



**Konbit Sante**

CAP-HAITIEN HEALTH PARTNERSHIP

**2016 ANNUAL REPORT**



# Letter from the Executive Director

Dear Friends,

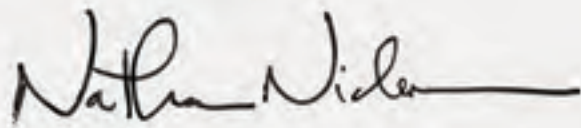
It doesn't seem possible, but by the time you are reading this, Konbit Sante will have been working with our partners in Cap-Haitien for 15 years. As someone who was on the first trip to Haiti in 2001, when Konbit Sante established its partnership with the Justinien University Hospital, I have had the privilege and pleasure of knowing so many of the people who have given their time, talent, and treasure to do something about unjust health inequities in our world. The work has advanced and evolved as we consistently grapple with how to best support the work of Haitian health professionals in their efforts to provide better healthcare to their communities. Our vision has always been, and continues to be, that our partners deliver high quality care and implement quality health programs. To that end, we look at everything we do through the lens of capacity strengthening.

We have talked a lot about our efforts to reinforce the building blocks of the health system: workforce & health services, management & leadership, medicine, supplies & equipment, health facilities infrastructure and research & evaluation. You will see in this report that we still find that a useful framework for organizing our work. Having the building blocks, though, is insufficient if those basic parts don't come together in a functional way.

*“Sustainable change takes root when people are better able and empowered to solve their own problems, not just implement prescribed solutions.”*

In our model, it is the responsibility of Haitian providers and facilities to provide care to their communities. Konbit Sante's role in the partnership is to assist them in putting the pieces together. We sit with our partners, understand their goals, hear their strategies, help them identify barriers and facilitators to achieving these strategies, and develop mutually agreed-upon methods to help them overcome the barriers and take advantage of their strengths. There is no simple cookie-cutter approach because the strengths and challenges of each partner and service is unique. Sustainable change takes root when people are better able and empowered to solve their own problems, not just implement prescribed solutions.

In this report, we are pleased to share with you glimpses of the work that you support, the people who are making a real difference every day in Haiti, as well as some of the people who work or contribute behind the scenes in the US to help make it all possible.



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



Nathan Nickerson - Executive Director



# Letter from the Country Director

Dearest friends,

As I reflect on what an extraordinary, yet challenging year we've just had, I cannot help but be grateful for the women and men, both staff and volunteers, who have shaped this organization and advanced it to where we are now. In spite of an unprecedented four-month public health worker strike, postponed elections, and the introduction of new health challenges like Zika, progress was made.

Konbit Sante has evolved and matured. Over the years, we have come to build better programs with a growing emphasis on monitoring and evaluation. In other words, we are making sure we stay on target, meeting mutually agreed upon objectives, and constantly making sure our actions are relevant.

This is not only a matter of compliance with local regulations or following the best practices in our line of work. It is for us a matter of allocating our resources to their fullest potential. It is for us a matter of ensuring a young pregnant mother gets the care she deserves despite financial hardships.

For instance, we are proud to have influenced the way our four partnering health facilities accept and manage donations of medicines and medical supplies. We're still on that journey, but today our partners are able to request what is most needed without experiencing the awkward situation of dealing with unwanted and unsolicited donations.

Just a couple of weeks ago, our own shipping container successfully cleared customs, using for the first time, our own franchise that allows us to bring in much needed equipment and supplies duty free. But, for me, more important than successfully navigating the legal process is the thought that our partners at Fort Saint Michel Health Center received two much-needed refrigerators to preserve vaccines for immunization. Even knowing that clean birthing kits, baby blankets, bibs, and children's toys will bring joy to a baby and their loving mother is really rewarding for me.



One of the accomplishments that I'm most proud of is the commitment this organization has to sustainability and capacity building. This is for certain one of the most challenging aspects of our work. Yet, to me, it's the most rewarding. Because at the end of the day, local capacity is what stays.

Yes, we've come a long way as an organization. And yet, we have remained the same in important ways. We are still committed to helping build a health system with maximum local direction. We work together as a *konbit* with our partners. We still care.

A handwritten signature in black ink, appearing to read 'Jose Raymour'.

