



2019 ANNUAL REPORT

Foundation for African Medicine & Education

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2019 TANZANIA BOARD MEMBERS

Frank Artress, Susan Gustafson, Nickson Mariki, Peter Mmassy & Mwasiti Juma Msahara

FROM THE FOUNDERS

Dear Friends of FAME,

At FAME, 2019 was a year of momentum, and in these pages we have featured some of our greatest achievements of the past year, focusing on those activities that best exemplify our commitment to patient-centered, high-quality medical care. Certainly nothing illustrates this commitment better than our continued growth in outpatient numbers, our expanded geographical reach, and our Tanzanian team's ceaseless goal to excel at what we do.

The opening of FAME's new Maternity Center, designed to house a comprehensive maternal and neonatal health program, was the highlight of the year. Identified as a strategic priority in 2017, the Maternity Center's completion represented almost three years of dreaming, planning, fundraising and construction. Be it the day when the entire team rallied to get everything moved into the new center within a few short hours, or the following week when other medical facilities started referring premature newborns to our Special Care Nursery for want of incubators elsewhere—these were days marked by an almost palpable excitement and reverence for the lives that would be saved as a result of this expanded service.

True to FAME's mission of building local capacity, 2019 was another year of education and training with a major focus on the expansion of our General Surgery Program. Our ongoing partnership with the Creighton University Global Surgery Fellowship Program served to increase FAME's capacity for time-sensitive, general surgical emergencies again this year, as well as those elective surgeries that can prevent lifelong disabilities. This collaboration has expanded the variety of general surgeries our team can perform and strengthened their preoperative assessment skills and surgical techniques.

We also launched a rigorous recertification process in Emergency Obstetrical and Newborn Care and coordinated the first of several trainings focused on caring for premature newborns. Two new global health initiatives, one in Anesthesia and one in Gynecology and Obstetrics, were also introduced this year, and an invaluable contingent of specialist volunteers stepped up yet again as mentors, trainers, colleagues and friends, creating an environment in which our providers are connected to professional colleagues around the globe.

As we reflect on 2019, our thoughts turn to our Tanzanian team as well—their growing breadth of knowledge, their commitment to lifelong learning, their professionalism and unshakeable spirit—and in the words of one volunteer doctor, their attention to the “full spectrum of life from neonatal care to geriatric care.”

We hope you will take pride and delight in a review of what we have accomplished, together, for none of this would have been possible without the unwavering commitment and intentional giving of our supporters, our partners, our friends. For each and every one of you, we are deeply grateful.

With love and deepest gratitude,

Dr. Frank & Susan



Frank Artress



Susan C. Gustafson

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OUTPATIENT DEPARTMENT

Central Africa

28,413 PATIENT VISITS



In 2019, FAME saw an 8% increase in outpatient visits compared to 2018.

In order to better serve our growing patient population and safely staff our new maternity center, we hired 19 new staff members in 2019, nine of whom were nurses. As of December 31, 2019, FAME employed **162 TANZANIAN STAFF MEMBERS**, 93 of whom are medical staff.

In late 2019, we started planning for an Electronic Medical Record (EMR) conversion. Department managers began to review our 2020 Priorities and Continuous Quality Improvement goals across departments. This entailed developing plans for managing the expected organizational and staff challenges related to transitioning from a paper-based and customized data system to a comprehensive EMR system, tailored for Tanzanian health facilities.

