



CCBRT ANNUAL REPORT 2018



MESSAGE FROM THE CEO

As the first year of CCBRT's new five-year strategy, 2018 was a year of development and expansion. CCBRT continued to use lean management tools to support improvement of service areas in line with organisational change. Our areas of focus included creating a solid management system that will support our purpose of being a learning organisation that will foster a continuous improvement culture across the organisation.

Accomplishments across five strategic priorities – valued and engaged staff, excellent client outcome, excellent client experience, learning and innovation and financial sustainability – have impacted Tanzanians in need and their families, particularly people with disabilities, mothers and newborns through our clinical services and development programmes both in Dar es Salaam and Moshi.

The soft opening of the new Private Clinic and the CCBRT Academy were significant strides forward for CCBRT in 2018. The new facilities offer expanded service provision and revenue generation capacity to bolster the provision of CCBRT's free and subsidised services. In 2018 alone, close to 50,000 vulnerable patients were able to access high quality care, regardless of their ability to pay. CCBRT's commitment to serve the most vulnerable community members resulted in 30,734 Disability Adjusted Life Years (years lost due to disability) averted and more than 10,000 total surgeries performed.

Yours faithfully,
Brenda Msangi
CEO, CCBRT

Brenda Msangi was appointed as CEO succeeding Erwin Telemans towards the end of 2018. Brenda, a healthcare professional of 13 years, joined CCBRT in 2009. Since then, she has held various management positions including Chief Operating Officer before her CEO appointment.



CCBRT's **vision** is to be the leading provider of accessible, specialised health services in Africa.



CCBRT's **mission** is to become a healthcare social enterprise serving the community and the most vulnerable with accessible, specialised services and development programmes.

2018 AT A GLANCE

SERVICES ACCESSED BY PATIENTS

ORTHOPAEDICS
AND PHYSICAL
REHABILITATION:
38,408 CONSULTATIONS

FISTULA:
769 CONSULTATIONS

PLASTICS:
207 CONSULTATIONS

OPHTHALMOLOGY:
68,938 CONSULTATIONS

HIGHEST QUALITY SPECIALIST CARE



44,957 new patients served

12,786 patients treated for free

68,938 eye consultations

29,419 orthopaedic consultations

OUR ROOTS



1,323
ASSISTIVE DEVICES
PROVIDED



3,536
FAMILIES SUPPORTED
THROUGH COMMUNITY
REHABILITATION



5,624
HOME VISITS
CONDUCTED

EXTERNAL TRAININGS

- 275** people trained in disability inclusion
- 447** community health workers trained
- 904** Newborns and Maternal Healthcare Professionals Trained

Partnerships with public health facilities under the Maternal & Newborn Healthcare Capacity Building Programme: **24**

Total births: **83,441** deliveries

BIRTHS AT CCBRT SUPPORTED SITES

CESAREAN
DELIVERY:
12,832

VACUUM
DELIVERY:
2,639

INTERNAL TRAININGS

More than 90% of CCBRT's staff attended a training programme in 2018

Trainings offered: sign language, lean management, clubfoot management, prosthetics, wheelchair service provision, cerebral palsy case management and obstetric fistula surgical skills

VALUED AND ENGAGED STAFF

CCBRT's staff are at the frontlines of quality specialised health care at our 119-bed facility in Dar es Salaam and our rehabilitation centre in Moshi. With 225 clinical staff serving patients across four specialisations, CCBRT's expertise is what enables it to achieve both positive health outcomes for its patients and larger, systemic impacts on the Tanzanian healthcare system. To date in this 2018-2022 strategic period, CCBRT has achieved improvements in staff involvement, morale, talent development, communication, diversity and recognition. **In 2018, The CCBRT Academy, Centre of Excellence in Clinical Education, opened to promote staff education and address the dire human resources for health (HRH) shortage in Tanzania and greater Sub-Saharan Africa.**

STAFF SPOTLIGHT

Dr Patrice Karumugabo still remembers the moment he decided to pursue ophthalmology, a medical specialisation in eye care. He was already a practicing doctor, having received his degree from the National University of Rwanda, but had “never thought to treat eye problems.”

