

2021 ANNUAL REPORT

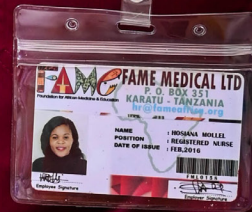




TABLE OF CONTENTS

- 2 LETTER FROM THE FOUNDERS
- 3 WHO WE ARE
- 4 OUR HOLISTIC APPROACH
- 5 COVID -19 UPDATE
- 7 OUTPATIENT CLINIC & INPATIENT WARD
- 8 GENERAL SURGERY & EMERGENCY SERVICES
- 9 DIAGNOSTIC SERVICES
- 10 PHARMACY
- 11 MATERNAL & CHILD HEALTH
- 13 EDUCATION & TRAINING
- 14 SOCIAL WORK
- 15 OUR BOARD
- 16 VOLUNTEERS
- 17 SUPPORTERS
- 20 OUR PARTNERS
- 21 FINANCIAL SUMMARY

FROM THE FOUNDERS



Dear Friends of FAME,

Given the number of challenges we were faced with this year, I am not surprised 2021 went by so fast — another year of coronavirus infections and lost lives, another year of disruptions to the supply chain and another year of economic uncertainty and hardship. The challenges in Tanzania and around the globe, have been great. In fact, my thoughts, on more than one occasion, have turned to that frequently referenced quote: *What doesn't kill us makes us stronger*. Well, I can honestly say I think FAME is stronger despite everything.

Our hospital and organizational leaders contributed enormously to FAME's strength and resilience again this year — supporting ingenuity within their teams, preparing for surges that were sure to come, adapting systems when the situation demanded it, and embracing team work and collaboration every step of the way. We are grateful for their dedication and courage.

While we can always get better at what we do, FAME has come a very long way over the last almost 20 years. We have something very special in Tanzania, largely thanks to our remarkable supporters, individuals like yourselves, who have helped us build a solid foundation and who continue to invest in FAME's work and vision for the future. Thank you for enabling FAME to rise to the occasion, even in a pandemic. We are 100% committed to carrying forward the many lessons learned from this global crisis, including how we plan and prepare for the unexpected. As we do our best to anticipate what lies ahead in 2022, we feel honored and humbled to have you standing with us in our efforts to save lives and provide quality medical care to the communities we serve in rural Tanzania.

Finally, I would like to dedicate this annual report to Mary Lou Gustafson, my beautiful Mom, who passed away on September 5, 2021. She was able to “see” FAME Hospital long before it became a reality, embracing our mission and vision from the start. I am grateful for her prayers, her encouragement, her example. I am grateful for the endless ways she showed me how to love.

With love and deepest gratitude,

Dr. Frank & Susan



ADVANCING PATIENT-CENTERED CARE IN RURAL AFRICA

27,106
PATIENT
VISITS

OUR MISSION

TO IMPROVE THE QUALITY AND ACCESSIBILITY OF MEDICAL CARE IN THE NORTHERN HIGHLANDS OF TANZANIA AND MAKE A DIFFERENCE IN THE DAY-TO-DAY LIVES OF THE TANZANIAN PEOPLE.

OUR VISION

HEALTHIER RURAL COMMUNITIES, WHERE INDIVIDUALS FROM ALL WALKS OF LIFE HAVE ACCESS TO QUALITY MEDICAL CARE AND THEIR HEALTHCARE PROVIDERS HAVE THE RESOURCES THEY NEED TO SERVE THEM.

