



2012 Annual Report

**Konbit Sante**

CAP-HAITIEN HEALTH PARTNERSHIP

# Accompaniment Is How We Do Our Work

Dear Friends,

Konbit Sante is now in its second decade of partnering with colleagues within the health system in northern Haiti to strengthen their ability to provide quality health care. In this annual report you will read updates about **what** we have been doing with our partners, but I want to tell you first about **how** we approach this work. We



believe it is the **how** that will lead to lasting improvements to the health care Haitians deliver and receive.

Our work is often called capacity-building, a term now in vogue, although it has been central to what we have been doing since we were founded in 2001. Too often capacity-building as it is practiced simply relies on workshops and

conferences delivered by outsiders unfamiliar with local culture and needs, who present packaged solutions to problems. Without a long-term **accompaniment** relationship in which problems are solved together over time, the impact of that approach is usually limited. Real capacity-building is a two-way street. There is no one party “in the know.” Accompaniment is our **how**, and it means rolling up our sleeves and working together. Working together to develop a common understanding of problems and the context, and then working on solutions that are most appropriate to the specific realities of Haiti. Only in this way will solutions emerge that are owned by the people responsible for implementing them. This process of joint problem solving is important, even when some of the solutions appear to fail at first. When that happens, we have all learned lessons that can inform our next efforts. Knowing what won’t work is as important as knowing what will. Such knowledge often seems hard-gained and slow, especially if we are only looking for the greatest immediate and tangible impact. Sustainable change only happens when it is incremental, participatory, and well informed by experience.

We believe that one of the greatest hopes for progress lies in identifying qualified, committed individuals, and in trying to give them the support needed to succeed. We have been fortunate to know and work with many such people as both staff and partners in Haiti. We are pleased to see the upper leadership at Justinian Hospital make considerable effort and progress in strengthening the management of the hospital, which will result in better patient care and outcomes. We continue to offer them all of the support we can on this, because it is a vision worthy of our resources and support.

This past year has seen many changes and challenges in Haiti. The government has set national priorities for health and is trying to better coordinate and align the work of the many development organizations, like Konbit Sante, working in Haiti. Harmonizing the many individual efforts is crucial so that the limited resources available are used effectively and efficiently. This is important and difficult work and largely without precedent in Haiti, so the path forward will not always be smooth. It speaks to our role in the region and the capabilities and reputation of our program manager Dr. Youseline Télémaque that she was chosen as one of two representatives to sit on the regional coordinating committee. As at the hospital level, good governance is a prerequisite for improving health, and we are happy to be supporting this effort in whatever way we can, even if it takes time to mature and develop.

Now that you know more about the **how**, I am pleased to share **what** we’ve accomplished in our Annual Report for 2012. I hope that it conveys to you the holistic approach we take to strengthening the building blocks

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“*Accompaniment* is our *how*, and it means rolling up our sleeves and working together.”

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of the health system as well as solutions that are very specific to the place and situation. In closing, I want to stress that all of the progress to date has been made possible because of you. Our *konbit* involves many, and spans geographical and cultural distance between the communities of all the people involved. I want to thank everyone who has participated in and contributed to this collaboration in big and small ways. I hope that you feel, as I do, that our common work is one way that we can break down barriers within our human community, and build a more hopeful shared future.

A handwritten signature of Nate Nickerson in dark ink.

Nathan M. Nickerson, RN, DrPH  
*Executive Director*



# A Partnership Built on Listening

Bonjour,

I want to share with you my first meeting with people from the Konbit Sante team. One day in 2005 I was training a group of interns in a conference room at Justinian University Hospital where I was a resident in



obstetrics and gynecology (OB/GYN). A Konbit Sante volunteer attended the training and afterwards asked me how I saw women's health in Cap-Haitien. I answered that although there is a need for improved conditions and care at the hospital, the greatest needs lay out in the community and in the countryside where there is no formal care for women.