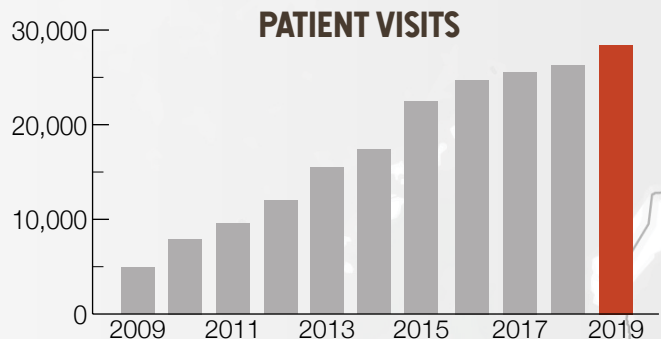
162
TANZANIAN STAFF
|3|

15
DOCTORS

55
NURSES

23
OTHER MEDICAL STAFF

69
NON-MEDICAL STAFF



OUR IMPACT

Ethiopia

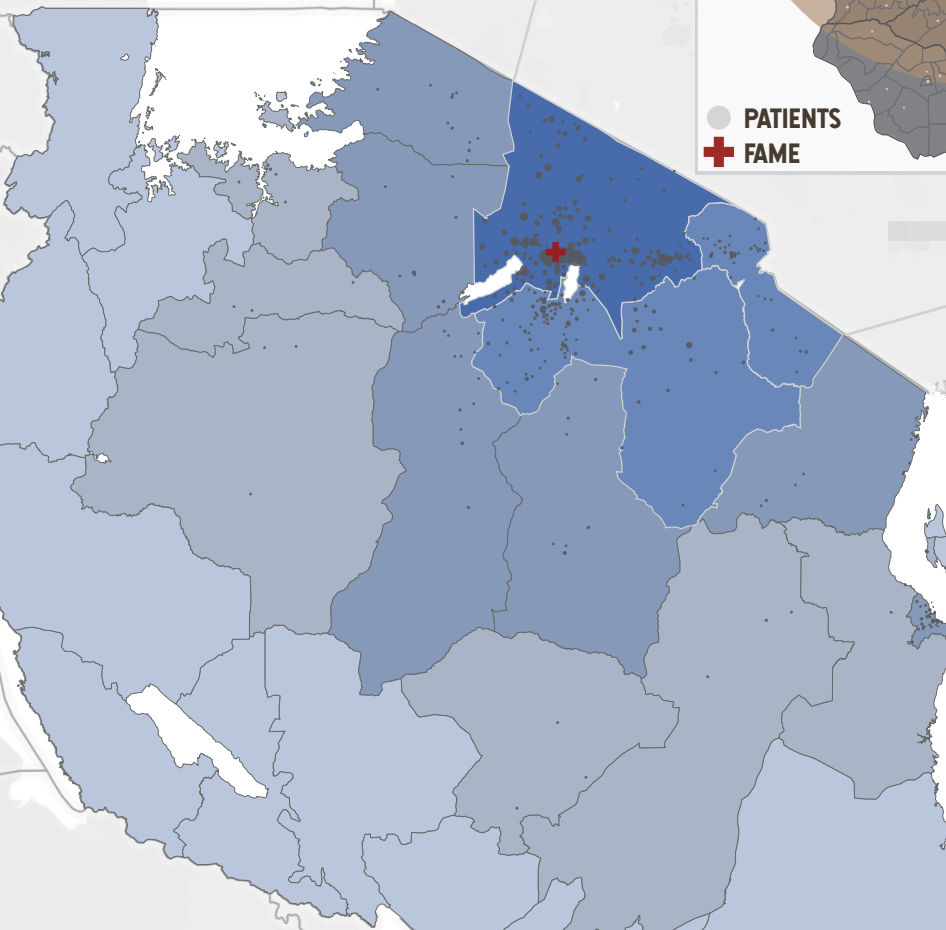
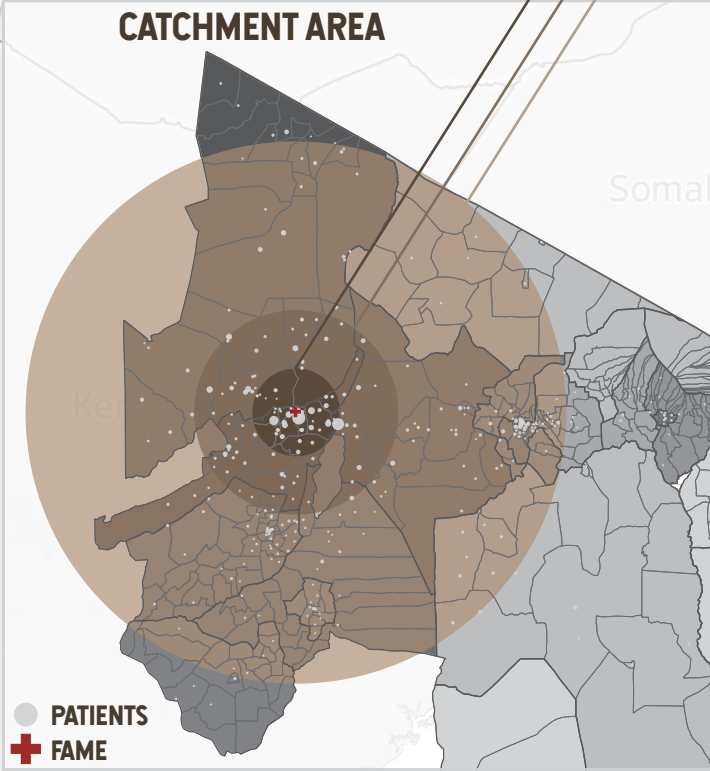
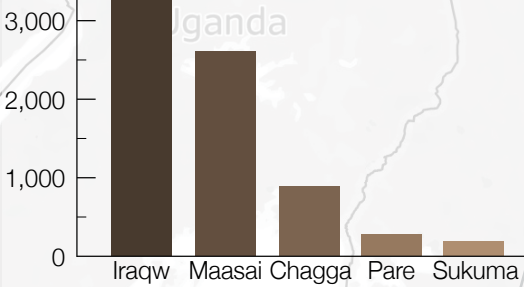
To better understand the needs of our growing patient population, we recently completed a comprehensive mapping project that compiled demographic information dating back to patient 00-00-01. The results of this undertaking led to the creation of maps that accurately depict our catchment area across Northern Tanzania.

Based on an analysis of 95% of our patients who reside within an 85 mile radius, FAME serves a catchment area of 2.9 million rural Tanzanians (per Tanzania's 2012 census).

