [Community Health Worker Ambassador Program](#), a pioneering initiative that **elevates the voices of Community Health Workers**. The program offers selected Community Health Workers training in leadership, advocacy, and public speaking, essential skills for effectively representing their peers and ensuring that the needs and challenges they face are heard by decision-makers.

2

Speaking engagements
at the global level

2

Contributions to internal
decision-making meetings

13

Ambassadors selected and
trained

"Being a CHW Ambassador means giving more visibility to an organization's actions and advocating for a cause. I'm proud to be part of this program. It's a well-thought-out and ambitious initiative, in my view, with a great vision: involving Community Health Workers themselves in advocating for better recognition of their work."

Tchotchokou Tchilalo Rebecca, Community Health Worker and CHW Ambassador in Kpindi, Kozah district, Togo





Integrate Health Togo Country Director (in the middle), Christophe Gbeleou, meeting with officials from the Ministry of Health.

2024 ACHIEVEMENTS

Influencing global health policies

Our [global advocacy efforts](#) made significant strides. We influenced key health policy documents, contributing to the Political Declaration on UHC and Pandemic Prevention, Preparedness and Response that were adopted by the UN General Assembly. Our work this year has positioned us as a critical player and contributor of global health policies, as we also joined the WHO CSO Commission.

5

Contributions to global policy documents

3

New coalitions joined



Annual refresher training of Community Health Workers from the Binah district.

Staying true to our values

Over the past two decades, Integrate Health has remained steadfast in its commitment to fostering an inclusive, equitable, and resilient organizational culture. We've prioritized the voices of our team members at all levels, ensuring that decisions reflect the experiences and needs of those on the frontlines.

Our dedication to diversity, equity, and inclusion has shaped our internal policies, with an evolving culture code, the creation of an anti-racism statement, and the launch of our DEI Council. This organizational integrity has guided our impact and growth, as we are continuously translating words into actions.

”

“It was essential to build the organization on values that define it—respect, collaboration, efficiency, accountability, commitment, and transparency. These are key ingredients, in my view, for fostering a positive work environment and a healthy organizational culture. Over the years, the leadership has ensured that these values are not just empty words but guide our daily decisions and actions with consistency and integrity. This commitment strengthens our ability to fulfill our mission.”

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



Community Health Workers gathered for one of their weekly meetings, clapping their hands to celebrate each other's achievements. A long-standing tradition at Integrate Health!



Integrate Health staff taking to the streets of Kara on UHC Day to spread the word about the program and the importance of Universal Health Coverage.



2024 ACHIEVEMENTS

Launch of an anonymous complaint mechanism

Integrate Health's DEI Council launched a Committee to Handle Complaints, marking a significant step towards fostering a more **inclusive, equitable, and gender-responsive work environment**. Using a transformative justice approach to resolve conflicts, the Committee is a critical mechanism to address the various aspects of gender-based violence that women Community Health Workers may face in their day-to-day lives.

6

Committee members elected by staff

2

Trainings planned for Committee members around transformative justice

"As a member of the Committee to Handle Complaints, I believe it is crucial to understand the concepts of discrimination, harassment, and stigmatization, as well as their potentially traumatic impact on victims. For the well-being and safety of the staff, it is essential to create a work environment where these behaviors are not only understood by everyone but also reported early, without victims fearing retaliation."

Stella Kossivi, Clinical Mentor in the Kozah district, Togo



Community Health Worker Ali Essohounadatom during a patient consultation in Pésaré, Binah district, Togo.



Integrate Health staff working on the development of the new strategic plan during a workshop in Togo.

2024 ACHIEVEMENTS

Launch of Integrate Health's 2023-2028 strategic plan

Integrate Health hosted an online event to officially launch its new five-year strategic plan: **Accelerating impact: scaling community-led innovation to achieve Universal Health Coverage across West Africa**. This strategy was developed through an inclusive process that involved voices from all levels of the organization, ensuring that it truly reflects the needs and insights of those on the frontlines.

Later this year, Integrate Health revisited its organizational chart, wrapping up the year with critical structural changes reflecting our growth and setting ourselves up for success to reach our ambitious goals.