I also said that if there were basic care available beyond the hospital, there would be less need for women to end up at the hospital as a last resort. I wanted the doctors and residents from the hospital to spend time in the community, so that they understood the needs of the people better, and the people could come to know and trust their own doctors.

an outside plan. At Konbit Sante, we all sit together with the Ministry of Health, medical professionals, and community members, to talk about the situation. We come up with a plan together, with respect for the contribution each brings to the table. This is truly the *konbit* that we talk about.

I understand that much of what you read about Haiti is sad, particularly since the earthquake and cholera epidemic. As a member of our *konbit*, please see beyond our poor, homeless, hungry and sick, and see our hope and our dreams. Don't be frustrated and discouraged by the great challenges Haiti faces. Our work together – yours and mine – takes time. I am very thankful for your continued support, which allows us at Konbit Sante to continue to work together to make our health system stronger so that many more Haitians will live longer and productive lives.

Cordialement,

Youseline Télémaque, MD  
In-Country Program Manager  
Cap-Haitien, Haiti

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“Don't be frustrated by the challenges Haiti faces. Our work together – yours and mine – takes time.”

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What affected me most about this first meeting was that this volunteer really listened. As I learned more about Konbit Sante and participated in meetings with them, I was impressed, not by their expertise, but by the way they interacted with people. I am disappointed when international aid organizations simply bring in their own staff and implement their own plans. Konbit Sante supports a Haitian staff and doesn't impose

P.S. That first conversation and many more after that have led to positive change. Now doctors spend time in the communities where their patients live, and we and our partners train health workers to go out into the community to do health education and conduct mobile outreach clinics for pregnant women and children. I am proud that other organizations now want to replicate these models in other parts of Haiti. In this way, we can have an even bigger impact than in just our service area.

## About Our Name

In Creole, a *konbit* refers to a traditional method of working together to till your friends' fields as well as your own. The people working together side by side as equals toward a common purpose, each contributing what they are able, form the *konbit*. *Sante* means health. The health of the Haitian people is our common purpose, and the *konbit* includes everyone with their “shoulder to the plow”- Haitian community groups, the Haitian government, US and international funders, and you, our donors and volunteers.

## Profiles

### Ms. St-Jean, RN, Cap-Haitien, Haiti

Community health nurse Clotilde Josaine St-Jean, RN, or Tijo for short, joined our team in May 2011. Tijo supervises the health workers (agents de santé) who go into the community to teach preventive health. She also coordinates the mobile maternity and pediatric outreach clinics that have become an important part of our community work. Tijo is an energetic and passionate advocate for the people of Cap-Haitien. She is quick with a smile or joke, but she is completely serious about her work. We have come to depend on both her professional expertise and personal knowledge of community needs to help guide our primary care efforts. We are pleased she has become a core member of our leadership team in Haiti.



Ms St-Jean, RN, Konbit Sante community health coordinator (right), talks to a mother and child at a mobile clinic.

### Carol Kuhn, MD, Belfast, ME

Dr. Carol Kuhn, who serves as chair of our public health committee, travels to Cap-Haitien twice a year. She conducts training for the agents de santé and says, "It's been rewarding to see this growing cadre of dedicated, highly motivated community health workers gain in experience and confidence. The leadership and enthusiasm of their supervisor Miguelle Anténor and outreach coordinator Josaine St-Jean reflect Konbit Sante's ability to make a difference through capacity-building by supporting Haitians working within the public health system." It has also been rewarding for Carol "to see the US organization and volunteers taking more behind the scenes roles as Haitian counterparts take on leadership and ownership of projects and goals."



A volunteer since 2006, family practitioner Dr. Carol Kuhn works here with Konbit Sante supported agents de santé at Fort Saint Michel Health Center.