**Jose Raymour,**  
Country Director

*“Because at the end of the day, local capacity is what stays.”*



Jose Raymour - Country Director



# Workforce & Health Services

## Support, Planning, and Mentoring

Fort Saint Michel Health Center (FSM) is located in a densely populated area on one of Cap-Haitien’s major roadways. For a newcomer, the entrance to the center can be hard to find, especially in the din of cars, motorcycles, pedestrians and the activities of daily life swirling around the center. Once you enter the gates of the center, though, it’s clear to see that FSM is integral to the life of this community. There are expectant mothers waiting to be seen for their prenatal visits, children getting vaccinated, tuberculosis patients receiving treatment, and community members engaging in discussions with community health workers about important health matters.

FSM serves nearly one-half of the entire population of Cap-Haitien. This population is among the poorest in the city, mostly living in crowded neighborhoods without access to electricity, running water and sanitation. The center provides primary health care, specialized services such as emergency and maternity care, and community outreach. While the overall health of the community appears to be improving, more work needs to be done to ensure that everyone has a fair opportunity to live a long, healthy life.

Konbit Sante has been supporting FSM’s capacity to provide quality healthcare to the people of Petite-Anse since 2004. As with any other endeavor, the center’s capacity to deliver care depends on its workforce: the clinicians, managers, community health workers, and auxiliary staff who provide care and keep the center running. So we have made direct investment in the health workforce by paying for the salaries of key staff and providing them with the materials and resources they need to be effective in their work.

But, more than that, we offer an ongoing support for key staff at FSM through our community health manager, Clotilde Saint Jean. Ms. Saint Jean brings over 30 years of knowledge and experience in maternal and child health and community health, and also warmth, humor and persistence in a relationship that is focused on helping FSM staff improve their performance and achieve their goals. Ms. St. Jean, or other KS staff and volunteers do not do the work for the FSM staff. We facilitate discussions that help staff identify their problems and strengths, brainstorm solutions, and adopt a course of action. As the work is being implemented, Ms. Saint Jean is there to act as a sounding board, give advice, explore solutions and celebrate successes. Speaking of her partnership with staff at FSM, Ms. Saint Jean says, “At Konbit Sante, we believe that improving quality of care and the health of the population is not possible without the full participation of Haiti’s health workforce. Many of them work in the community, so that is where we need to be.”



Konbit Sante Community Health Manager, Ms. St Jean leads team-building exercise with FSM community health workers.



## Workforce & Health Services Accomplishments

Training and practice in basic newborn echocardiography with volunteer Dr. Rupal Bhakta.

With support of USAID /JHPIEGO, we increased staffing and created a new program to make prenatal care free to women at Fort St Michel Health Center.

Facilitated the delivery of a neonatal CPAP machine that was generously donated by Dr. Galit Sacajiu. This lifesaving device is now being used for premature babies at the JUH Pediatric Department.

Translated Global Health Media Videos into Haitian Creole for education of mothers about infant care.

Conducted joint evaluation of the adoption of improved post-abortion care methodology that had been introduced in the prior year, with very positive results.

Neonatal Resuscitation Instructor training with volunteers from Connecticut Children's Hospital

Monthly Case Reviews and Lectures with Pediatric Residents and Faculty.



# Management & Leadership

## Simulating Real Challenges

For some, capacity strengthening in health simply means training: offering individual classes focused on the transfer of clinical knowledge from expert to trainee. Our experience in Haiti has taught us two important lessons: 1) while clinical knowledge needs improvement, the real challenge in the health system is related to management; and 2) the traditional training model is not the most effective way of engaging and creating behavior change among adult professionals.

On the basis of these insights, Konbit Sante volunteer pediatric nurse, Shirly Kahana organized a management simulation for senior staff of the Pediatric Service at Justinian University Hospital over the course of several days in July 2016. The simulation was the culmination of many months of hard work that the senior staff and Shirly had invested in developing protocols and policies geared to improving the management of the service.

On the day of the simulation, the participants arrived prepared to discuss the application of a newly drafted shift management protocol against a scenario that had been created. The participants included the chief of the Pediatric Service, the head nurse, four teaching physicians and a senior medical resident. The general outline of the scenario involved the management of a night shift by a senior resident. The participants were told the patient composition (number of newborns, malnourished patients, etc), the resources at the disposal of the shift manager (two residents, one nurse, essential meds, equipment telephone) and asked to put themselves in the position of the fictional resident as they were presented realistic day-to-day challenges that made the direct application of the protocol difficult.

Unlike the traditional training model, the simulation put the participants at the center of the discussion, encouraged teamwork and collective problem-solving and facilitated ownership of the process and outcome. At the end of the simulation, the senior pediatric staff developed a course of action to address anticipated management problems such as communication between staff and the organization of materials. Put in the position as experts, the team was able to think critically and develop creative solutions to the challenges facing their work.



