



**10,000+**  
Surgery Patients  
Treated Since 2016

**353**  
Partner Public  
Health Facilities

When Agnes reached her district's community hospital in northern Uganda late at night, she needed an emergency C-section. Because of Bulamu's partnership with this health facility, the well-trained staff had the medical and surgical supplies needed for the procedure, so Agnes received care without delay. The generous support of Bulamu's donors allowed Agnes to safely deliver a healthy baby girl (*page 4*).

**OUR GOAL**

**100,000+**  
Safer Births Supported  
by Dec. 2024

# Dear Friends & Partners,

Since 2016, Bulamu has supported more than **4 million patient visits**, including **10,000** surgery patients treated directly, all at no cost to the patients we serve. In 2022, Bulamu achieved milestones in both elements of our mission – providing free healthcare to people living in rural poverty in Uganda and strengthening the country’s public health system.

## 2022 Leading Medical Services



**39,682**

Patients treated by clinical support teams at **\$4 per patient**



**6,163**

Essential maternity & surgical supply patients supported at **\$8 per patient**



**1,493**

Emergency patients transported at **\$27 per patient**



**2,568**

Total surgery patients treated (Bulamu and partner organizations) at **\$225 per patient**



**95**

Angel patients receiving specialized referral care at **\$374 per patient**

Since our founding in 2016, we have now achieved these notable milestones:

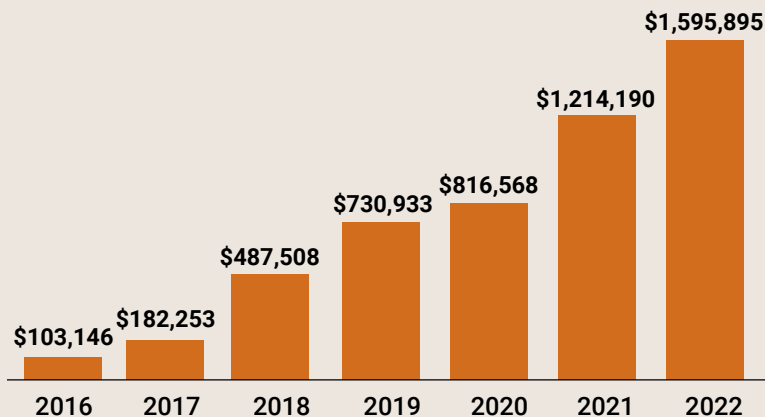
- **320,000** patients treated free of charge for an average cost of about **\$6** per person
- **20,000** safe deliveries supported, a number that will grow substantially this year with the expansion of our Maternal & Child Health (MCH) program
- **353** partner public health facilities (**167** inpatient facilities) using our programs

This work is possible because total revenues in 2022 reached **\$1,595,895**, all coming from donations, a jump of **31%** from the prior year.

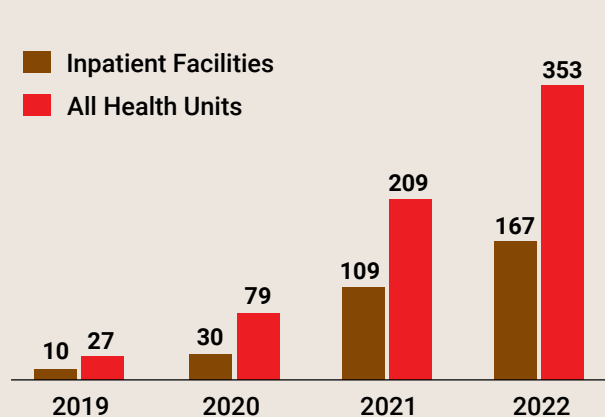
## Expanding the Health Center Excellence (HCE) Ecosystem

The Health Center Excellence (HCE) program, Bulamu’s hospital/clinic management system that started in a single pilot district in 2019, has now expanded to **12** districts with **353** health facilities that treated **4,428,000** patients in 2022. The HCE ecosystem includes **11%** of Uganda’s public health facilities in districts accounting for **17%** of the country’s population. The HCE program improves patient care on multiple fronts, including expanding our Maternal and Child Health Initiative, donating Vital Signs Equipment so clinicians can make a proper diagnosis, and providing Patient Treatment Forms to record the information for patient, family, and health facility use.