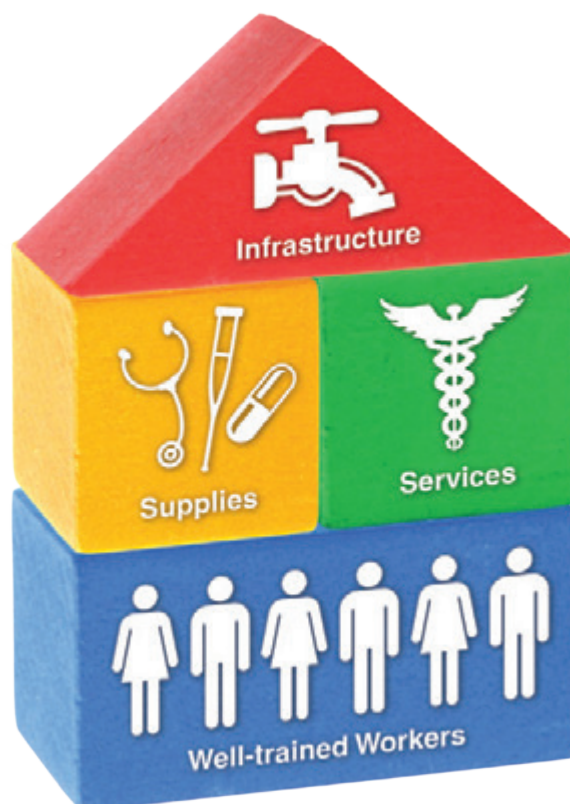
## Konbit Sante's mission

is to support the Haitian vision of a strong health system to improve the health of the people in northern Haiti. How do we help build a strong, sustainable health system? Like any structure, a health system needs the right building blocks, including:

- Well-trained workers
- Quality health care services
- Medicine, supplies and equipment
- Infrastructure like safe buildings, clean water, and sanitation

Together with our partners, Konbit Sante improves these building blocks, so that Haiti can one day have a health system that really meets the needs of its people— from door-to-door community outreach all the way to hospital care. The goal is always to enhance the capacity of Haitians to provide care to their citizenry.

In our annual report we want to show you how your contributions have improved these essential building blocks over the past year.





Highlights of 2012:

## Well-trained Workers



Dr. Paul-Euclide Toussaint, with salary support from Konbit Sante since 2005, treats patients and teaches medical residents in the pediatrics department of Justinian Hospital.

### A Strong Haitian Staff

Your donations this past year helped pay the salaries of our lean Maine office, where five employees working largely on a part-time basis handle operations on the US side and support our many programs. More significantly, you helped fund a robust staff of more than 35 Haitians working to strengthen their health system. This includes a core administrative staff that provides the day-to-day oversight of our programs. They are the face of Konbit Sante in Haiti, working closely with the Ministry of Health and our many other partners. Clinical staff includes nine nurses and four physicians in various disciplines who train medical residents and nursing students and improve the quality of care in other ways. In addition, 14 community health workers do outreach for tuberculosis, diabetes, pediatrics and women's health. We also support the salaries of people who work on the supply chain and have other operational roles. In addition to salary support, we are pleased to report that we offered our Haitian employees a health insurance option for the first time.



Dr. Samuel Broaddus, a volunteer since 2003, consults on a patient with Dr. Jory Desir, new urology chief at Justinian Hospital. Last spring Dr. Desir spent five weeks training with Maine Medical Center's urology team as a guest of Dr. Broaddus.

### Dedicated Volunteers

On the US side of operations, volunteers help us in countless ways, doing committee and office work, selling metal art, working in the warehouse, and organizing our signature fundraiser Maine Walks with Haiti. In addition, we are grateful to the 30 clinicians, infrastructure experts and others who traveled to Haiti last year, some of them on multiple trips. These individuals not only contribute their professional time, but also cover all travel and living costs associated with their trips. Just a sampling of their work includes epidemiologist Amy Robbins who presented data to the TB clinic so they can undertake quality improvement steps; Drs. John Saucier and Renée King who trained residents in emergency medicine, and Hugh Tozer, Jeff Musich, Bob MacKinnon and Gary LaClaire who worked on water and electrical projects. The other volunteers who traveled were: Lindsay Angelow, MD; Sam Broaddus, MD; Cathy Caron, RN; Dean Curran; Brenda Cushing, RN, NP; Diane Devlin, RN; John Devlin, MD; Carol Kuhn, MD; Eva Lathrop, MD, MPH; Ann Lemire, MD; Kim Moody, RN, PhD; Nicole Moore; Nancy Nickerson, RN, ANP; Cecily Pingree; Kathryn Reid; Karen Saucier, RN, NP; Cat Stevens; Matt Stevens, MD; and Wendy Taylor.