Shirly Kahana, RN, working with Justinian Hospital nurses on skin to skin care for newborns, one of many collaborations with nurses and senior staff.

*“ We have made much progress in terms of collecting data and decreasing the number of deaths in the pediatric ward over the last two years, but our biggest challenge came from the fact that we never sat together to solve pressing problems related to service management... (When we did it), the surprise for us was that we actually know what to do, but we were perhaps not aware because we had not yet tried!”*

**Dr. Rony St Fleur,**  
Konbit Sante- supported pediatrician



### Management and Leadership Accomplishments ULS Health Center

Konbit Sante staff provide monthly formal technical assistance and problem solving with ULS leadership.

Volunteers and staff assist with website design and outreach to help expand their base of support.



# Medicine, Supplies & Equipment

## Meet Melick Derius, Stock Manager for Pediatrics

Supply chain is exactly that; a chain with many links. If any part of it is broken or disrupted, the chain no longer serves its purpose. We have worked over many years with partners to identify their essential needs, identify sources for needed materials, and provide assistance setting up depots and inventory systems; all with the goal of having the right materials in the right place, and at the right time for patient care. But as one Konbit Sante employee remarked, “Getting needed supplies the first 2000 miles to a hospital depot is often easier than getting them the last 300 feet from the central depot to the patient.”

Several years ago, Konbit Sante volunteer Dr. Laalitha Surapaneni recognized the need for dedicated materials management at the service level and personally raised money to support the salary of someone who could focus on that for the pediatric service at the Justinian Hospital. This year, we hired Melick Derius from a field of several applicants, and he has impressed us with his dedication and work ethic ever since.

Melick begins each morning by opening up the well-organized pediatrics

service depot, and then checks within the service several times a day where medicine and supplies are kept on hand to see if they are low on inventory. If the supplies are low, he replenishes them. He keeps tabs on what is in the service depot and notifies the head nurse when things get low so that she can request more from the central depot. Melick attends the new pediatric management meetings to discuss and solve problems related to the management of stock.

Melick reports, “This new team is working well and people are pleased with the difference it is making. I have an especially good relationship with the nurses, and I feel that we are really working as a team.” Melick says that he finds the job very satisfying because when he is there and sees what is lacking, he can do something about it and help provide patients with the material they need. “I hope that Konbit Sante will continue to support the pediatric service, and I hope that I am there too to help advance the system.”

Melick, and the model that he is implementing, facilitates the delivery of materials that last 300 feet from the depot to the patients who need them.

Melick Derius assures essential medicines and materials are available to pediatrics, adding capacity and direct oversight to ensure supplies and medicines are available when they are needed most.



**MELICK DERIUS**  
Stock Manager for Pediatrics





## Medicine, Supplies & Equipment Accomplishments

### Oxygen concentrators:

By providing 10 portable oxygen concentrators and installing back-up power to the temporary pediatric unit at Justinian, the lack of oxygen for babies no longer appears on the list of issues contributing to neonatal death during monthly mortality reviews.

### Franchise and PROMESS:

This year Konbit Sante was awarded a franchise, which means that we are transporting humanitarian goods approved by the Haitian government duty free. We also became approved by the Ministry of Health to be eligible purchasers of medicines from the Pan American Health Organization (PAHO) medical supply program called PROMESS, which allows us to buy critical supplies at deeply discounted rates.

### Direct Relief Midwife kit program:

Konbit Sante received 10 kits, each with enough materials for 50 deliveries at skilled facilities, and distributed them to our partners.

### Konbit Sante Donor Assistance:

ULS, a Haitian health clinic coordinated by local volunteers, received a truck, thanks to the generosity of one of Konbit Sante's donors. This vehicle makes logistics much easier for their many mobile community clinics, as well as emergency transportation of patients.

# Sending what is needed

Konbit Sante's donated medical supplies and medicines, thanks to you, are purchased and procured at the request of our Haitian partners. Items sent in FY16 include:

#### Medicines

- Child and prenatal vitamins
- Vitamin A for children, an important nutrient in areas with high rates of malnutrition
- Chlorhexidine, a disinfectant used to prevent infections of umbilical cords after home births

#### Justinien University Hospital (JUH)

- 3 new washing machines
- More than 75,000 exam and surgical gloves

#### Justinien Pediatric Service

- Sonogram machine
- 5 new oxygen concentrators
- Neonatal CPAP machine

#### Haiti Convention Baptist Hospital (HCBH)

- 2 stretchers for the new emergency room
- 5 customized wheelchairs for the spinal cord rehabilitation center