**Bulamu Revenues, 2016-2022**



**HCE Health Units, 2019-2022**





“We only had 8 dollars for my care, yet you provided a free C-section and then came back to check on us,” Jamilah said, pictured with her husband and two Bulamu maternity workers who delivered their twins.

In March 2023, we met in Uganda with District Health Officers, Parliament Health Committee leaders, and senior Ministry of Health (MOH) officials to present HCE’s patient benefits since 2019 from our partnership with 12 districts. We shared with them the results of two randomized research surveys proving the efficacy of the HCE program (see p. 8 below). The final session was with MOH Permanent Secretary Dr. Diana Atwine, Director General Dr. Henry Mwebesa, and their colleagues. They were impressed with our programs’ responses to major challenges they face and agreed to form a partnership to seek funding to expand HCE from **12** to **56** districts, covering about **45%** of Uganda’s population. We executed a Memorandum of Understanding with the MOH and have now begun discussions on potential funding sources in a difficult fiscal environment. All parties understand that absent government or other outside funding, we will pause HCE’s growth and channel future revenues into new partner countries in Africa.

### Maternal & Child Health (MCH)

In 2022, we doubled our spending on MCH, our new clinical focus area, and we will more than double it again in 2023. We now work with leading Ugandan neonatologist Dr. Margaret Nakakeeto to train health workers on **Helping Babies Breathe** and related Essential Newborn Care programs. In the first three districts, **92** maternity workers have already been trained in **38** public facilities, using infant-sized mannequins to practice newborn resuscitation.

Thanks to funding from **Rotary International**, we are expanding the MCH clinician training program to provide critically needed surgical and newborn care equipment. By the end of 2023, we expect to train health workers in **70** partner maternity facilities in Helping Babies Breathe, an American Association of Pediatrics program that has lowered newborn mortality by **47%** in past studies in East Africa. Newborn mortality is Uganda’s leading cause of death. In 2024, we will expand our MCH program to all **12** HCE partner districts in **163** public maternity facilities that delivered a total of **148,000** babies in 2022.

We now know that the Ugandan Ministry of Health supports Bulamu’s solutions for Universal Health Coverage and will partner with us to seek funding to scale them to the country’s **3,200** public health facilities. While the timing of funding and growth are uncertain, this strong endorsement helps us to continue improving our partnerships and programs to provide more patient benefits than ever. As always, we appreciate the support of our stakeholders in our programs to improve the lives of Ugandans living in poverty by strengthening the public health system they must rely upon.

*Richard W. Sieglar*  
**Richard Sieglar**  
President & CEO

*Dick Chandler*  
**Dick Chandler**  
Executive Board Chair

*We thank the patients and partners featured in this report for providing their written consent to share their photos and stories.*



When Agnes, featured on our cover, presented to her community maternity hospital in obstructed labor with fetal distress, she was afraid for her life and that of her unborn child. “My worry was, where I would ever get money to pay for an operating theater, since I had nowhere to get it,” she said.

Thanks to Bulamu, the maternity facility Agnes reached for her care had all of the supplies necessary to provide her with the C-section she needed urgently, ensuring a safe delivery. Agnes and her baby’s lives were saved by Bulamu Healthcare’s Maternal and Child Health (MCH) program.

To learn more about Bulamu’s Essential Maternal & Surgical Supplies and delivery of “Mama Kits”, visit our website at [www.bulamuhealthcare.org](http://www.bulamuhealthcare.org).