1,097
PATIENTS
ADMITTED

2.9M
PEOPLE IN FAME'S
CATCHMENT AREA

GUIDING PRINCIPLES

QUALITY OF CARE • PATIENTS FIRST
LOCALLY LED • ACCESSIBLE
AFFORDABLE • EQUITABLE

OUR HOLISTIC APPROACH

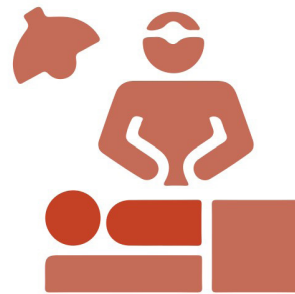
From the beginning, we set out to provide communities in the Northern Highlands of Tanzania with a unique healthcare experience – one marked by patient-centered care and high-quality service. In that spirit, FAME endeavors to meet the medical needs of ordinary Tanzanian people, including underserved populations in the most rural parts of the region. Located outside the rim of Ngorongoro Crater, FAME is a hospital with an outpatient clinic and inpatient ward, an onsite laboratory, two operating rooms, an emergency room, a radiology department with x-ray and CT capabilities, a reproductive and child health service and a maternity center.

In this report you will read updates, highlights and challenges from the FAME departments, as well as inspiring stories of patient-centered care and FAME's impact in the community. You will also learn about two cost saving innovations introduced at FAME this year. Both illustrate our commitment to responsible resource management – a practice that is central to providing quality care at an affordable price.

