



Dear Pivot Community,

It is my absolute honor to share with you Pivot's new 5-year Strategic Plan, covering our expansion to serve the population of Vatovavy Region, Madagascar. Additionally, we have enclosed an FY22 Impact Summary summarizing key programmatic highlights from the past year.

The current fiscal year **2023 will round out a decade of operations for Pivot** – 10 years of program implementation, scientific analysis, and saving lives. As an organization, we embarked on a comprehensive review of our programs in order to develop the 2023-2028 Strategic Plan to guide our goals for the future. I have had the honor of being with Pivot since the beginning, as part of the team that arrived in Ranomafana in January 2014 to build a healthcare organization from the ground up. We started with a clear objective: to establish a model health system based on the integration of science and service delivery at a district level.

Much has happened since, including one thing we set out to achieve: **tangible change in the healthcare system in Ifnadiana District**. We are proud to have unprecedented evidence of our impact to share with you – from reducing infant mortality to increasing coverage of essential services including vaccination and deliveries. In 2023, we also crossed the major milestone of financially supporting more than 1,000,000 unique patient experiences across all levels of care since Pivot started.

**This past year has been about growth**, in terms of broadening our programs as well as in terms of organizational maturity. Our systems have evolved, our values have deepened, and our partnerships have flourished.

In 2022, we expanded our maternal health program after piloting an integrated collaboration with traditional birth attendants to ensure safer deliveries. We launched a noncommunicable disease (NCD) program and had a seat at the table to review the national policy, ultimately integrating routine NCD management at the health center level. And, for the first time, Pivot became part of an international initiative, strengthening access to oxygen for patients and providers via the BRING O2 project.

**This past year has also been about resilience.**

At the start of 2022, Madagascar experienced the most severe cyclone season in recent history, with the southeastern part of Madagascar repeatedly hit by cyclones and severe tropical storms. The vulnerability of the health system was palpable as thousands of people were displaced, health facilities destroyed, and the population faced with limited options to overcome health challenges in the aftermath. Our response efforts underscored the importance of having a strong and dynamic primary care system that can meet the needs of the most vulnerable.

Today we look towards expanding our reach with an unwavering commitment to saving lives. In July 2022, our board of directors unanimously voted in favor of regional expansion – a momentous strategic shift for Pivot. We hit the ground running, using lessons learned from our first 10 years of work to collaborate with the government to co-design an expansion strategy that will quintuple the number of people we serve from 200,000 to 1 million.

**Now... we are ready for action.**

I want to thank each and every one of you who has been on this journey with us. We are endlessly thankful for your trust, compassion, generosity, and dedication to our cause to **save lives, transform health systems, and catalyze global change**.

With immense appreciation,

Laura Cordier  
Executive Director

# FY22 IMPACT SUMMARY

## BY STRATEGIC OBJECTIVE

### #1

#### Strengthen pillars of the health system at all levels of care



#### HUMAN RESOURCES

- Through a 5th wave of Human Resources for Health initiative, **co-recruited 37 new clinical personnel** for placement across district facilities.

#### INFRASTRUCTURE

- Paused infrastructure activities mid-year in order to review our approach and **strengthen procedures to ensure quality construction of dignified facilities**. Renovation of 5 health centers will relaunch in 2023.

#### GOVERNANCE

- Participated in **review of key national documents** including: development of a new community health strategy, updating the noncommunicable disease management policies and training curricula, and revising the national list of essential medicines stocked at primary care facilities.

#### INFORMATION SYSTEMS

- Supported the district-wide deployment of a new electronic reporting system.
- Extended mobile technology for community health to 5 additional communes**, streamlining patient data management and supporting adherence to protocol for >100 Community Health Workers.

### #2

#### Improve quality of services across medical programs and clinical specialties



#### CHILD HEALTH AND NUTRITION

- Launched activities for the **management of severe acute malnutrition at 2 additional health centers**.