## A Lifeline for Pregnant Women and Newborns

Maternal mortality in sub-Saharan Africa is disproportionately higher than in upper-income nations. Each year **330** Ugandan women die in childbirth per **100,000** live births. The reasons these women die are often simple and preventable. Women in labor lack the funds to reach facilities capable of caring for them, or they do not have the money to purchase and bring their own delivery supplies to the maternity facility in order to ensure care. Maternity facilities lack supplies necessary for providing safe deliveries, and maternity workers have not received training in proven standards of care such as “Helping Babies Breathe.”

Neonatal mortality is Uganda’s leading cause of death, with about **27** out of **1000** babies dying at birth or within 7 days. As with maternal mortality, newborn deaths are often very preventable through established standards of care.

In response, Bulamu’s Maternal and Child Health Program does four things:

- Provides **Emergency Transportation** to public maternity facilities – **1,493** patients supported in 2022, primarily women with obstructed labor
- Ensures that pregnant women have “Mama Kits” and that public maternity facilities have the **Essential Maternity and Surgical Supplies (EMSS)** necessary for natural and surgical deliveries - **6,163** total patients supported, including **4,090** C-section patients
- Delivers effective **Clinical Training Programs** that empower maternity workers to properly care for mothers and babies - See *feature on p. 5*
- Provides a suite of **5 Maternity Treatment Forms**, from prenatal to delivery to family planning forms, which Uganda’s Ministry of Health is considering for national use. In 2022, we provided **100,000** maternity forms to our partner districts.

Pregnant women face formidable obstacles in many African countries, including Uganda. The solutions to these are well understood but require organization, commitment and resources to overcome the service delivery gaps that threaten women and their babies' lives. Bulamu Healthcare is driving systemic change by providing high-impact, low-cost interventions that improve access to quality maternity and essential newborn care in Uganda. Our programs mean patients receive proven standards of care!



## Saving Newborns

**47%**

Lower neonatal mortality rate because of **Helping Babies Breathe** training

*Source: American Assoc. of Pediatrics*

Meet Winnie and her baby girl Olivia, Bulamu's first newborn supported by Helping Babies Breathe+ training we provided!

Already in labor, Winnie (age 25) traveled to two healthcare facilities in search of assistance to deliver her child. The first facility told Winnie she needed a C-section that would cost **\$82 USD**, which she didn't have. Despite her advanced labor, Winnie was forced to go elsewhere. At the second facility, Winnie found no staff available to help her deliver.

When she finally found her way into Bulamu's care, Winnie was exhausted and her unborn baby was in distress. The baby's heartbeat was growing weaker, and our partner health facility team decided a C-section was their only hope.

Thankfully, the Bulamu-trained maternity team that received Winnie was able to provide her with a C-section at no cost. Then, when her baby girl was born struggling to breathe, Winnie's maternity workers put into practice the new lifesaving skills they received at Bulamu's first Helping Babies Breathe+ training a few weeks before. As a result, baby Olivia was helped to take her first breaths, and she is alive today. Olivia is the first of **135** babies to be revived or resuscitated by Bulamu trained maternity workers in the first months of 2023. By late 2024, our goal is to provide this training to **163** of our partner health facilities that delivered **148,000** babies in 2022.

## Surgery to End Patients' Suffering and Support Their Families

At Bulamu Healthcare, we believe that access to quality healthcare is an intrinsic human right. Imagine needing a surgery for years, even decades, and being unable to afford to have your suffering eased. This is why Bulamu provides surgery patients with care free-of-charge through our rotating week-long Surgery Intensives. All surgical care is provided jointly with the Association of Surgeons of Uganda, whose leadership and members we thank for their distinguished service and partnership.