STRATEGIC PRIORITIES



MATERNAL HEALTH



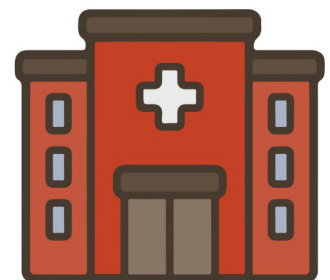
GENERAL SURGERY



**EDUCATION & TRAINING
(CAPACITY BUILDING)**

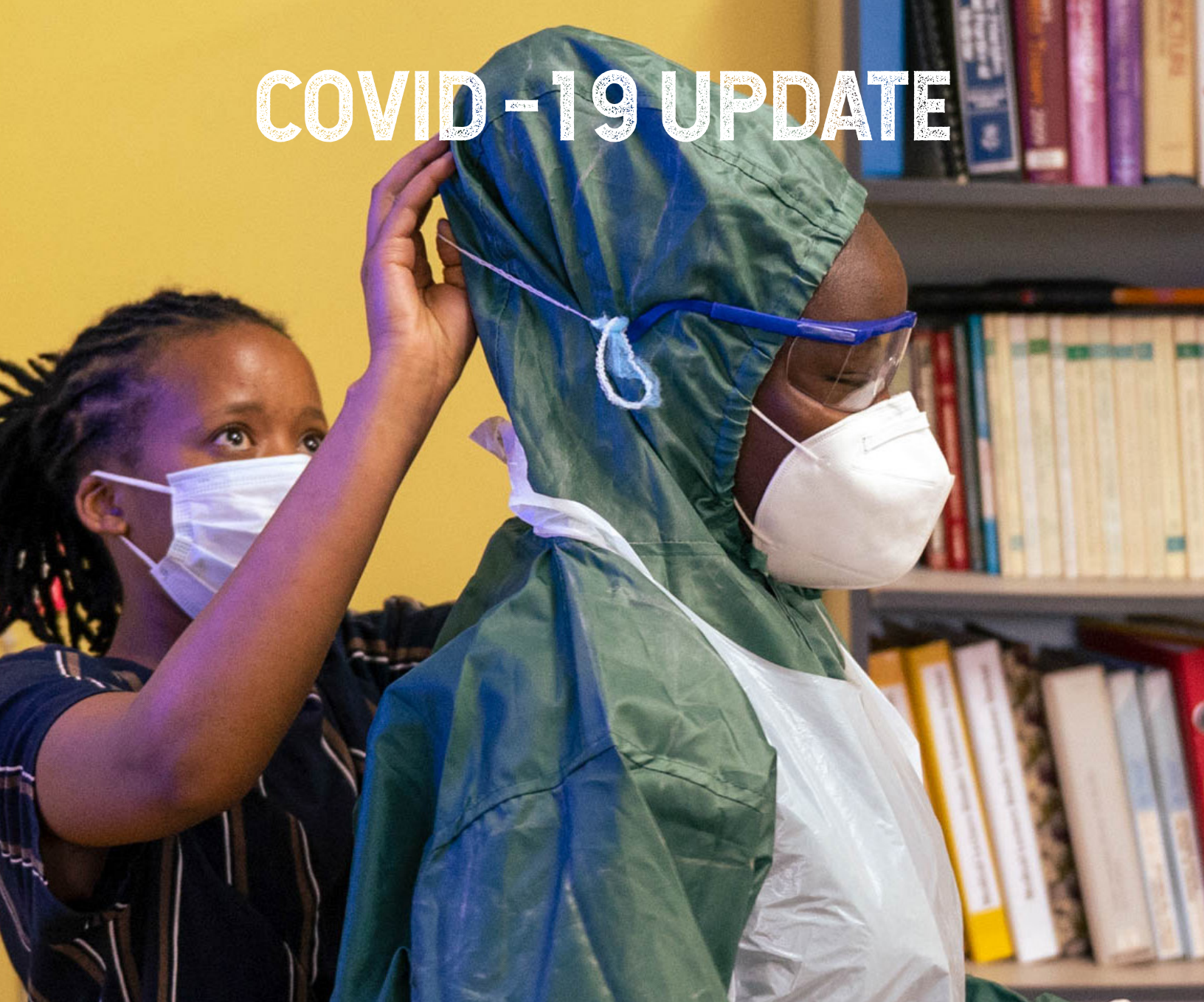


**CONTINUOUS QUALITY
IMPROVEMENT (CQI)**



**ORGANIZATIONAL
SUSTAINABILITY**

COVID-19 UPDATE



In many ways, 2021 posed even greater challenges for FAME than 2020, with sudden surges and increasingly dangerous variants of the coronavirus spreading to the communities we serve. During Tanzania's third wave of COVID-19, beginning in late June, we admitted and treated more critically ill patients than in all of 2020. Much like hospitals around the world, no one on the FAME staff went untouched by COVID this year, with several frontline providers becoming infected with the virus and three requiring admission to our isolation ward. Others, while avoiding serious illness or escaping infection altogether, lost family members, close relatives, friends and/or colleagues in Karatu and in other parts of the country.

In March of 2021, the country went through yet another unprecedented emergency with the sudden death of President John Pombe Magufuli and the subsequent transition of leadership to his Vice-President, Samia Suluhu Hassan. Shortly after being sworn in as Tanzania's new president, President Hassan's administration announced new measures to counter the coronavirus, convening a panel of experts to review the status of COVID-19 in Tanzania and exploring the possibility of importing vaccines into the country. In late July, Tanzania received its first vaccines, a donation from the US government through the WHO Covax Initiative. This resulted in President Hassan officially launching the country's COVID-19 vaccination drive on July 28, 2021.

COVID-19 VACCINATION

97%
OF FAME'S STAFF
VACCINATED
AGAINST COVID-19

In late October 2021, the Ministry of Health adapted Tanzania's vaccine policy — authorizing specific non-government health facilities to provide vaccines to the public.



FAME was among those authorized, and the government began supplying us with Johnson & Johnson's Janssen and Sinopharm vaccines. This enabled us to start offering vaccinations through our outpatient clinic. Coinciding with our annual diabetes walk on November 18, we decided to formally announce the availability of vaccines at FAME on the same day. To commemorate this moment and encourage participation in the program, our Co-Founders, Dr. Frank Artress and Susan Gustafson, volunteered to be publicly vaccinated. Over the course of the next two months, FAME managed to vaccinate 104 people with their first dose of vaccine by year-end. With wide-spread vaccine hesitancy and only 4% of Tanzania's 58 million people fully vaccinated at the end of 2021, we are encouraged by our numbers.