#### Fort Saint Michel Health Center (FSM)

- Portable X-ray machine
- Propane vaccine refrigerator

#### Unite de Lutte Pour la Sante (ULS)

- Exam tables
- Waiting room chairs

#### Justinien Nursing School

- 5 training mannequins

*....and approximately 700 other items and boxes of basic hospital supplies that were divided up between our partner facilities!*





# Health Facility Infrastructure

## Helping HCBH Get X-Ray Capacity

As partners at the Haitian Baptist Convention Hospital (HCBH) continue to grow and offer more services to their community, they have opened a new emergency room and expanded surgical services this year. In order to provide high quality care, they were in need of x-ray imaging capacity. Konbit Sante was pleased to find a machine that was appropriate to the rigors of that context, ship it, and install it with the help of long-term volunteers Mike O'Neill, a radiology equipment technician; Gary Leclaire, master electrician; and HCBH's resident electrician, Solvice François.

Not everything went smoothly, as sometimes occurs in this work, and a very critical piece was somehow lost in transport. In spite of the

machine being completely wired, and able to take pictures, it was not functional for patients because it was missing the part that held the x-ray tube in place. A quick internet search put us in touch with the president of the company that manufactured the machine, who after only a brief explanation of the predicament, agreed to send brand new replacement parts for those lost, worth thousands of dollars. He said that he understood the situation and was happy to help, although he did not want to be acknowledged publicly. After expediting the shipment of those parts to our warehouse in Maine, we were able to get them on our container, and they arrived in time to be installed before a team came to train HCBH staff on its use.



### JUH's new pediatric facility:

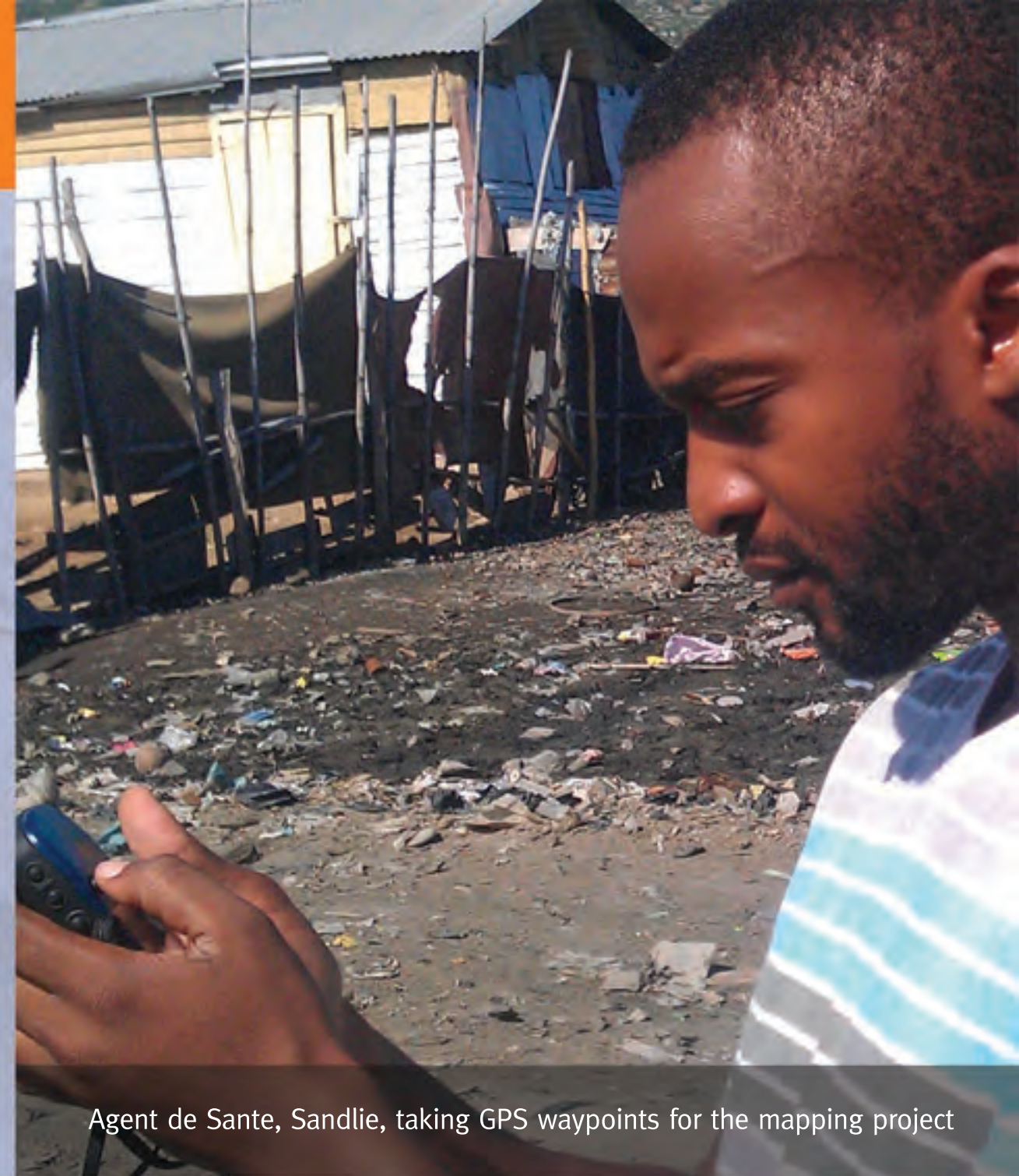
Demolition of the old and construction of a totally new pediatric unit at JUH began in January 2016. The new USAID-funded facility is anticipated to be completed in the coming months, providing improved facilities and allow for dignified care of newborns and children.