All that changed after a training workshop in Moshi, Tanzania, held in 2010. Ophthalmologists there presented a patient with vision impairment due to cataract – a clouding of the eye's natural lens. Because the patient could no longer see, he was guided around by a family member. The lead ophthalmologist said: “Now, we go to theatre. Tomorrow, he will walk on his own.”

Dr Patrice was shocked to see the dramatic before and after: “Shortly after surgery, the patient opened his eyes and I nearly jumped! I couldn't believe that I had never considered ophthalmology before.” He pursued his specialisation at Muhimbili University of Health and Allied Sciences and began practicing in Zambia.

In March of 2018, he joined CCBRT's Ophthalmology Department, the hospital's largest service area. Dr Patrice is now helping the department lead the fight against avoidable blindness in Africa.

What brought him back to Dar es Salaam? “I knew I wanted to work at CCBRT since medical school,” says Dr Patrice. During his final year of study at Muhimbili, he did an internship at CCBRT, and was impressed with the department's volume of patients and level of organisation. “CCBRT is busy but professional, and the environment is conducive to good work. There is a lot of team spirit!” He sees his role here as a professional development opportunity, and is very glad that staff development and engagement is a top priority for CCBRT.

He concludes: “I love working in eye health – and there is a lot of work to be done. People walk around every day, unknowingly, with untreated eye problems. They don't have any pain, so they don't go to the doctor. A simple check for eye pressure, once a year, can allow doctors to catch diseases like glaucoma early, and prevent them from impairing eye sight.”



EXCELLENT CLIENT OUTCOME

As a specialised referral facility filling a unique position in Tanzania's health system, CCBRT is committed to maintaining and improving standards of care. **With over 60,000 clients reached in 2018, the provision of safe, appropriate and successful treatment remained a priority.** The hospital maintained its record of high quality health care provision – with 96% of women treated for fistula reporting dry after six months (above the FIGO, International Federation of Gynaecology and Obstetrics, standard), 86% of adult eye patients having a post-operative visual acuity of 6/6 – 6/18 four to eleven weeks after surgery (above the WHO, World Health Organisation, standard), and 94% of clubfoot patients maintaining a zero Pirani score after one year of using a foot abduction brace (above the Global Clubfoot Initiative standard).



With the organisation's first clinical Hospital Executive Committee (HEC) member, our Chief Medical Officer (CMO), leading outcomes monitoring, CCBRT progressed in its HMIS development. Clinical teams were trained in data entry and review to support the transition to electronic medical records. The Private Clinic is operating paperless already. Development of specialised modules were finalised to improve patient care and follow-up, along with inventory management and financial oversight; for example, the prosthetics and orthotics module not only improves patient records and treatment monitoring but also material use oversight. CCBRT integrated its SMS reminder platform, which sends appointment reminders four and one day in advance of service, into HMIS in order to automate messages to improve patients' treatment adherence – increasing reminders by 16%. CCBRT will continue to fine tune its HMIS in 2019, ensuring patient safety, outcome monitoring and data-driven decisions as the organisation continues to grow.

INNOVATION SPOTLIGHT

EXCELLENT CLIENT EXPERIENCE

CCBRT's service delivery approach separates client outcome – safe, successful care with positive treatment results – from client experience – attentive, accessible and inclusive provision of that treatment. Through this priority, CCBRT reiterates its guarantee for patient privacy, dignity and respect with specific indicators on accessibility and inclusivity in service provision. While CCBRT has maintained suggestion boxes and SMS messaging services for patients to provide feedback for years, 2018 showed enthusiasm for ensuring an excellent client experience. **CCBRT's staff (91%) participated in customer service trainings, led by one of CCBRT's corporate partners, to build a more engaged, customer-focused team and improve interactions with patients.**