That said, FAME is acutely aware of the work that lies ahead and in November 2021, FAME received funding to develop a COVID-19 vaccination outreach and education program to reach more people in the community. The program will be implemented in early 2022 and includes outreach to employers, churches and mosques, as well as vaccine offerings in tents at local markets. Additionally, FAME will support the Tanzanian Government's vaccine education efforts by creating and sharing vaccine-focused videos and physical and digital advertisements.

We also look forward to securing airtime on a local radio show that provides a live, on-air platform for topics of public interest — an ideal avenue for Q&A and education on the vaccine and other public health concerns.



104
FIRST DOSES OF
COVID-19 VACCINES
GIVEN AT FAME


OUTPATIENT CLINIC & INPATIENT WARD

Despite the losses suffered by members of the FAME team and the fatigue that comes with healthcare provision during a pandemic, our frontline staff rose to the occasion once again, for our patients and for each other.

Outpatient and inpatient volume, excluding those admitted to our isolation ward, came back up in 2021 but still fell below FAME's pre-pandemic numbers. In an effort to reduce the risk of infection across campus, protocols imposed in 2020 were carried over into 2021. These included appropriate PPE for staff, masks for patients, triage and screening outside service areas, amended visitation rules, and intensified infection prevention and cleaning protocols for housekeeping.

Even with the ongoing disruptions to our volunteer program and the specialty services it brings, we did manage to run our drop-in neurology clinic this year. Using privacy screens and our existing triage protocols, neurology patients were attended outside the outpatient clinic to insure an open-air environment and easy access to clinic resources. With continuity of care compromised for patients the world over, we feel fortunate that some of our most vulnerable patients, those suffering from seizure disorders and complex neurological diseases, received uninterrupted care during the pandemic. This is all thanks to our long-standing partnership with UPenn.

Surprisingly, we also served 4,636 tourists this year through our laboratory. As the only lab in the district authorized to collect samples for PCR testing, FAME provided this service not only for patients but also for international travelers enroute to their home countries or other travel destinations. While this presented additional staffing and logistical challenges for both our lab and outpatient service, we were allowed to charge tourists a modest fee for service. This enabled us to offset lost revenue resulting from fewer outpatients two years running due to the pandemic.



428
SURGICAL
PROCEDURES



430
CRITICAL
EMERGENCY
ROOM VISITS

GENERAL SURGERY & EMERGENCY SERVICES

The impact of COVID-19 on FAME's surgical program has been considerable. At the start of the pandemic, FAME made the decision to suspend elective surgeries in the interest of patient safety. With the situation even more volatile in 2021, we carried the policy over, again limiting the service to time-sensitive procedures and surgical emergencies. Space constraints persisted as well. While COVID numbers remained low compared to other parts of the world, it became increasingly clear that the ward designated for post-operative care prior to the pandemic would continue to serve as the primary isolation ward for the most severely ill patients in the Karatu area – a district of roughly 260,000 people. Despite disruptions resulting from resources being diverted to combat the outbreak, FAME was able to perform 428 major surgeries, of which 256 were C-sections.

Not surprisingly, the department that experienced noticeable growth this year was our Emergency Department. While a variety of variables contributed to FAME's growing ER numbers, including patients presenting with severe COVID-19 symptoms, the same factors as last year were also at play. Economic strain and/or fear of infection at hospitals led to delays in health seeking behavior. While certainly understandable, these factors also contributed to greater numbers of patients in need of emergency care for infections and injuries that might otherwise have been safely managed in our outpatient clinic.

DIAGNOSTIC SERVICES

72,110
LABORATORY
INVESTIGATIONS

17,544
OUTPATIENT
LAB VISITS

160
BLOOD
TRANSFUSIONS

1,535
X-RAYS

326
CT SCANS

FAME's diagnostic care, including our onsite laboratory, X-ray, CT and ultrasound capabilities remain some of the best in our catchment area and in the country. These services proved even more crucial for life saving diagnoses as the COVID-19 pandemic continued and testing remained difficult.