50% OF PATIENTS 14 MI
75% OF PATIENTS 32 MI
95% OF PATIENTS 85 MI

The data collected during this project demonstrates our commitment to providing healthcare to all Tanzanians, including underserved ethnic groups like the Maasai.

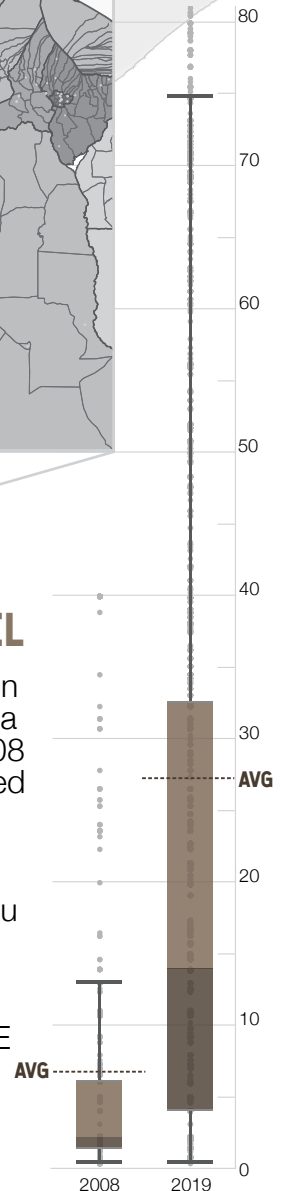
NEW PATIENTS BY ETHNIC GROUP



HOW FAR OUR PATIENTS TRAVEL

Our patient population has been growing at a steady rate since 2008 — the year we opened our outpatient clinic.

As word of mouth spread beyond Karatu district, the average distance a patient travels to receive medical care at FAME has increased from **6.6 MILES** in 2008 to **27.3 MILES** in 2019.



Zambia

MATERNAL HEALTH



NEW MATERNITY CENTER

Our largest capital project to date

24 BEDS

4 DELIVERY ROOMS

1 OPERATING THEATER

The highlight of 2019 was the informal opening of our new maternity center in August and the formal officiated opening on Friday, November 15th. This critical capital project was made possible by the extraordinary generosity of Don and Ruth James, Marshal Merriam, Gale Picker and John Larsen, in addition to the hard work and dedication of Nancy Allard. The formal opening afforded the opportunity to increase our visibility in the community and spread the word about our highly subsidized maternal and newborn health program. The guest of honor was the Regional Commissioner from Arusha. He was accompanied by a cohort of government officials from both the region and district.

Toward the end of 2019, we finalized a partnership with the specialized high-level Neonatal Intensive Care Unit (NICU) of the Arusha Lutheran Medical Centre (ALMC), a private hospital based in Arusha. This collaboration enables FAME to refer our most fragile premature infants when they meet special criteria, and provides a system whereby infants can be referred back to FAME's Special Care Nursery when they have been stabilized, hence keeping costs down for Karatu-based families.

689 DELIVERIES

While our Maternal and Newborn Health program did not see significant growth in terms of overall numbers in 2019, our team was able to substantially improve the quality of care by targeting specific areas. For example, we reduced the episiotomy rate from 20% to 0.5%, reduced our C-section rates by 6%, and increased the Vaginal Birth After Cesarean (VBAC) success rate from 0 to 40%.

To address the challenges we are facing on the maternal health front, we created the new role of Maternal Health Coordinator (MHC). In 2019, our new MHC began to provide training and clinical supervision for our Labor Ward nurses and the Reproductive and Child Health team, and oversee data collection and management relevant to maternal, newborn and reproductive health.

In an effort to secure data that more precisely informs FAME's Maternal and Newborn Health program, we added additional data points in 2019. These include inductions, forceps deliveries, episiotomies, and breastfeeding support, as well as infant outcomes and APGAR scores. Additionally, we began to explore the risk factors women are carrying into delivery and the extent to which our C-section rate reflects these. So far, data indicates that at least 25% of the women delivering their babies at FAME are high-risk.



28 PRETERM BIRTHS

6% DECLINE IN C-SECTION RATE

ON DISPLAY IN THE HALLS



Maternity paintings from Tanzanian artists line the halls of the maternity center, making our most recent building one of the most beautiful on FAME's hospital grounds. Some of the artwork was generously donated by one of our local supporters, the African Galleria, in Manyara.

DIAGNOSTIC SERVICES



LABORATORY

While the number of patients remained relatively constant compared with 2018, the number of tests per patient has continued to increase gradually, an indication of the increasing numbers of seriously ill patients seen at FAME. The purchase of several key pieces of equipment enabled the lab to continue to meet the demand for tests. In late 2019, the senior lab staff engaged in intensive microbiology training in preparation for the launch of Bacterial Culture & Sensitivity Testing. Given the limited variety of antibiotics available in Tanzania and the growing concern around antibiotic resistance worldwide, this program will play a critical role in helping to prevent the use of ineffective antibiotics in our sickest patients.