# Research, Data, & Evaluation

Data is increasingly being used by our partners to inform decisions and planning, whether it is the monthly review of program indicators for the Fort Saint Michel Health Center, or the monthly review of mortality data from the JUH pediatrics service. We congratulate our partners at Haiti Baptist Convention Hospital for publishing their first data report.



Agent de Sante, Sandlie, taking GPS waypoints for the mapping project

## GIS Mapping Aids Community Health Workers

We often say “If you don’t measure it, you are not managing it,” highlighting the importance of data to help guide program decisions. One type of data that can be very informative for community health planning is mapping, because it can convey information in a way that that is difficult to capture any other fashion.

This year Konbit Sante-supported community health agents, or agents de santé, were trained in the use of GPS devices, which allowed us to accurately map the current coverage areas for each health worker. This information is being used to best allocate their workload and plan for improved coverage as we expand the number of community health workers this year. Agents de santé in Haiti are the critical connection between the community and the health center that serves that community, providing education, support, and referral services. The coverage area for these 10

agents de santé encompasses a population of over 100,000 people.

Behind the scenes in Maine, local volunteer and GIS developer-analyst, David Jacques, provided technical assistance, and contributed his time and expertise to turn those data points into maps that are being used in Haiti. We believe that there are other applications for this technology to help our partners better understand the health status in their community, and manage their limited resources.

In the coming year, we are actively seeking funding and new partnerships with businesses and individuals to advance mapping and data visualization to improve health outcomes.



## Meet Manuchca Marc Alcime RN, MSN

### Konbit Sante's New Co-Vice President of the Board of Directors

Manuchca came to Konbit Sante during the most trying of times - immediately after the earthquake in 2010 - when she was hired and trained as our nurse wound care consultant to help the Justinian Hospital increase its capacity to care for badly injured patients. Already a skilled nurse, Manuchca learned additional skills working with wound care nurses at Maine Medical Center (MMC) before returning to Haiti to apply them in her new role. This was her first opportunity, she says, to work in a leadership position with nurses, students, interns, and residents throughout the Justinian Hospital. Because of her competency and diplomacy, her training and consults became more and more in demand. She still keeps contact with some of her MMC colleagues who taught her not only about the mechanics of wound care, but also how to involve patients in their own care, something she says is not the norm in Haiti.

Within six months of joining Konbit Sante's staff, Manuchca stepped up to play a major role in our response to the cholera epidemic. Manuchca single-handedly screened and hired 120 Haitian nurses to staff the biggest cholera

By rolling up her sleeves and quietly giving 100% to the effort, an untold number of people's lives were saved.