FAME's radiology department continues to serve an indispensable role at our hospital. These services, including X-ray, CT and ultrasound contribute enormously to the diagnoses of diseases and the nature and severity of injuries at FAME and play an important role in detecting, monitoring, treating and predicting outcomes. Thanks to our chief teleradiologist, Dr. Alex Baxter, FAME continued to use CT scans to facilitate the diagnosis of COVID-19 among our sickest patients -- those with a high clinical suspicion of infection. With the national laboratory in Dar es Salaam being the only lab in the country authorized to run PCR tests on samples, it proved difficult to get results quickly on patients requiring admission. While government personnel retrieved samples every day at FAME, turnaround time on results was slow. Fortunately, later in the year, two additional government labs were opened and authorized to run PCR tests, one in Arusha and the other in Ngorongoro. These additional testing sites helped to improve the situation.



STORIES FROM OUR STAFF: IN-HOUSE PRODUCTION

By Head Pharmacist, Egbert Chogo

In 2021, the COVID-19 pandemic continued to disrupt the healthcare supply chain worldwide. This hit FAME's pharmacy hard! We experienced severe shortages of healthcare supplies at a time of great need, and I had to get creative.



During the first wave of COVID-19, FAME experienced difficulties in procuring bleach due to supply chain shortages. Even after the supply chain had stabilized later in 2021, the prices of bleach remained high due to increased demand. Locally known as “JIK”, FAME had been using this local brand of bleach (3.5% strength) to clean the hospital.

However, because of sanitation concerns brought on by the pandemic, the hospital was using about 100 liters of JIK or about 700 liters of dilute bleach solution every week.

As we were thinking about ways to bring costs down, we learned about a company in the US called Hyposource that makes a machine that produces hypochlorous acid. Hypochlorous acid (HOCl) is a natural disinfectant in the chlorine family and is 80 times more effective than bleach. With this machine and just a little training, we were told we could make it ourselves, using just salt, water, and vinegar. Thanks to a long-time supporter, who is an infection prevention specialist, we were able to purchase the machine in July and it arrived in early August!

At FAME, the pharmacy team is now using water, salt and vinegar to make the hypochlorous acid. This has significantly cut the costs of buying local bleach, and FAME is no longer affected by its shortage. With the Hypo 7.5 machine, we can now make 7.5 liters of hypochlorous acid in 8 minutes at a cost of about \$0.02 per liter. With the hospital wide consumption now down to 500 liters per week, the hypochlorous acid costs us about \$10 per week, which is a significant cost reduction from the \$85 FAME per week we were spending on JIK. This is an 800% cost savings.



In addition to hypochlorous acid, we are also making some of the IV fluids for the hospital using sodium chloride (NaCl) 0.9%, lactated ringer solution (used to treat dehydration), dextrose 5%, and saline.

I am very proud of the FAME pharmacy team and their ingenuity to solve challenges caused by the COVID-19 pandemic. This innovation to reduce the use of bleach while maintaining a safe sterilized environment for FAME staff and patients has been incredibly helpful and welcome.

MATERNAL & CHILD HEALTH



In 2021, FAME's maternal and child health care offerings provided women, children and families a continuous cycle of support, from initial conversations around family planning and contraception, to comprehensive prenatal and delivery care, to newborn-focused education and decision making around future family growth.

FAME's unique holistic strategy for maternal and child health is key to ensuring that the women, children and families we serve have the care they deserve, including well-trained doctors, a well-equipped facility, immediate access to medical supplies, medication and lab tests, and safe delivery care. FAME's maternal health program is our most highly subsidized program, making it accessible even to those with the least resources.

In 2021, FAME enrolled almost 1,000 mothers into its prenatal care program and saw nearly 700 deliveries. While the number of deliveries at FAME has remained fairly constant over the last three years, we have seen a steady increase in the number of women enrolling in our prenatal program. This is a strong trend towards FAME helping women have healthier pregnancies.