RADIOLOGY

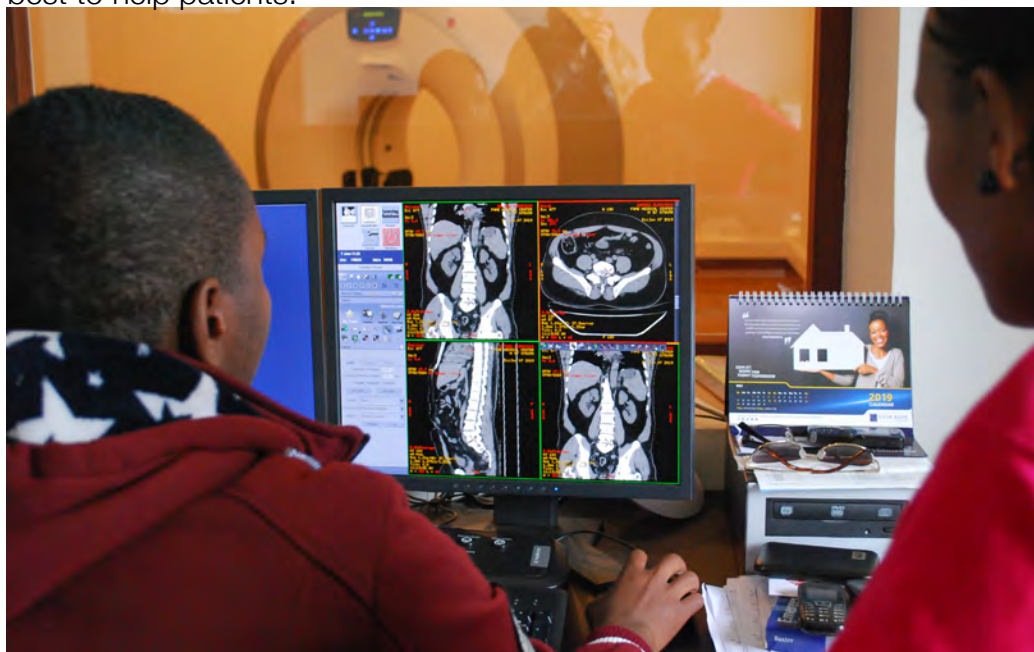
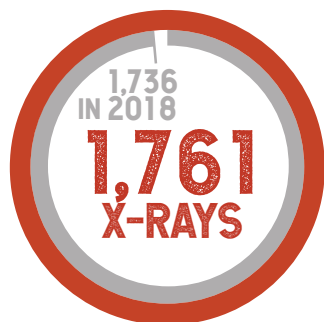
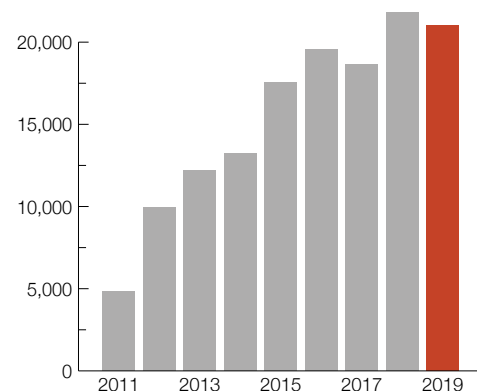
We saw an 86% increase in CT studies in 2019 compared to 2018. This speaks volumes about the need for these critical services in our rural location, not just the studies themselves, but the interpretation and clinical guidance provided by volunteer radiologists through our teleradiology program.

For time-sensitive situations, FAME doctors are able to

make life saving decisions for patients suffering from medical emergencies. In a country with only 60 radiologists for roughly 58 million people, FAME's radiology program is filling an enormous gap.

Many thanks to Dr. Alex Baxter for graciously and tirelessly providing remote imaging consultation on a regular basis. His enormous contribution is helping our doctors make critical decisions regarding how best to help patients.

LAB VISITS



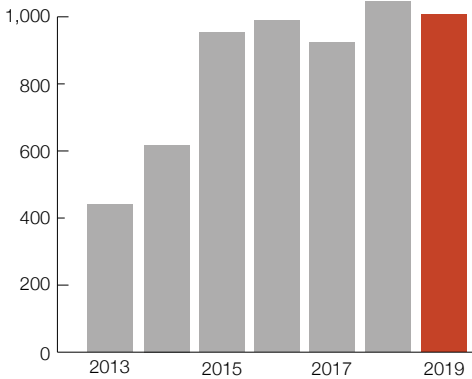
HOSPITAL SERVICES

INPATIENT

Our inpatient population is diverse, representing a wide spectrum of often life threatening diseases. Of the 1,007 inpatient admissions in 2019, 13% were pediatric patients. Within this group, pneumonia was the number one diagnosis. On the other end of the spectrum, 16% of admissions were adults in the 50+ age range. Within this group, diabetes and hypertension were the top two reasons for admission. Whether it is a toddler with severe pneumonia or an elder in diabetic ketoacidosis, our team in the general ward deals with time-sensitive situations on a regular basis – patients who in the absence of quality medical care would simply not survive.