70

Participants at the online launch event

30

Staff members from all levels of the organization contributed to creating the document

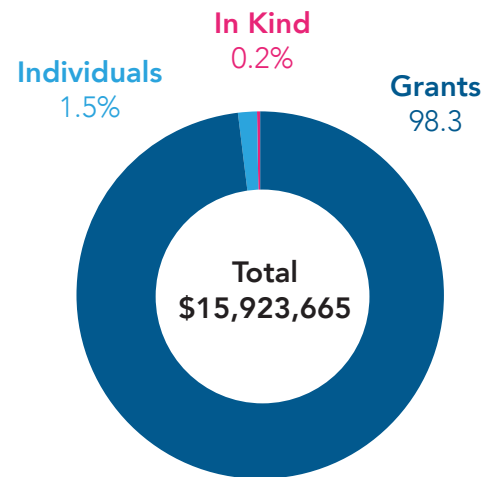
Financials

TOTAL REVENUE

\$15,657,740
GRANTS

\$230,346
INDIVIDUALS

\$35,579
IN KIND

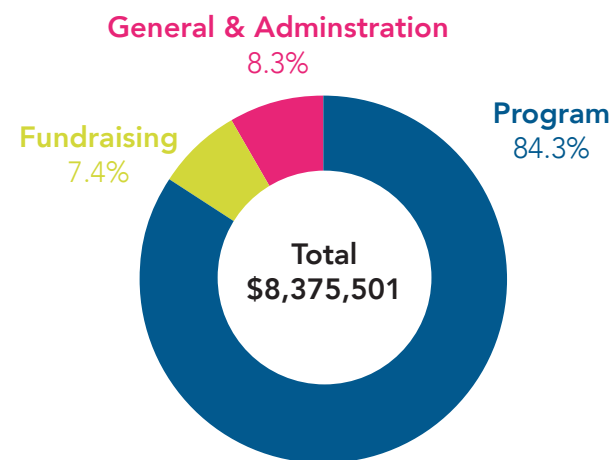


TOTAL EXPENSES

\$7,061,148
PROGRAM

\$617,586
FUNDRAISING

\$696,767
GENERAL &
ADMINISTRATION



**Preliminary figures as of June 30, 2024 pending audit review. Past year audited financials are available on our website, www.integratehealth.org*

***\$9M of total revenue (56%) are restricted to future fiscal years.*

Organizational partners

Amref Health Africa (Mastercard Foundation)

Anonymous

Beckon Foundation

Bill and Melinda Gates Foundation (Employee Match)

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

Gavi, the Vaccine Alliance

Gilead Foundation

Godley Family Foundation

Gould Family Foundation

Intel Corporation (Employee Match)

Iron Horse Family Foundation

Jascha Hoffman Giving Fund

Jasmine Social Investments

Jester Foundation

Last Mile Health (The Global Fund to Fight AIDS, Tuberculosis and Malaria)

Lightner Sams Foundation of Wyoming

Mulago Foundation

Netri Foundation

Paramount (Employee Match)

Ray and Tye Noorda Foundation

Ripple Foundation

Rippleworks

Ronald W. Naito MD Foundation

Sall Family Foundation

T&J Meyer Family Foundation

The Adventure Project

UBS Optimus Foundation

Vitol Foundation

Wagner Foundation



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 Allison and Bryan Rash
 Nevila Rasha
 Nafeesa Remtilla
 Brad and Elizabeth Robins
 Carol Rosetti
 Mary Kelly and Steve Rossow

Scott Schaedel
 James D. Schechter
 Helen Stein
 Marybeth Turner
 Karen and Randy Veeh
 Gabi Vera
 Sean Walsh
 Susan White
 Jessica and Casey Whitsett
 Patricia Yeh and Lawrence Lue



Coalitions



WHO Civil Society
Commission



Community Health Worker Heherougou Badawè visiting her patient and her baby at home in the Pèssaré community, Binah district, Togo.

Join us!

As we celebrate **20 years of impact**, Integrate Health is not just looking back on our achievements but also looking ahead to the future. We've demonstrated our ability to scale nationally, expand our geographic footprint, and strengthen community health systems across francophone West Africa. Yet our mission to make quality primary healthcare accessible to all is far from complete. The next 20 years are crucial, and with your continued support, we can bring Universal Health Coverage to the communities that need it most, leaving no one behind.

[Get involved](#)

[Donate](#)