With the addition of our Special Care Nursery (SCN) in 2019 and our High Risk Clinic in 2021, FAME has completed the implementation of its four pronged, continuous strategy for women and children's healthcare.

In 2021, FAME's SCN continued to increase its capacity for preterm care. We were fortunate to receive a donation of vital new equipment which included four beds for kangaroo care, four pulse oximeters for neonates, two oxygen concentrators, two suction units for delivery rooms, one IV pump for maternity patients, and one biliblanket.



**334 WOMEN
ENROLLED IN
FAMILY PLANNING**

**356 CHILDREN
ENROLLED IN NEWBORN CARE &
UNDER-5 VACCINE
PROGRAM**

**985 WOMEN
ENROLLED IN
PRENATAL PROGRAM**

**201
HIGH-RISK
CLINIC VISITS**

**REPRODUCTIVE &
CHILD HEALTH**

**PRENATAL
PROGRAM & HIGH
RISK CLINIC**

**OUR STRATEGY FOR
WOMEN & CHILDREN'S
HEALTHCARE**

**SPECIAL CARE
NURSERY**

MATERNITY CENTER

150 INFANTS ADMITTED

**82 LOW BIRTH WEIGHT
37 WITH JAUNDICE
35 PRETERM INFANTS**

**693
DELIVERIES**

92.7% SURVIVAL RATE

EDUCATION & TRAINING

FAME continues to invest heavily in the education of its staff and the capacity building of its team. On-campus trainings, online consultations and onsite volunteers took center stage this year. In total, FAME staff benefited from 80+ specialist lectures, trainings and case reviews. Below includes some but not all of the educational opportunities offered to FAME staff in 2021.

ONLINE CONSULTING PROGRAM

Continuous medical education and capacity building for doctors was conducted via zoom sessions with volunteer specialists from the US, UK and Tanzania:

- **Thoracic Ultrasound**
- **Ultrasound of Gall Bladder and Aorta**
- **Regional Anesthesia Review**
- **Birth Asphyxia**
- **Feeding Calculation for Neonates**
- **Kangaroo Mother Care**

ONSITE VOLUNTEERS

Despite fewer onsite volunteers this year, those who did come provided trainings on:

- **Diagnosis & Management of Schizophrenia**
- **Anatomy & Burrhole Procedure**
- **Management of Diabetic Ketoacidosis**
- **Hand Hygiene**

IN-PERSON TRAINING

2021 also saw our Tanzanian medical team receive a variety of in-person trainings in:

- **Arterial Blood Gases**
- **Jaundice, RDS and Discharge Planning**
- **Basic & Advanced Cardiac Life Support (BCLS & ACLS)**
- **International Trauma Life Support (ITLS)**



HOSPITAL MANAGEMENT TRAINING

FAME's senior leadership team completed a six-month hospital management course through the School of Public Health and Social Sciences at Muhimbili University of Health and Applied Sciences (MUHAS), in collaboration with the Hochschule Neu Ulm University of Applied Sciences in Germany. It is tailored for working health professionals and course modules include: Quality Management, Health Economics and Material Management, Human Resource Management, Accounting and Controlling, and Information Management (ICT).

The eight FAME staff members who completed the course include: Anthony Marley, Lab Manager; Egbert Chogo, Head Pharmacist; Emmanuel Tarimo, Human Resource Officer; Dr. Gabriel Kissima, Head Doctor; Jackie Tarimo, Accountant; Kizito Koinet, Head of Nursing; Onaely Mullumba, Head Radiographer (X-ray Tech); and William Mhapa, Director of Operations.



STORIES FROM OUR STAFF: SOCIAL WORK & PATIENT CARE

By Social Worker, Angel Obeid

I have been working at FAME for 6 years. My job as a Social Worker is mainly to coordinate patient care, in collaboration with the doctors and nurses. I help facilitate communication between team members, the patient and family, especially when there are social problems. I also help to explain things and do education.