Highlights of 2012:

## Quality Health Care Services



Agent de santé Nesly St-Preux records health information at a mobile outreach clinic for pregnant women. Since September 2011, Haitian providers have screened, treated, or referred over 300 women and 400 children at these clinics.



Konbit Sante staff Nijnie Jasmin, RN, and agent de santé Youseline Florvil act in a recent video filmed by volunteer Wendy Taylor. In Creole, the video is designed to educate diabetes patients in proper self-care.

### Mobile Outreach Clinics

Many people, particularly women and children, become ill or die from preventable and easily treatable conditions. With your support, Konbit Sante, Haiti Hospital Appeal, and the Ministry of Health established mobile outreach clinics with the intention of screening women and children and encouraging them to seek ongoing care at local hospitals and clinics. Typically the mobile clinics are held three times a month in churches or schools. In the coming year, we plan to raise funds to renovate and equip a mobile medical unit (MMU) donated by the Maine Migrant Health Program. This large truck, designed to deliver care to remote areas, has two exam rooms, a nurse's station, a storage space, and a bathroom. The MMU would allow us to reach more women and children and provide needed services.

### Diabetes Care

Diabetes is a quiet, yet growing health problem in Haiti. In partnership with Maine Medical Center, Drs. Nancy Charles Larco and Philippe Larco at the Fondation Haïtienne de Diabète et de Maladies Cardio-Vasculaires, and staff at Justinian University Hospital (JUH), we completed a two-year study in June to learn how patient and physician education can improve the health of diabetes patients. We enrolled 108 patients, and volunteer and principal investigator for the study, Dr. John Devlin, trained medical residents on a treatment protocol using low-cost medications and insulin therapy. Community health workers supplemented hospital care by visiting patients in their homes to reinforce healthy behaviors. Dr. Devlin and his colleagues in Haiti are in the process of analyzing the study data to determine to what extent the training and education improved patient health. In the meantime, the medical residents have integrated the treatment protocol in their routine of care, establishing the basis of quality care for future patients with diabetes treated at JUH.



A baby is measured as part of the study to test the use of the peanut paste Nutributter for the prevention of physical and mental stunting due to malnutrition.

## Preventing Malnutrition

In Haiti nearly 30% of children under five do not receive sufficient nutrition to grow properly, leading to one of the highest rates of stunting in Latin American and the Caribbean. Stunting is irreversible and its physical and mental effects are devastating for the child, family, and community. We are partnering with Washington University, Meds and Food for Kids, and the Haitian Ministry of Health to prevent stunting among infants in the poor neighborhood of Fort St. Michel. Since September 2011 we have helped implement a study that examines the impact of adding a nutritional supplement to the existing package of services delivered by community health workers to families in the area. The results of the study to be published in 2013 could lead to a wider distribution of Nutributter in Haiti.



Like this woman and child, mothers and newborns have benefited from the availability of emergency transportation to the nearest health center during labor and delivery.

## Emergency Transport

In Haiti nearly 80% of deliveries take place at home with the aid of a family member or traditional birth assistant (TBA). These attendants provide tremendous emotional support to pregnant woman, but they lack the skills and equipment to manage complications when they arise. Like most areas in Haiti, Cap-Haitien does not have a functioning ambulance system. Women experiencing complications during labor or delivery have had no way to get to a health facility. Working with community members to find a local solution to this problem, Konbit Sante initiated a project to train TBAs to recognize signs of complications and to match them with volunteer community members with cars to provide transportation. Since last fall, 43 women have been transported to the hospital, 26 of whom had life-threatening emergencies.