HOSPITAL ADMISSIONS



SURGERY

Dr. Kelly Shine's one year global surgery fellowship through Creighton University carried over into 2019, giving our doctors an opportunity to continue being trained and mentored in General Surgery. We accomplished our mutual goal of building surgical capacity within the FAME team, with designated FAME doctors able to independently perform and teach specific general surgeries not previously performed in the absence of a mentor surgeon.

Great strides were also made in the areas of pre-op, intra-op and post-op best practices, and a data collection process is now in place to track post-op infections. We also had more anesthesia support than ever before, including the presence of two professors of anesthesia. We are in the early stages of forming a partnership with the Global Anesthesia Division at Stanford University School of Medicine.



REPRODUCTIVE & CHILD HEALTH

FAMILY PLANNING

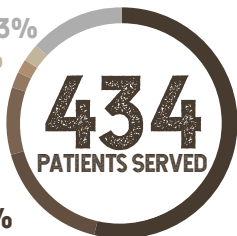
PRENATAL PROGRAM

UNDER 5 VACCINES



Providing Access To Affordable And Safe Birth Control

IMPLANT & IUD REMOVALS 13.3%
OTHER 2.5%
PILLS 2%
CONDOMS 2%
BC INJECTION 9.2%
IUD 17%
BC IMPLANTS 54%



Lowering the Maternal Mortality Rate One Mama at a Time

Our Prenatal Program was designed to improve maternal health outcomes. In 2019, we had **852 MOTHERS** enroll in our Prenatal Program.

Of those, **276 MOTHERS** went on to give birth at FAME.



Giving Children a Chance For a Healthy Future

Around the world, 1.5 million children under the age of five die every year due to diseases that can be prevented by vaccination¹. In Tanzania, over 30,000 children go unvaccinated each year².

In 2019, we vaccinated **323 CHILDREN** to address the need for widespread vaccine coverage.

IT TAKES MORE THAN A VILLAGE

There we were with a sweet baby boy, who was barely a day old and suddenly an orphan. His Maasai mother had succumbed to eclampsia shortly following his birth. He was a small newborn and was placed into one of our incubators upon arrival, but he was strong.

FAME social worker, Kitashu, sprang into action. He contacted family members who lived far from FAME in a remote village in the Ngorongoro Conservation Area. It was imperative to involve the family to find someone to breastfeed and help care for the orphaned newborn. At FAME, and throughout Tanzania, the nurses know formula feeding is not a sustainable solution due to limited resources. In most cases in which a mother does not survive pregnancy, a relative or neighbor with young children must be found who can breastfeed an additional child.

After communicating back and forth with the child's village and relatives, Kitashu finally found a young Maasai woman with a small infant who would be a great match for our little one. She agreed to come to FAME for three weeks for our team to observe feeding and ensure this baby boy would continue to grow and remain strong.

During their stay at FAME, Kitashu worked with the young mother to ensure she, her young child, and our little one received the attention they needed. He brought them baby clothes, soap, and a kanga — a common type of Tanzanian fabric many new mothers use. Kitashu was able to develop a relationship with this newly formed family. And on discharge day, he disclosed with much joy that the family chose to name this baby boy Kitashu because of all the support they had received.

Social worker Kitashu and his namesake still get to see one another for checkups during Well Baby Day in the Reproductive and Child Health Clinic at FAME. Baby Kitashu's family deeply respects and loves our social worker — and we, at FAME, are in awe of this young mother who was willing to travel to FAME for nearly a month to support baby Kitashu, with a young child of her own in tow.

They say it takes a village, but in this case, it took extraordinary kindness and compassion that transcends village boundaries.



“They say it takes a village, but in this case, it took extraordinary kindness and compassion that transcends village boundaries.”

SCHOLARSHIPS



Hosiana Mollel completed her upgrade training from Certificate level to Diploma Level Nursing at Huruma Institute of Health and Allied Sciences (HHAS) in Rombo, Tanzania. She is now back in full-time service at FAME Medical!



David Kitandu began his upgrade training upon Hosiana's return, leaving for HHAS in September of 2019. We look forward to his return in 2020, after completing this one year program designed to advance his nursing skills and professional qualification.



Dr. Walii Msuya completed the first year of his FAME sponsored OB/GYN residency at the University of the Witwatersrand in Johannesburg, South Africa.

Brethren Community Foundation

We are deeply grateful to the Brethren Community Foundation for supporting Hosiana, David and Dr. Walii in their dreams to further their medical education. Scholarships like these are vital to our culture of life-long learning and building local capacity through ongoing education and training of our staff.



Head Doctor, Gabriel Kissima (right), with Diane Berthel (left), during one of their Management Training sessions.

EDUCATION



We made great strides in focused education, training and mentoring in 2019, particularly in terms of continuity of program and assessment of pre/post skill development. Additionally, two staff members were sponsored to participate in learning experiences outside Tanzania.

MATERNITY SKILLS TRAINING PROGRAM

Our Maternal Health Coordinator conducted Fetal Heart Rate Surveillance Workshops this year. Trainings focused on when it is appropriate to use fetal monitoring in labor, how to use the monitors and how to interpret chart tracings. Our Labor Ward nurses participated in reviews and re-certifications in Helping Babies Breathe (HBB). Nine nurses received training in Premature Care, and a FAME doctor and nurse attended a neonatology conference focused on the prevention and treatment of sepsis.