PATIENT SPOTLIGHT

Joel, a 30 year-old IT specialist, had been experiencing knee pain for three months before visiting CCBRT's Private Clinic. His knee pain was interfering with his mobility, job and relationships. Like many middle-class Tanzanians, Joel needed affordable and quality healthcare services. With a country-wide shortage of healthcare workers and facilities, quality care is not always achievable for medical facilities trying to meet this need. "I heard about CCBRT from family and friends. They told me it had excellent doctors, clean facilities and a convenient appointment booking system," Joel said. He quickly scheduled an appointment at CCBRT's Private Clinic and was admitted for a total knee replacement surgery. Dr Prosper and Dr Frank performed a routine three-hour surgery, with no complications. After a five-day stay recovering from surgery, Joel was impressed with the high level of care he received: "The doctors were able to quickly replace my knee without complications, and have been by my room to follow up since then. The nurses made sure I had everything I needed and were very friendly. The staff at CCBRT were very thorough in explaining what the surgery and my recovery would be like."

Joel was even happier to learn about CCBRT's social enterprise model, knowing that he contributed to CCBRT's subsidised healthcare costs for those in need of support. Joel plans to recommend CCBRT to his community and is excited about the Private Clinic's new services in 2019 like the well-baby, dialysis and dental clinics. "It was a very nice experience staying at CCBRT for my medical treatment. I will surely miss the food here; it is so tasty," he said, smiling. He was taught to care for his knee at home post-surgery, ensuring a full recovery. When he was discharged, Joel looked forward to coming back to CCBRT for his check-ups.



LEARNING AND INNOVATION

CCBRT aims to be at the forefront of innovative learning in healthcare in Tanzania. 2018 showed great strides in this area, with all staff encouraged to present improvement ideas and opportunities for growth within their respective working areas. The role out of the Performance Improvement System (PIS) in the second half of 2018 has been a critical element in further embedding a culture of learning and development into CCBRT to maintain the 2018-2022 strategy's ambitious trajectory. Daily engagement with executives and managers in combination with on-the-job coaching and mentoring is enabling problem solving and critical thinking at all levels throughout the organisation. **CCBRT will continue to invest in strategic innovations, such as 3D printed prosthetic limbs, mHealth initiatives, improved screening technology and lean management techniques, to improve health services for thousands of patients annually and the national system as a whole.**



CCBRT is the largest obstetric fistula treatment provider in the country. While as many as 3,000 Tanzanian women develop fistula every year, many in Tanzania have never heard of it; the condition is still surrounded by lack of awareness, confusion and stigmatisation. In 2009, when CCBRT started utilising MPESA, a mobile money transfer system that CCBRT uses to send patient transport stipends, CCBRT's fistula patient population grew exponentially. In 2018, with a technology contractor and partner support, CCBRT piloted an additional mHealth initiative to support the fistula programme – a free, interactive voice response (IVR) information platform hosted by a telecommunications provider to raise awareness about fistula, its causes and treatment options. The IVR platform, elimika, contains 16 Swahili-language messages about obstetric fistula to help increase community health education, reduce stigma and misconceptions, and, ultimately, encourage all women to seek treatment earlier. As family members' deterrence is a major factor prohibiting women suffering from fistula from treatment, the informational messages tackle decision making power dynamics and empower women with fistula to seek treatment. With a message from the Vice President of Tanzania herself, Her Excellency Samia Suluhu, hosted on the platform, CCBRT expects that the elimika platform will dramatically increase calls to its free fistula hotline, boost timely referrals and help mitigate health myths nationwide.