Highlights of 2012:

## Medicine, Supplies and Equipment



A new satellite dish recently has been installed on the roof of the Justinian Hospital water tower in Cap-Haitien to improve communication between our offices, and offer distance learning to our staff and partners.

### Telecommunications

With your donations we have improved communication and increased the opportunities for interactive learning this year. We built a conference room and purchased satellite video conferencing equipment that makes it possible for US and Haitian staff, volunteers and partners to communicate in real time without traveling. We look forward to telling you in the future about how our Haitian partners are taking advantage of this global classroom.



Stay tuned for updates on supply procurement and management as volunteer Bretta Hixson, MPH, teams up with depot manager Isemanie Lucien to institute additional improvements.

### Electronic Tracking

Since our beginning, one of the core initiatives supported by our donors has been to partner with Justinian Hospital to improve the ability to acquire and manage the supplies that hospital staff need. This year Konbit Sante worked with them to establish a basic electronic database in their depot, which increases their ability to account for supplies. This system, in conjunction with recently developed lists of essential medications and materials, provides accurate data on quantities and types of materials needed.



Valuable electronic equipment is an important part of our shipments of needed supplies. The tablet pictured here improves the ability of health workers to keep track of important patient information, both improving patient care and facilitating data collection for measuring and monitoring impact.

### Shipments of Needed Supplies

Since 2008 we have stored and managed supplies from a warehouse in Portland, generously provided by J.B. Brown & Sons. Justinian Hospital spends much of its limited revenue buying the most basic supplies such as gloves and trash bags. To the degree that we can provide these very basic supplies, the hospital is able to use its limited funds for other critical needs. As in past years, we shipped a 40-foot container packed with these basic supplies as well as sophisticated medical equipment, computers, furniture and more – all collected and organized with volunteer help. To get even more needed supplies on the ground in Haiti, we also worked with long-term partners Direct Relief International and Hope International Development Agency (Canada) on additional shipments of medicines and hospital supplies.





Highlights of 2012:

## Infrastructure



Busy Fort St Michel Health Center is the site of a renovation project, improving and enlarging facilities for the pediatric, maternity, TB, family planning, and other community services.

### Fort St Michel Expansion

With funding from MINUSTAH (United Nations stabilization force) and Chemonics/USAID, and design help by volunteer architect Curt Sachs, we oversaw a major renovation at Fort St Michel Health Center (FSM). Expansion of congested waiting and treatment areas will allow the separation, for example, of a tuberculosis patient from a healthy child. An important part of the project has been the installation of a drainage system to prevent the flooding of the facility grounds that once occurred every time it rained.



Konbit Sante's new conference room is the setting for hospital officials and electricians as they listen to a presentation on results of the electrical evaluation.

### Electrical Evaluation of Justinian Hospital

With financial support from Chemonics/USAID, we contracted for a full engineering evaluation of the electrical system at JUH. The results showed a dangerously degraded system that regularly damages valuable equipment and poses a constant fire risk. We are excited to report that the study has prompted USAID to fund a rehab of the electrical distribution system in the coming year. We expect to play an ongoing role in supporting the hospital electricians to manage and maintain this new system.



The spinal cord rehab center at the Baptist Convention Hospital began treating its first patients last fall.

### Spinal Cord Rehab Center

We are excited to report that the new 20-bed rehabilitation center at the Baptist Convention Hospital opened last fall. This beautiful facility, built in collaboration with Haiti Hospital Appeal (HHA) and others in response to the needs of 2010 earthquake victims, is the only facility of its kind in northern Haiti. We were thrilled to partner with HHA because we support their dedication to decreasing the stigma of handicapped Haitians and helping them integrate into the community. One patient, Leon Gaisli who suffered a severe spinal cord injury during the earthquake, just competed in the Paralympic Games in London.