Enrolled  
**486 children**  
in malnutrition  
treatment

#### MATERNAL, NEONATAL & REPRODUCTIVE HEALTH

- Trained key health practitioners in a range of priorities areas** including emergency neonatal and obstetric care, management of at risk pregnancies, and adolescent health.
- Established a neonatology unit** at Ifanadiana District Hospital, offering specialized care to newborns with complications.
- Inaugurated 3 maternal waiting homes** to provide expectant mothers close-to-care lodging in their final days of pregnancy.
- Started **collaboration with traditional birth attendants** to motivate women to access antenatal care and deliver in health facilities.

Supported  
**3,561 safe deliveries**  
across health  
facilities

#### INFECTIOUS DISEASES

- As part of continued pandemic response, **implemented the BRING O2 project to improve oxygen access across Madagascar** in collaboration with Partners In Health.
- Reached an unprecedented **92% success rate among TB patients** completing one year of treatment.

Diagnosed  
and treated  
**352 patients**  
for TB

#### NON-COMMUNICABLE DISEASES

- Launched a **new program integrating NCD management activities** at the primary care level.
- Updated national protocols and training curricula** for diabetes, hypertension, stroke, cancer and chronic respiratory disease.

#### COMMUNITY HEALTH

- Contributed to the **revision of the national strategy, with 90% of Pivot recommendations adopted** based on learnings from 3 years our enhanced community health pilot.

CHWs  
maintained  
**97% adherence to protocol**  
thanks to enhanced  
supervision and  
training



## #3

### Integrate social protection to ensure equitable access to care

#### FINANCIAL PROTECTION

- Surpassed **1 million unique patient encounters supported** since 2014.
- Continued removal of user fees for all in Ifanadiana District with closer engagement of central- and regional-level health officials to assess impact to date and lessons learned for revision of strategy at scale.

#### SOCIAL SUPPORT

- Launched activities to provide clinical and social **support for victims of gender-based violence**.

Supported  
**265,573**  
patient visits across  
all levels of care

## #4

### Advance engagement and partnerships to scale impact

- **Established promising government partnerships** with the Ministry of Telecommunications & Digital Development and the Ministry of Population, Social Protection & Promotion of Women.
- Received \$1.5M from Rippleworks as **inflection funding to back our expansion strategy**.

#### KEY PARTNERS

- Ministry of Public Health (at central, regional, and district levels)
- Ministry of Population, Social Protection and Promotion of Women
- Ministry of Telecommunications and Digital Development
- Frontline health workers at the hospital, health center, and community levels
- Mayors, government representatives, and local authorities of Ifanadiana District
- The people of Ifanadiana District
- Centre ValBio
- Harvard School of Medicine
- Ny Tanintsika
- Partners In Health
- UNITAID
- USAID Access

## #5

### Strengthen organizational capacity to aid in replication and sustain growth

- Launched **staff wellness program** to promote holistic wellbeing, longevity, and longterm retention of our team talent.
- Completed comprehensive review and **overhaul of our compensation scale based on equity**, sustainability, and objectivity.

Of the 263 Pivot employees  
at the end of FY22:

**99% Madagascar-based**

**98% Malagasy**

**75% of leadership roles  
held by women**



## #6

### Revolutionize global health science to generate a new kind of evidence base

- Started the **preparation of tools for fifth wave of cohort data collection** since 2014, and established strategy for a baseline survey across Vatovavy Region

#### KEY PUBLICATIONS

- Rajaonarifara, et al. (2022). **Impact of health system strengthening on delivery strategies to improve child immunisation coverage and inequalities in rural Madagascar**. *BMJ Global Health*; 7:e006824.
- Ihantamalala, et al. (2021). **Geographic barriers to establishing a successful hospital referral system in rural Madagascar**. *BMJ Global Health*, 6:e007145.
- Garchitorena, et al. (2021). **Geographic barriers to achieving universal health coverage: evidence from rural Madagascar**. *Health Policy and Planning*, czab087.
- Evans, et al. (2022). **Geographic barriers to care persist at the community healthcare level: evidence from rural Madagascar**. *PLOS Global Public Health*. 2(12): e0001028.