**10,000+**

Surgery Patients Treated since 2016

**2,568**

Total Surgery Patients Treated in 2022

Bulamu-ASOU Leading Surgery Patient Procedures in 2022	
Procedure	Surgery Patients
1. Hernia repairs	646
2. Excisions	439
3. Referral Patients: Orthopedics, Plastics, Hydrocephalus	95
4. Thyroidectomies	78
5. Hydrocelectomies	56
6. Sphincterotomies	42
7. C-sections	31

**70%**

of past surgery patients treated\* reported waiting **3 or more years** for the care Bulamu provided, because they could not afford the fees for their operations.

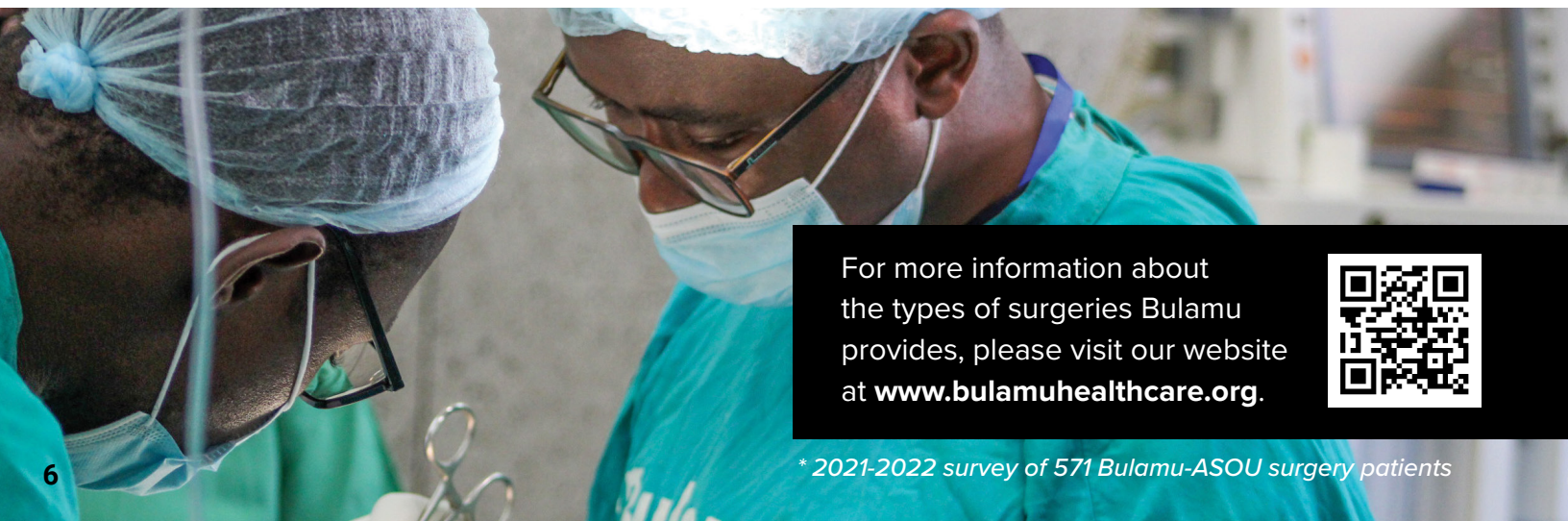
**\$225**

**Bulamu's average cost per Surgery Intensive patient treated.** Once treated, our surgery patients are freed from their pain to begin school, go back to work, and care for their families.

**"Bulamu has the best surgical camp model and is the most formidable partner the Association of Surgeons of Uganda has ever had."**

**Prof. Frank R. Asiimwe**

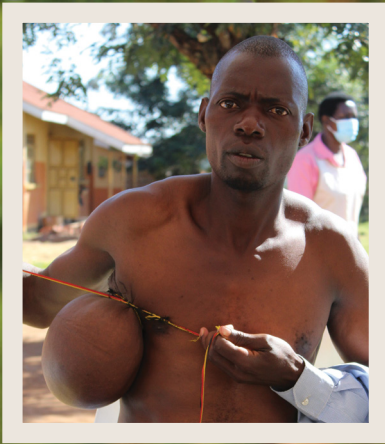
President, the Association of Surgeons of Uganda



For more information about the types of surgeries Bulamu provides, please visit our website at [www.bulamuhealthcare.org](http://www.bulamuhealthcare.org).