September 1, 2011 – August 31, 2012:

## 2012 Financial Recap

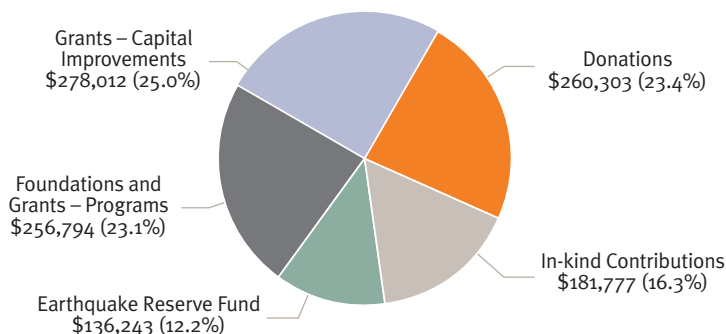
We are happy to report that program expenses were kept on budget and our annual fundraiser, Maine Walks with Haiti, was very successful. Nevertheless, this was a challenging year for revenues as donations declined overall about 20% from the year before. This shortfall required us to dip into our reserves by \$29,626.

2012 income included the planned expenditure of the remaining funds that were raised immediately following the 2010 earthquake. These funds were spent in accordance with the 3-year response plan that was developed in 2010, and are now exhausted.

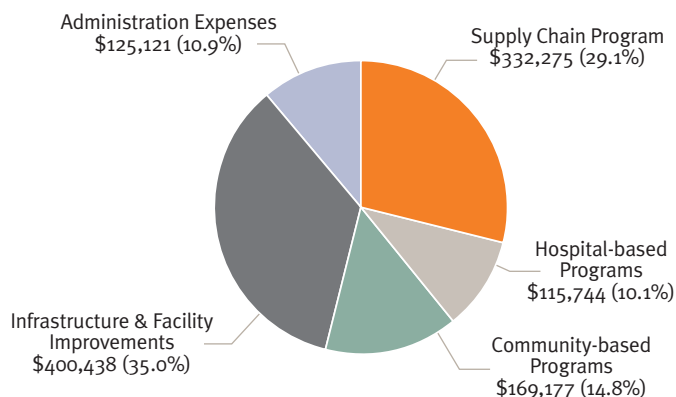
In 2013 we plan to draw down our reserves further to support core programs. We are fortunate to be able to do this during this challenging economy, but as we look to the future we are concerned that core programs may be at risk if our revenues continue to decline.

For complete financial statements including a comparison to the prior year, please go to [www.konbitsante.org](http://www.konbitsante.org) and click on the 2012 Annual Report.

### Total Income: \$1,113,129



### Total Expenses: \$1,142,755



Drawn from Reserves: \$29,626

#### Total Income

Donations: Restricted and unrestricted funds from individuals and groups.

Foundations and Grants – Programs: Funds received from public and private funding sources for specific health related programs.

Grants – Capital Improvements: Funds received from public and private funding sources for health facility improvements.

Earthquake Reserve Fund: We created a fund in 2010 to address the immediate relief needs and much longer term response efforts. With this fund we carried out a 3-year plan to expend the monies, spending the remainder this past year.

In-kind Contributions: Includes the value of donated medical equipment and supplies as well as the value of our donated office and warehouse spaces.

*Revenue does not reflect value of volunteer time and skills contributed. Value of the professional time volunteers spent in Haiti is estimated at \$74,000.*

#### Total Expenses

Supply Chain Program includes: Procurement, shipping, inventory management and distribution costs for equipment, medicines and supplies.

Hospital-based Programs include support for: Pediatrics; internal medicine; diabetes; wound care; and expenses to develop and support other clinical initiatives such as nursing and emergency medicine.

Community-based Programs include support for: Women's health at Fort St. Michel Health Center (FSM); mobile outreach clinics for pediatric and women's health services; psychosocial and primary care services through Action Sanitaire; community outreach initiatives; and TB program.

Infrastructure & Facility Improvements include: electrical evaluation, addition of conference room, and improvements to water supply and distribution at Justinian Hospital; renovation and expansion of FSM.

Administration Expenses: U.S. and Haiti operations teams, operating expenses, and organizational development.