#### RESEARCH COLLABORATORS

- California Academy of Sciences
- Community Health Impact Coalition
- Harvard Medical School
- Insitut Pasteur de Madagascar
- Institut de recherche pour le développement
- Institut National de la Statistique

# FY22 FINANCIALS

## EXPENSES

	FY22	FY21
Health Care Delivery Programs	\$4,922,070	\$5,142,530
Research	\$501,350	\$546,983
Administration & Fundraising	\$759,143	\$479,090
<b>TOTAL</b>	<b>\$6,182,563</b>	<b>\$6,168,603</b>

## REVENUE

Grants & Contributions	\$7,559,890	\$6,624,531
<i>Foundations</i>	\$6,235,637	\$3,190,066
<i>Individuals</i>	\$1,324,253	\$3,434,465
Other Income	\$6,601	\$0
<b>TOTAL</b>	<b>\$7,566,491</b>	<b>\$6,624,531</b>
NET REVENUE	\$1,383,928	\$455,928

## ASSETS

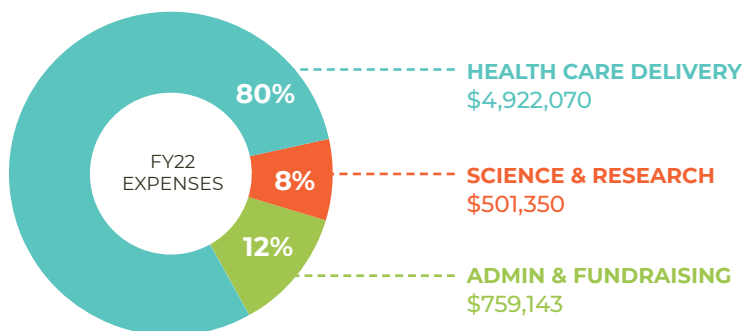
Cash and Cash Equivalent	\$5,278,741	\$3,484,005
Pledges Receivable	\$441,883	920,363
Prepays & Other Current Assets	\$604,657	\$629,627
Fixed Assets, Net	\$168,004	\$165,098
Other Assets	\$2,703	\$28,062
<b>TOTAL ASSETS</b>	<b>\$6,495,988</b>	<b>\$5,227,155</b>

## NET LIABILITIES & ASSETS

Accounts Payable	\$273,789	\$243,231
Accrued Expenses	\$278,076	\$332,900
<b>TOTAL LIABILITIES</b>	<b>\$551,865</b>	<b>\$576,131</b>

Net Assets, Unrestricted	\$5,427,652	\$4,103,938
Net Assets, Restricted	\$516,471	\$547,086
<i>Research Activities</i>	\$56,567	\$150,335
<i>Community Health</i>	\$279,088	\$279,722
<i>Construction</i>	\$5,804	\$4,378
<i>Infectious Disease</i>	\$47,184	\$77,059
<i>Staff Support &amp; Development</i>	\$35,310	\$35,592
<i>Emergency Response</i>	\$92,518	\$0
<b>TOTAL NET ASSETS</b>	<b>\$5,944,123</b>	<b>\$4,651,024</b>

<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$6,495,988</b>	<b>\$5,227,155</b>
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## WITH GRATITUDE

To all who donated to Pivot between October 1, 2021 and September 30, 2022, we extend our deepest appreciation.

It is thanks to your compassion and generosity that we are able to build upon the success of our first 10 years and expand our approach to deliver lifesaving programs to 5x more families across Vatovavy Region.

Special thanks to our FY22 institutional funding partners:

**Anonymous (2)**  
**Cartier Philanthropy**  
**CRI Foundation**  
**Crown Family Philanthropies**  
**DAK Foundation**  
**Dovetail Impact Foundation**  
**Gould Family Foundation**  
**IZUMI Foundation**  
**Mulago Foundation**  
**Planet Wheeler Foundation**  
**RA5 Foundation**  
**Ripple Foundation**  
**Rippleworks**  
**Sall Family Foundation**  
**Wagner Foundation**

## STAY IN TOUCH

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