MANAGEMENT TRAINING

Management Consultant, Diane Berthel, volunteered her expertise for two months in 2019, providing management training and individual coaching to our senior and middle managers. She will return in 2020 to build on the existing program and to work with all department managers on independently developing budgets for their departments and improving their efficiencies.

VOLUNTEERS

Of the 61 volunteers hosted at FAME this year, 55 represent medical specialties. These individuals continue to bring so much to FAME's capacity building efforts, partnering with our doctors and nurses as mentors and consultants, delivering weekly lectures within their specialty, and team teaching with our Tanzanian doctors on clinical topics of interest.

ULTRASOUND TRAINING

FAME X-ray Tech, Onaely Mullumba, attended a one month intensive course in OB/GYN and abdominal ultrasound at the Institute of Ultrasound Training in New Delhi, India.

GLOBAL HEALTH & ORGANIZATIONAL LEADERSHIP

Executive team member, William Mhapa, traveled to Boston to represent FAME at the three-day IZUMI Foundation Partners Meeting, where he also met with peer global health NGO staff. Nearly finished with his Master's in Health Systems Management, William also toured medical facilities in the area and spent time with hospital executives to learn more about management systems in healthcare settings in the US.

COMMUNITY OUTREACH

TBA TRAININGS



48 TBAs REACHED

Our community outreach to Traditional Birth Attendants (TBAs) took the team to four different locations in 2019. Educational sessions focused on sanitation and hygiene, FAME's full range of reproductive and child health services, the value of ultrasound technology in pregnancy, the critical role of quality prenatal care in pregnancy and delivery outcomes, family planning, and prevention of mother to child transmission of HIV.

NEUROLOGY



679 NEUROLOGY PATIENTS ATTENDED

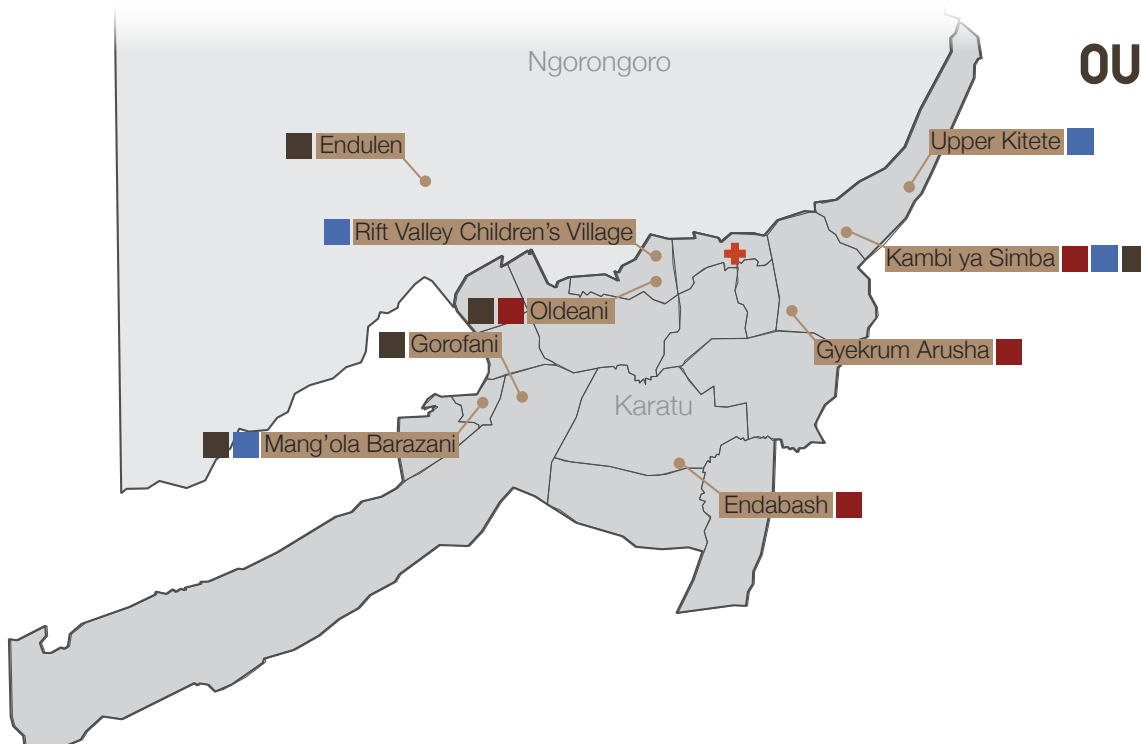
Of these patients, 158 were evaluated at low-resource clinics across four villages. Consistent with our mission of building local capacity, FAME clinician Dr. Anne Ghata works side by side with neurology residents during their bi-annual visits made possible by our long-standing collaboration with the UPenn Residency Program. Of the neurology patients evaluated, 18.5% received a diagnosis of epilepsy.