*Each category includes materials and supplies; salary, benefit, and training expenses for employees; merit incentives; travel costs; and U.S. programmatic expenses for that program area.*



## Donations

Because of limited space, we are sorry not to recognize all who have generously supported Konbit Sante during the year. A complete listing can be found at [www.konbitsante.org](http://www.konbitsante.org).

### \$10,000 or more

Kathleen Lannan  
Dr. Raymond and Doris Nickerson

### \$5,000 – \$9,999

John Emery  
Daniel Raymond Nickerson  
Foundation  
Dr. Matt Liang and  
Diane Garthwaite  
Dr. Steve and Polly Larned  
Dr. J. Michael and Wendy Taylor  
Westwind Foundation

### \$1,000 – \$4,999

Anonymous  
Dr. Warren and Heidi Alpern  
Amitie Hispaniola  
Anna Juhl Anrod  
Dr. John and Georgia Bancroft  
Dr. Peter and Jackie Bates  
Patricia Beville  
Dr. Samuel Broaddus and  
Sandra Jensen  
Carrine Burns  
George and Stephanie Crockett  
Dr. John and Diane Devlin  
Phelps Family Foundation  
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Coalter Lathrop  
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Mary Lou McGregor  
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UNUM Group  
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Carol Ward  
Peter Elias and Mary Williams  
Woodard & Curran  
Daniel and Fran Zilkha  
Nathaniel Zilkha

### \$500 – \$999

Anonymous  
AMICA Companies  
Elizabeth Anderson  
John and Maggie Atwood  
Bangor Savings Bank  
Biddeford – Saco Rotary Club  
Bison Pumps, Inc.  
Ruth Burdett  
Sandy Burnham  
Casco Bay Sunrise Rotary Club  
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Ruth and Elizabeth Muller  
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Kari and Bob Suva  
Dr. Billy and Sheri Traverse  
Ryan Zimmerman and  
Sheanna White

## Grants

Konbit Sante wishes to express appreciation for grant and funding support from the following organizations:

Alive and Thrive, Washington  
University  
Chemonics, United States Agency  
for International Development  
(USAID) Office of Transitional  
Initiatives  
Direct Relief International  
Emory University  
International Diabetes Fund,  
Maine Medical Center  
MaineLine Haiti  
Management Sciences for Health  
Haiti (MSH), USAID  
Rotary International Foundation  
United Nations Stabilization  
Mission in Haiti (MINUSTAH)  
United Nations Development  
Programme (UNDP)  
World Health Organization

## Major In-Kind Donors

We would like to thank our major in-kind donors who provide office and warehouse space, medical equipment and supplies, outreach, and educational opportunities for our Haitian colleagues.

JB Brown & Sons  
City of Portland  
Direct Relief International  
Green Seeds Design  
Hope International  
Development Agency  
Maine Medical Center  
Majella Insight  
Northern Data Systems  
Partners for World Health

We also wish to thank the many other organizations that generously respond to the needs in Haiti by supporting our work.

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# 2012 Annual Report

**Konbit Sante**  
CAP-HAITIEN HEALTH PARTNERSHIP



## How You Can Help

Konbit Sante depends on generous donations from individuals and organizations to fund our programs. Donations of cash, stocks, or in-kind items are greatly appreciated. A remittance envelope is enclosed for your convenience or you may visit our website at [www.konbitsante.org](http://www.konbitsante.org) to make a donation on line.

**Thank you!**

Konbit Sante Cap-Haitien Health Partnership is a 501(c)3 not-for-profit corporation organized in the State of Maine.

## May We Send You Occasional E-news?

It's easy, it's green and it's a great way to learn more about how Konbit Sante is working to improve health care in northern Haiti. To receive electronic updates, please visit [www.konbitsante.org](http://www.konbitsante.org) and look for Follow Us on the right margin. (You can decide to unsubscribe at any time.) Also follow us on Facebook by clicking on the Facebook icon located at the bottom of the web page.

## We Welcome Your Comments:

**[info@konbitsante.org](mailto:info@konbitsante.org)**



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CAP-HAITIEN HEALTH PARTNERSHIP

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