INNOVATION SPOTLIGHT

FINANCIAL SUSTAINABILITY



With the soft opening of CCBRT's Private Clinic, the organisation solidified its transition to a social enterprise; the profits from insured or cash paying patients at the new facility will support CCBRT's other costs, including free and subsidised treatment for particularly marginalised individuals. **CCBRT remains committed to ensuring vulnerable Tanzanians in need of health services receive care, regardless of their ability to pay (20% of patients were treated for free in 2018).**

Through this strategic priority, CCBRT seeks to ensure that tens of thousands of Tanzanians can continue to be served in years to come, sustainably. Given Dar es Salaam's growing population and limited health infrastructure, CCBRT has taken the opportunity to collaborate with other expert providers and expand services in its new private facility. In 2019, CCBRT will offer dialysis services, dental, paediatric, dermatology and well-baby clinics, among other niche services. Not only will these new areas boost CCBRT's revenue potential, and hone models of care for the opening of CCBRT's maternity and newborn facility, they will also generate interesting synergies. For instance, diabetic retinopathy patients can be linked with the dialysis centre and can also be incorporated into research studies for improved learning in this area of growing concern in Tanzania. Cleft lip/palate patients often require dental reconstruction and/or speech therapy after their surgeries.



VISIT [CCBRT.OR.TZ](https://www.ccbrt.or.tz) TO DONATE

\$25

**PROVIDES FIVE
PHYSICAL THERAPY
SESSIONS FOR
ONE PATIENT**

\$55

**SUPPORTS ONE
MABINTI TRAINEE
FOR A MONTH**

\$100

**PROVIDES
TRAINING FOR
TWO MATERNAL
HEALTHCARE
WORKERS**

FINANCIALS

Statement of Comprehensive Income

Income	2018 TZS'000	2017 TZS'000
Revenue	25,308,960	25,581,583
Other income	1,614,218	1,276,358
Operating costs	(28,252,136)	(29,748,050)
Operating Loss	(1,328,958)	(2,890,109)
Finance income	293,526	878,879
Finance costs	(255,973)	(2,800,171)
Loss before income tax expense	(1,291,405)	(4,811,401)
Income tax expense	-	-
Net loss for the year	(1,291,405)	(4,811,401)

Statement of Financial Position as of 31 December 2018

Assets	2018 TZS'000	2017 TZS'000
Non current assets		
Property and equipment	46,114,180	43,939,448
Intangible assets	295,863	392,474
Grants receivable	19,558,272	25,424,986
	65,968,315	69,756,908

(Statement of Financial Position Continued)

Current assets		
Inventories	2,306,467	2,374,474
Accounts receivable	1,975,854	2,306,519
Grant receivables	11,001,574	7,638,149
Cash and cash equivalents	7,839,403	13,595,267
	23,123,298	25,914,409

Total Assets	89,091,613	95,671,317
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Reserves & Liabilities	2018 TZS'000	2017 TZS'000
Reserves		
Accumulated losses	(1,982,141)	(801,407)
Revaluation reserve	1,197,567	1,308,328
	(784,574)	506,831

Non current liabilities		
Capital grants	36,123,094	34,514,467
Deferred income grants	23,554,335	29,553,213
Borrowings	6,842,485	6,420,438
	66,519,914	70,488,118

Current liabilities		
Deferred income grants	19,130,901	21,304,231
Accounts payable	4,225,372	3,103,647
Borrowings	-	268,490
	23,356,273	24,676,368

Total Reserve & Liabilities	89,091,613	95,671,317
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PARTNERS

CCBRT couldn't serve Tanzanians in need without the support of generous partners from around the world. Each of the following supporters contributed more than \$100,000 to our projects in 2018:

Christian Blind Mission

Danish International Development Agency

Ein Herz für Kinder

Federal Republic of Germany through KfW

Fistula Foundation

Global Affairs Canada

Grand Challenges Canada

Irish Aid

Johnson & Johnson

Latter Day Saints Humanitarian Services

Light for the World

Porticus

Rotary Tanzania Ltd

Swiss Philanthropy Foundation and IF International Foundation

The Charitable Foundation

Vodafone Foundation

Vodafone Foundation in partnership with USAID

Additionally, CCBRT's US-based sister organisation, Kupona Foundation, raised over \$1,500,000* in financial and in-kind support in 2018 to support our programmes. We are thankful for their support. **unaudited figures*



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