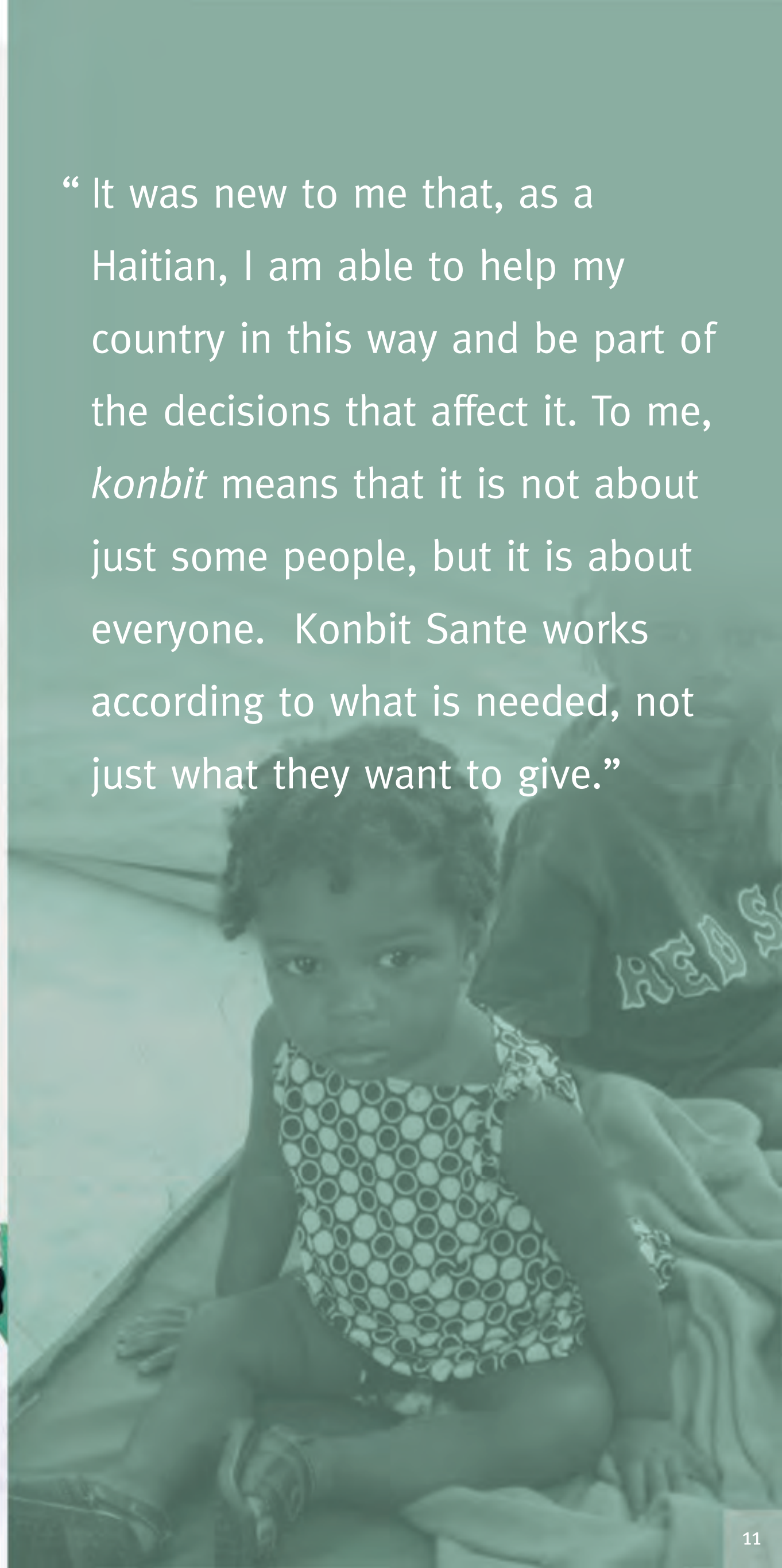


treatment center at the time in the North. This also was a first for her and, as she recounts, was so much more challenging because of people's fear of this new and lethal disease in Haiti. Manuchca was the right person at the right time for that tough job. By rolling up her sleeves and quietly giving 100% to the effort, an untold number of people's lives were saved.

She says that these experiences gave her the confidence to enter into a Masters of Nursing program. After graduating at the top of her class, she now is working as full-time faculty at the Public Nursing School in Cap-Haitien. "I learned a lot from my nursing program, and it changed how I approach teaching my students." She says that it is not about rote learning, but rather working with and guiding students to realize their objectives. She credits her participation in research she worked on with Konbit Sante volunteers with preparing her for her graduate level study of research, as well as teaching her how to improve communication between nurses and physicians.

Because of this varied background with, and deep understanding of Konbit Sante's work and mission, we invited her to join the Board of Directors in 2016. Manuchca says "It was new to me that, as a Haitian, I am able to help my country in this way and be part of the decisions that affect it. To me, *Konbit* means that it is not about just some people, but it is about everyone. Konbit Sante works according to what is needed, not just what they want to give."