\* 2021-2022 survey of 571 Bulamu-ASOU surgery patients



## **One Operation Benefits an Entire Family: Bulamu’s Surgery Intensives Help a Family Escape from Poverty**

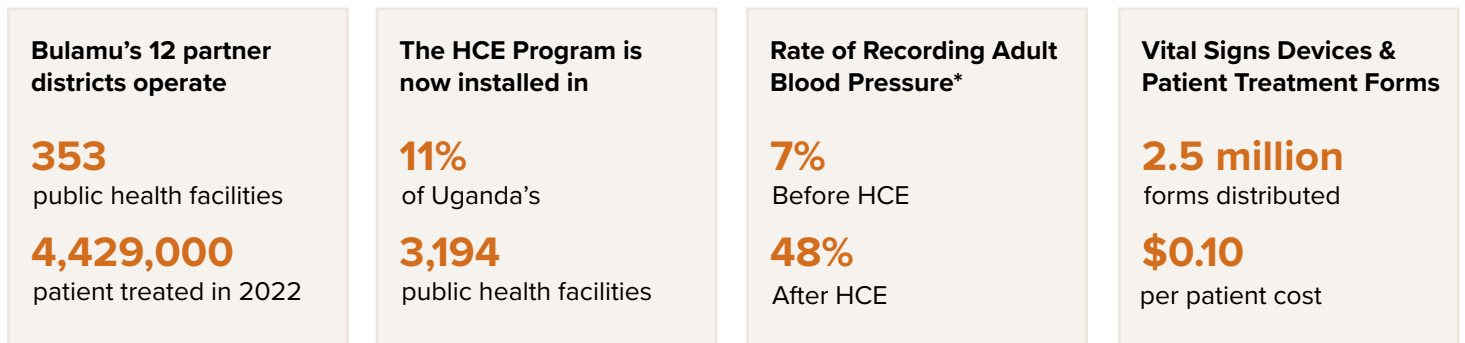
Steven suffered from a large lipoma for eight years. Over time it grew so large that he could no longer close his shirt, and the pain became too great for him to work. Steven sought treatment from a variety of physicians, who all told him that his surgery would cost the equivalent of \$2000 to \$4000 USD.

“I lost hope and waited till I would die,” Steven recalled, “because I could not afford any of these surgeries. Often, I tied a string around the growth on my side, to avoid discomfort while doing my farming activities.”

Thanks to the Surgery Intensive at Mayuge District, Bulamu’s healthcare teams were able to remove Steven’s lipoma for free. Within four months, he returned to work after seven years! This simple surgery not only treated Steven’s painful condition, it helped him to provide for his family again.

## Strengthening Public Health Systems: Bulamu's Health Center Excellence (HCE) Program Raises Standards of Care at Scale

Installed at Ugandan public health facilities beginning in 2019, the Bulamu HCE hospital/clinic management system has now been validated to improve patient care in multiple ways across 12 local government districts.



In early 2023, Bulamu conducted two research projects following Randomized Controlled Trial (RCT) methodology to prove the patient benefits of the HCE Program. The highlights:

- In a survey of **25,400** patient records at **86** health centers, with **50%** treated before and **50%** after the installation of HCE, the data showed a **2X to 7X** increase in the rate that ten different patient vital signs were taken and serious health issues identified.
- A second survey of **1,800** patients interviewed when exiting from **71** randomly selected health centers immediately after treatment found that positive responses to **6** different patient satisfaction questions increased on average from **64%** to **85%** between the pre- and post-HCE samples. Of the patients interviewed, **95%** now said they would recommend the facility to family and friends.