CERVICAL CANCER



427 WOMEN SCREENED

Of these women, 227 were screened outside of FAME across five different villages. Roughly 16% had precancerous lesions and were treated with thermocautery. Participants also received education from our team about cervical cancer and the value of screening and early detection. For the first time ever, we conducted a screening in the neighboring district of Ngorongoro — home to a large Maasai community.



OUTREACH LOCATIONS

- + FAME
- TBA TRAININGS
- NEUROLOGY CLINICS
- CERVICAL CANCER

VOLUNTEERS



We are thankful for our team of online specialist consultants who were constantly available and remain crucial in assisting our team with complicated cases! Our heartfelt thanks to all of the volunteers who made the trip out to Tanzania and joined us in Karatu. Additional thanks goes out to our Volunteer Coordinator, Phoebe Harger, for helping to make our Volunteer Program a big success.

Chelsea Affleck	Management Consultant	Joyce Liporace	MD - Neurology
Marissa Anto	MD - Neurology	Frances Malinoff	MD - Pediatrics
Jeanne Artress	Accounting	Kaeli McPhee	RN - General Nursing
Michael Baer	MD - Neurology	Jen Meli	RN - General Nursing
Sheena Baratona	MD - Neurology	Adys Mendizabal	MD - Neurology
Diane Berthel	Management Consultant	David Morris	MD - Diabetician
Marjorie Boor	Ultrasound Specialist	Bijit Munshi	MD - Surgery
Robert Mike Brady	MD - OB/GYN	Winnie Musoni	Non Medical Volunteer
Margaret Chiu	MD - Anesthesia	Gary Nichols	MD - Pediatrics
Daniel Christancho	MD - Neurology	Kyra O'Brian	MD - Neurology
Harry Branch Coslett	MD - Neurology	Raymond Price	MD - Neurology
Joyce Cuff	Lab Consultant	Christine Ralston	RN - Cardiology
Terry Cuff	Non Medical Volunteer	Mitchell Reuben	MD - Anesthesia
Barbara Dehn	NP - Women's Health	Alex Rincon	Equipment Specialist
Karen Dennison	RN - Infection	Jon Rosenberg	MD - Neurology
Jonas Ekwall	MD - Pediatrics	Michael Rubenstein	MD - Neurology
Marylyn Emedo	MD - Pediatrics	Todd Sack	MD - Gastroenterology
Andrea Fuentes	MD - Neurology	Reema Sanghvi	MD - Anesthesia
Ann Gilligan	RN - Birth Positioning	Barbara Sharp	MD - Radiology
Kim Hall	NP - Diabetes	Jeffrey Sherman	MD - Anesthesia
Greg Haman	MD - Internal Medicine	Kelly Shine	MD - Surgical Fellow
Anne Hartman	RN - Nurse Management	Lara Sloan	RN - Labor & Delivery
Beth Havens	RN - Labor & Delivery	Lauren Stenzel	RN - ALMC NICU
Shannon Hayne	MD - Emergency Medicine	Sara Strowd	MD - Anesthesia
Tracy Hoffstetter	RN - Neonatal	Karen Sundin	Accounting
Paul Indman	MD - OB/GYN	Steve Swanson	MD - ALMC NICU
Ndini Itoine	ALMC NICU Nurse	Paul Weinberg	MD - Pulmonary Medicine
Marin Jacobwitz	RN - Neurology	Amanda Williams	MD - OB/GYN
Cynthia Khoo	MD - Anesthesia	Mary Ann Zetes	MD - Pediatrics
Benjamin King	MD - Pediatrics	Ke Zhang	MD - FAME Technology Director
Duane Koenig	MD - Surgery	Beth Ziegler	NP - Palliative Care
Kathy Larkin	Management Consultant	Leah Zuroff	Non Medical Volunteer
Daniel Licht	MD - Neurology		

62 ON-SITE VOLUNTEERS



SUPPORTERS

To everyone who supported FAME this year, including those who asked to remain anonymous, thank you for your generosity and support!

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Every Mother Counts, Izumi Foundation, David and Shery Cotton Foundation, Don & Ruth James, Chauncey and Marion Deering McCormick Foundation, Marshal F. Merriam, Segal Family Foundation, David & Jeanie Steinmetz

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IN-KIND DONORS

African Galleria, Bill Hughes - Orrick Herrington & Sutcliffe LLP, Rotary Club of Arusha, Grand Circle Corporation & Overseas Adventure Travel, ALMC NICU

EDUCATIONAL HOSTS

We are deeply grateful to R. Todd Cronan, Donna Brescia, Roanne Edwards and Ke Zhang as well as the following institutions that hosted our Director of Operations, William Mhapa, during his trip to Boston in June 2019.