"It was new to me that, as a Haitian, I am able to help my country in this way and be part of the decisions that affect it. To me, *konbit* means that it is not about just some people, but it is about everyone. Konbit Sante works according to what is needed, not just what they want to give."





Donor List

\$10,000 & over

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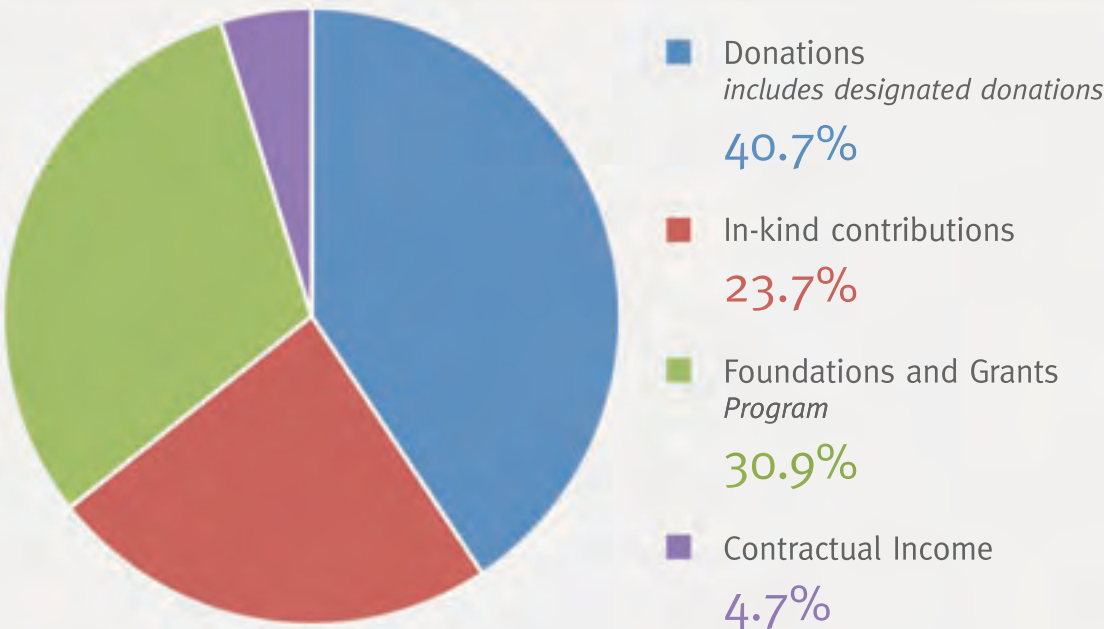
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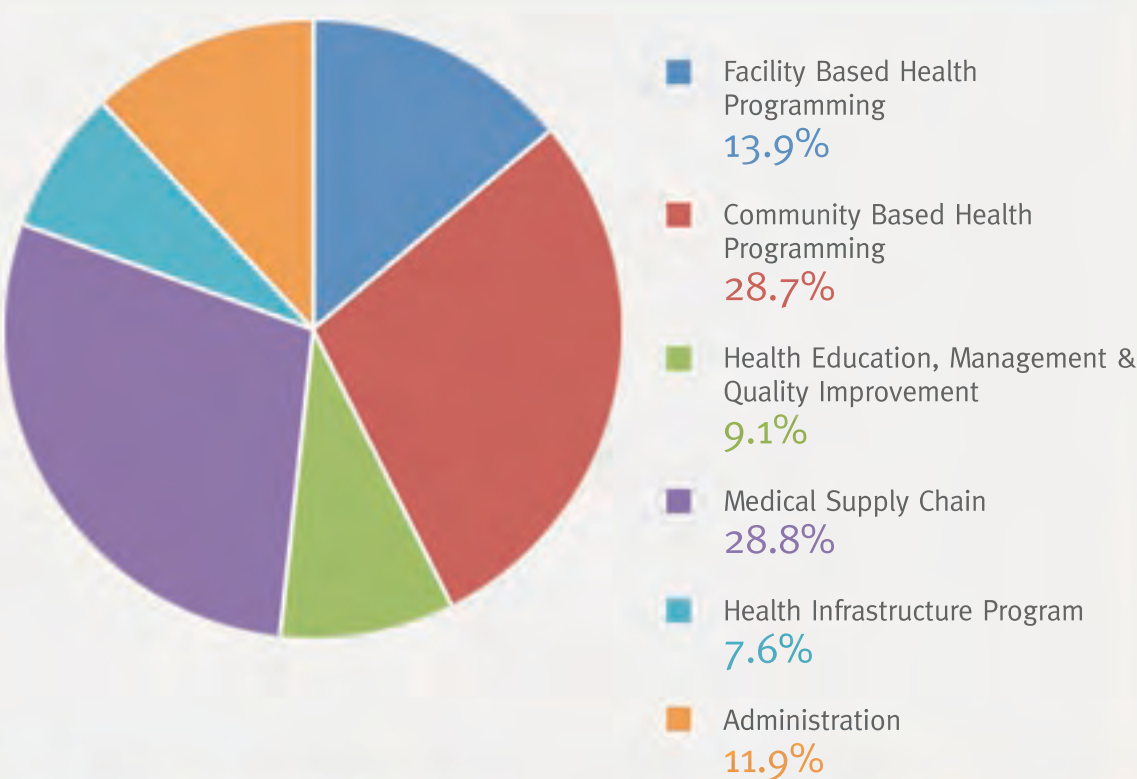
For full financial information, including independent audits and a full list of donors and supporters, please visit; [konbitsante.org/financial-information](http://konbitsante.org/financial-information).