2021, though slightly better than 2020, was still tough on FAME. Due to the ongoing COVID-19 pandemic, the way we had to deliver care really changed. To reduce the risk of transmitting the virus to either patients or healthcare workers, we deferred elective and preventive visits. This led to a declining number of patients. The pandemic also affected our outreach programs. For the second year in a row, we were not able to run our Traditional Birth Attendant (TBA) and Cervical Cancer Screening programs in the villages in our catchment area. Back at FAME, specialized clinics for Diabetes and Hypertension (High Blood Pressure) were suspended. This was a big blow to FAME, to our patients and to myself, as I'm heavily involved in these.

On a personal front, the emergence and continuation of COVID-19 brought continued challenges around social and physical distancing, which can impede patient case management. Despite all this, we were able to maintain our high standards of care. We had many successful cases and I'm thankful to the FAME team for stepping up despite the challenges.

The case that stuck with me the most in 2021 was the Maasai Mzee (elder) who came from a village 130 miles away. He was having problems with his abdomen, and had had a previous surgery in his village dispensary that went wrong, leading to serious complications. He ended up staying at our inpatient ward for three months and needed two operations to correct his problem. When he got better and was discharged, I was sad to see him go. He had become my friend! I was happy that he was going back to his family and cows, which he said he missed very much. Such success stories keep us going, even in the hardest of times. Nothing beats the feeling of seeing your patient go home healthy and strong!



FAME BOARD OF DIRECTORS

FAME's Board of Directors have been our greatest ambassadors. They have provided guidance and critical insight when we've needed it most and helped us achieve our goals during another very challenging year. We are deeply grateful for this remarkable group of people. Their passionate embrace of FAME's mission, their generous support and dedicated service truly inspire.

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2021 TANZANIA BOARD MEMBERS

Nickson Mariki, William Mhapa, Peter Mmassy, Mwasiti Juma Msahara and Said Swedi

VOLUNTEERS

Volunteers, who have always been central to our capacity building efforts, began trickling back in this year after our volunteer program was suspended in 2020 due to the pandemic. With the introduction of vaccines in the US and Europe, FAME began accepting volunteers again contingent upon them being vaccinated. In 2021, FAME was able to host 22 volunteers in a variety of specialities, including infectious disease, internal medicine, nursing, neurology, OB/GYN, pediatrics, radiology and surgery. Our partnership with University of Pennsylvania remains strong. Led by Dr. Michael Rubenstein, the neurology team arrived in full force for its semi-annual trips.

ONSITE VOLUNTEERS

Ke Zhang	MD - Radiologist & IT/Board	Catherine Kulick	Neurology Resident
Elyssa Metas	MD - OB/GYN	Emily Liu	Neurology Resident
Michael Rubenstein	MD - Neurology/Board	Denise Xu	Neurology Resident
Alex Gill	MD - Neurology	Akasj Viru	Neurology Resident
Jess Saunders	MD - Neurology	Philip Bradshaw	Medical Student
Sahily Reyes	MD - Neurology	Kelley Humbert	MD - Neurologist
Jess Fan	MD - Neurology	Paul Novello	MD - Neurologist
Anne Hartman	NP - Nurse Educator	Kerry Vaughan	MD - Neurosurgeon
Margreete Johnston	MD - Pediatrician	Joyce Liporace	MD - Neurology
Steven Wilhite	MD - Surgeon	Greg Haman	MD - Internal Medicine
Sean Grady	MD - Neurosurgeon	Karen Denison	Infectious Disease



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IN-KIND DONORS

Many thanks to Tanzanian business woman, Zainab Ansell, and former volunteer pediatrician, Dr. Verena Moreno, for donating critical supplies to FAME Hospital this year.