*A few members of Bulamu's dedicated, all-Ugandan team of health professionals.*





# Five examples of public health needs addressed by the HCE program:



**Vital Signs:** Thanks to support from **Rotary Clubs** in Uganda and the U.S., in 2022 Bulamu ensured all of our **353** partner health facilities have the equipment necessary to provide this basic element of the Standard of Care before each patient's condition is diagnosed.



**Patient Records:** When patients are treated at a medical facility, they need to know their vital signs and lab test results and the doctor's diagnosis and treatment plan for them. HCE provides clinicians with Bulamu's outpatient, inpatient, and discharge forms and our maternity patient records for pregnant women. This communicates essential health information to patients in a form they can understand, take home, and reference in the future.



**Information Technology:** With our new web-based HCE-IT platform, health center staffs now upload weekly data to the cloud using their smartphones or tablets. The result: District officials get monthly dashboard reports of Key Performance Indicators that allow them to manage their health centers with information they have never had before, including real-time data on staff productivity and absenteeism.



**Environmental Health:** Our **12** partner districts employ **300+** field environmental inspectors who perform a vital public health function: inspecting water source purity, food safety, waste management sanitation, commercial and residential hygiene, etc. They also provide sanitation education to schools and community groups. Using our new HCE digital collection tools, inspectors will now submit their field reports on their own smart devices that give district officials information they have never had before.



**District League Table Reports:** This annual ranking of Uganda's **140** local government districts on **16** public health metrics is published **5-7** months after year-end. We have introduced a monthly update of this report throughout the year, so district health teams can see their progress and take corrective actions on a real-time basis, improving patient service levels and moving up in national healthcare rankings.

After reviewing the HCE program's positive impact on patient care across **11%** of Uganda's public health facilities, the Ministry of Health executed a Memorandum of Understanding on May 31, 2023 calling for expansion of this program with Bulamu as the Implementing Partner. This is an important next step in the path toward national adoption of HCE as part of the standard operating model for MOH facilities, which now depends on a cooperative effort to find additional funding from international organizations.

## Management’s Discussion & Analysis, 2022

Bulamu’s financial statements were again audited according to **US Generally Accepted Auditing Principles** by PKF International, a global auditing firm. Revenues increased **31%** to **\$1,595,895** including strong support from individual donors and grant commitments from Rotary International and its clubs in Uganda and the U.S. Our activities cover 3 program areas:

- **Maternal & Child Health:** We expanded the MCH program in 2022, by providing emergency transport to **1,493** patients – many mothers with obstructed labor. We provided “Mama Kits” and Essential Maternity & Surgery Supplies such as sutures, gauze, and needles to keep operating rooms functioning. This allowed Bulamu to support **6,163** surgical deliveries conducted at partner Health Centers.
- **Surgery Programs:** Bulamu hosted **5** weeklong Surgery Intensive programs where we performed free surgeries for **1,470** patients for a cost of **\$186** per patient. We sponsored **94** Angel Patients who needed referrals to specialized acute care hospitals, paying all their expenses at an average cost of **\$374**. We also sponsored and helped staff a surgery camp organized by the Association of Surgeons of Uganda, our surgery program partner since 2021.
- **Health Center Excellence (HCE) Program:** The HCE program expanded to **12** districts and **353** public health facilities where Bulamu’s programs and services have been implemented, a **66%** increase from over 2021. These districts treated **4,428,000** patient visits in 2022.

**US Support Activities (Administration and Fundraising)** Expenses increased from **15.4%** to **20.8%** of the total budget, as we invested in an upgraded IT platform and professional fundraising capability to sustain our growth trajectory going forward.