## Financial Report

Total Income: \$819,707



Total Expense: \$795,944



## In Kind Donors

- ANONYMOUS
- Bam Bam Bakery
- City of Portland
- Clayton's Cafe
- Haiti Medical Education Project
- India Street Public Health Center
- J.B Brown & Sons
- Maine Medical Center
- Martin's Point Health Care
- Northern Data Systems
- Verrill Dana
- Woodard & Curran

## Program Grant Support

- Global Giving
- Grand Challenges Canada
- HHA/DFIDUSAID/MOH.SSQH-  
Nord Department
  - JHPIEGO
- SG Foundation

## In Appreciation

A special thanks to photographers Valerie Baenswyl for her photos of programs and partners in Cap-Haitien, Dave Mention and Leslie Wagner for their photos in Maine, and the many volunteers and staff who share their images and stories as they work to strengthen a healthier Haiti.





# Donors & Volunteers

We value all of our donors and supporters. Konbit Sante wishes to express the sincerest appreciation for all of you, who give what they can, when they can.

## Traveling Volunteers

Victor Herson, MD  
Sandra Motta, MD  
Adam Silverman, MD  
Ellen Skoly, RN  
Janice Cohen  
Nancy Martz  
Kate Healy

Walter Novey, MD  
Hugh Tozer  
Jeff Musich  
Bob McKinnon  
Polly Larned, RN  
Fran Zilkha  
Leigh Greenberg

Wendy Price, RN  
Eva Lathrop, MD, MPH  
Shirly Kahana, RN  
Rupal Bhakta, MD, MPH  
Max Herby Derenoncourt  
Michael O'Neill  
Gary Laclaire

Konbit Sante's exceptional volunteers support our program objectives by volunteering their time and expertise both at home, and when needed and invited by Haitian partners, in Cap-Haitien.







## Behind the scenes

### *Strengthening Capacity from Afar*

A local Haitian Ministry of Health leader once stated, “you may be a small organization, but you have a big footprint here.” That is truly made possible by the generosity of our donors, the targeting of the resources that are entrusted to us for the greatest impact.

We are very grateful to the traveling volunteers who share their expertise on the ground in Haiti, as well as to the many others who make very significant contributions without ever visiting Haiti themselves. They most often do it quietly and without fanfare, but we recognize that without the invisible part of the iceberg, there would be no iceberg at all. They make our work possible, efficient, and effective by doing or contributing what is needed to advance our programs and efforts.

For example, local businessman Charlie Stevens, CEO of Northern Data Systems, and his sons Bruce and Paul, have graciously welcomed us into their building for more than 11 years, providing office space, utilities and countless donated computers to Konbit Sante’s offices in Maine and Haiti. Vincent Veroneau, CEO of J.B. Brown has been providing invaluable warehouse space to collect and manage the medical goods that we send on containers for many years.

Sometimes program volunteers help from afar, like Dr Kathleen Fairfield who mentored a group of residents through their research project using our remote teleconferencing; or GIS Developer-Analyst, David Jacques, who applied his technical mapping skills from his Portland-based office. Many volunteers have helped organize, sort, and load medical materials that shipped on our containers, or have helped organize and run Konbit Sante fundraisers, like the annual Maine Walks with Haiti event. All of these people, and many more, make it possible for our small organization to have an outsized impact, and we are grateful.

*A partnership to save lives and improve health care in northern Haiti*



# Strengthening Capacity for a Healthier Haiti



## Konbit Sante Leadership

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