SERENGETI DONORS \$500+

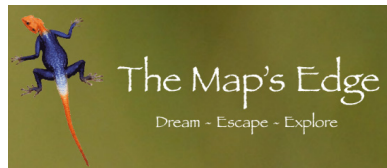
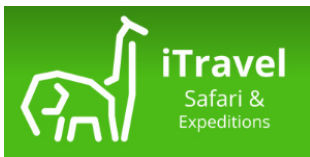
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OUR PARTNERS



**FRIENDS OF FAME
NETHERLANDS**



FINANCIAL SUMMARY 2021

EXPENSES

\$2,927,019

TANZANIA OPERATIONS

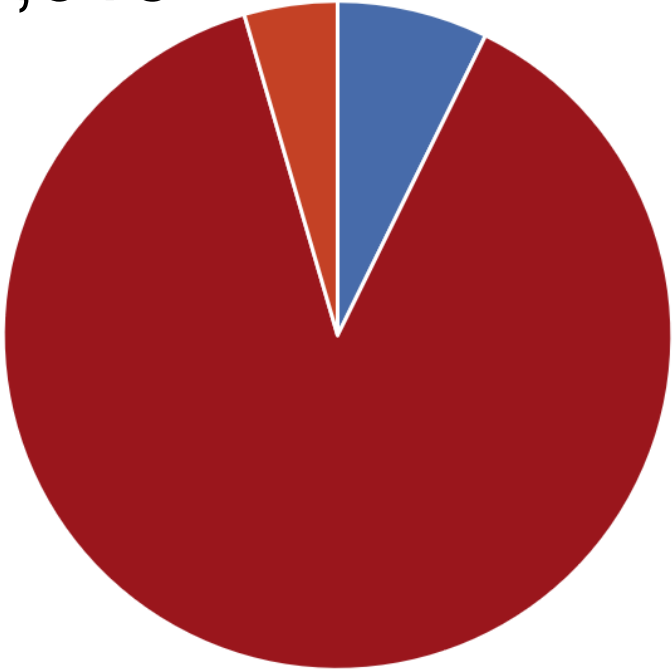
\$2,581,559 (88%)

CAPITAL IN TANZANIA

\$131,971 (5%)

US OPERATIONS

\$213,489 (7%)



REVENUE

\$2,954,773

INDIVIDUALS

\$1,774,988 (60%)

FOUNDATION GRANTS

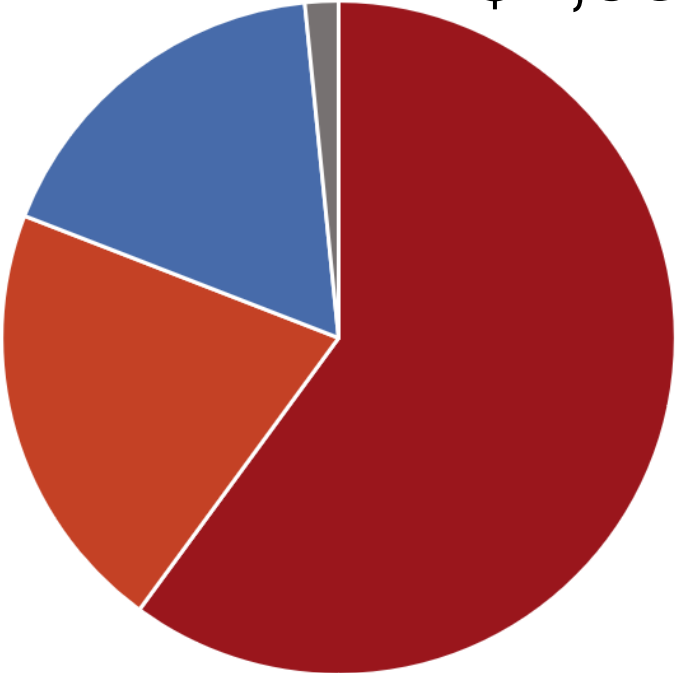
\$615,333 (21%)

TANZANIA INCOME

\$517,001 (17%)

OTHER US INCOME

\$47,451 (2%)





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