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FAMC Medical
Health Center

Outpatient Clinic
Wagonjwa wa nje

Inpatient Services
Wagonjwa Waliolazwa

Maternity / L&D
Wodi ya Wazazi

RCH Clinic
Huduma & Afya ya Uzazi

Laboratory
Maabara

Radiology
X-ray & CT Scan

Surgery
Upasuaji

Pharmacy
Duka la Dawa

Emergency 24 hr
Dharura Masaa 24

MUDA WA WAGONJWA WA NJE

JUMATATU - JUMAMOSI
2:30 asubuhi - 10:30 jioni
JUMAPILI
2:30 asubuhi - 8:00 jioni

OUTPATIENT SERVICES

MONDAY - SATURDAY
08:30 - 16:30
SUNDAY
8:30 - 14:00

← **Restara**

FINANCIAL STATEMENT

SUPPORT AND REVENUE

Donations by designation received in the US	
Unrestricted	1,306,902
Restricted - Operations	21,479
Restricted - Scholarships	33,899
Restricted - Capital	61,829
Foundation Grants	556,435
TOTAL DONATIONS at FAME US	1,980,544
Volunteer Fees	61,230
Interest & Dividend	14,581

TOTAL Income at FAME US 2,056,355

Donations by designation received in TZ	
Patient fees Tanzania	485,075
Unrestricted Donations	103,967
In-Kind Donations	31,884
Other Income	6,691
Interest	101
TOTAL Income at FAME TZ	627,718

TOTAL INCOME 2,684,073

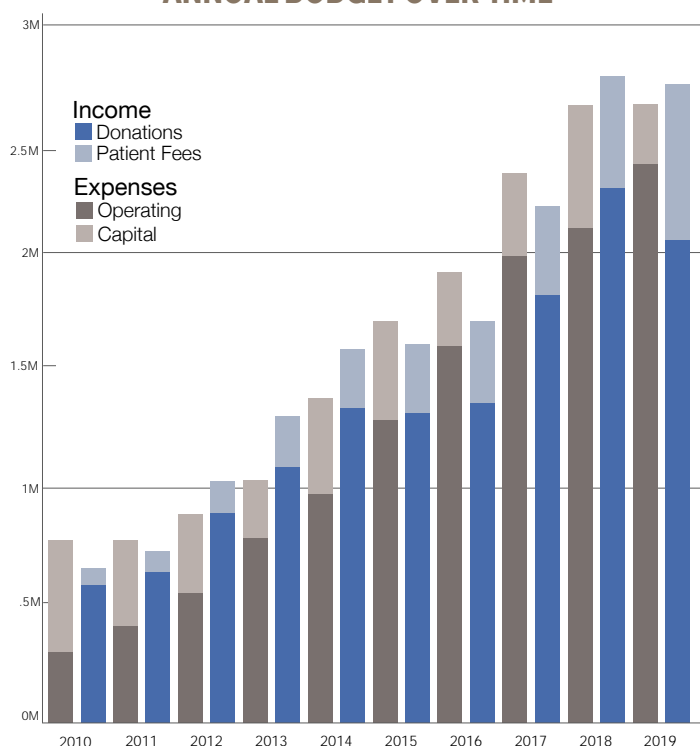
OPERATIONS EXPENSES

Tanzania	
Salaries & Benefits	1,243,012
Medications & Medical Supplies	256,639
Lab Supplies	296,202
Facilities & Vehicles	125,738
Patient Services	66,090
Other Operations	70,924
Program Support	17,982
Continuing Education	11,812
Volunteer Program	48,378
Scholarships for Advanced Education	36,506
TOTAL EXPENSES TZ	2,173,283

US	
Program Support for TZ	41,998
Administration	21,365
Fundraising Expenses/Travel	24,238
Salaries and Benefits	108,993
Volunteer Program Costs	10,711
TOTAL EXPENSES US	207,305

TOTAL OPERATIONS EXPENSES 2,380,588

ANNUAL BUDGET OVER TIME



CAPITAL EXPENSES

IT System	13,922
Lab Renovation	8,656
Maternity Center	53,429
Medical Equipment	142,090
Other	15,331
Lilac Cafe Expansion	9,957
Security Camera Expansion	6,581
TOTAL CAPITAL EXPENSES	249,966

TOTAL EXPENSES 2,630,554

STATEMENT OF FINANCIAL POSITION FOR FAME US

Assets	1,199,659
Total Assets	1,199,659
Liabilities	0
Unrestricted Assets	781,925
Designated Funds	417,734
Total Net Assets/Fund Balance	1,199,659
TOTAL NET ASSETS	1,199,659

*All expenditures in Tanzania were converted from TShillings to US Dollars at an average exchange rate of 2,310 TSH to 1 USD

ADVANCING PATIENT-CENTERED CARE

CONTRIBUTING WRITERS

Susan Gustafson, Roanne Edwards, Dr. Joyce Cuff & Robert Kovacs

EDITORS

Roanne Edwards, Katharine Crawford, Jeanne Artress, Caroline Epe & Susan Gustafson

LAYOUT & DESIGN

Robert Kovacs

PHOTOGRAPHERS

Kathrine Kuhlmann, Meghan Zimmerman, Emily Close, Robert Essel Photography & Robert Kovacs

FAMEAFRICA.ORG
4533 CRIMSONWOOD DR
REDDING, CA 96001, USA
INFO@FAMEAFRICA.ORG