### Bulamu Healthcare International Financial Summary

Year ended December 31

	2020 <i>Audited</i>	2021 <i>Audited</i>	2022 <i>Audited</i>
<b>Support and Revenue</b>			
Contribution from Individuals	\$603,951	\$1,050,624	\$1,315,894
Contributions from Foundations	\$211,047	\$145,000	\$279,541
Other Income (Loss)	\$1,399	\$18,495	\$461
<b>Total Support and Revenue<sup>1</sup></b>	<b>\$816,568</b>	<b>\$1,214,190</b>	<b>\$1,595,895</b>
<b>Expenses</b>			
<b>Program Expense (Uganda)</b>			
Clinical Support Teams & Medical Camps	\$356,442	\$323,008	\$155,262
Surgery Programs	\$147,580	\$331,306	\$309,762
Maternal and Child Health (MCH) Program	–	\$42,876	\$104,499
Health Center Excellence (HCE) Program	\$113,185	\$432,913	\$717,082
<b>Total Program Services</b>	<b>\$617,207</b>	<b>\$1,130,102</b>	<b>\$1,286,605</b>
<b>Support Activities (U.S.)</b>			
General and Administrative	\$108,252	\$168,455	\$213,065
Fundraising	\$19,627	\$37,825	\$124,469
<b>Total Support Expenses</b>	<b>\$127,879</b>	<b>\$206,280</b>	<b>\$337,534</b>
<b>Total Expenses</b>	<b>\$745,086</b>	<b>\$1,336,383</b>	<b>\$1,624,139</b>
<b>Change in Net Assets</b>	\$71,482	(\$122,193)	\$(28,243)
Net Assets, Beginning of Year	\$141,025	\$212,507	\$90,314
<b>Net Assets, End of Year</b>	<b>\$212,507</b>	<b>\$90,314</b>	<b>\$62,071</b>

<sup>1</sup> Gifts-in-kind in 2020, 2021 and 2022 were \$11,709, \$134,228 and \$228,375, respectively.

# Management Team

## In the U.S.

**Dick Chandler**  
Executive Board Chair

**Richard Siegler**  
President & CEO

**Stefanie Dziedzic**  
Vice President of  
Development

**John Schniedwind**  
Secretary & CFO

## In Uganda

**Mackay Masereka**  
Vice President & Uganda  
Country Director

**Esther Kabugho**  
Director of  
Administration

**Johnson Kaijuka**  
Procurement Officer

**Jackson Kasango**  
HCE Program Associate

**Joseph Bisaso**  
Field Operations  
Manager

**Dr. Andrew Mukuye**  
HCE Program  
Director

**Pauline Nyangoma**  
Communications  
Manager

**Dr. Emmanuel Opolot**  
Acute Care Program  
Manager

**Victor Walugembe**  
IT Operations Manager

**Solomon Wasswa**  
HCE Operations  
Manager

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**Richard Siegler, MA, President & CEO**

**John Schniedwind, MBA, CFA, Secretary & CFO**

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**Volker Kubler, MBA, PhD**

**Dr. Patrick Kyamanywa, MMed, MPH, FCS**

**Bonnie Ng, CA**

**Elena Patterson**

**Margaret Paul**

**Dr. Marc Philippon, MD**

**Christine Russell, MBA**

**Charles Sheldon, MBA**

**Dr. Yvonne Vaucher, MD, MPH**

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**Dr. Djordje (“Joe”) Gikic, MD, MPH**

**Dr. Andrew Griffin, MD**

**Rumbi Gumbi, RN, MS**

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**Neeta Upadhyay, MBA**

**Stefanie Weiland, MSc, MPH**

**Dr. Peter Waiswa MBChB, MPH**

# Be a Lifeline - Help Bulamu serve patients in need!



Merrisa had to wait 2 years before Bulamu's surgery team removed the growth on her neck. Her mother explained, "I could not afford \$900 for her surgery, and then I met with your team. Bulamu brought back the life we almost lost!"



"I have visited Uganda twice to serve and evaluate Bulamu's work. What always impresses me is the clinical excellence and dedication of the Ugandan health workers. The quality of care the teams provide, combined with the low-cost, high-impact model, make Bulamu a remarkable and satisfying organization to support."

**Dr. Andrew Griffin, MD FACC FAAP**

## Lifeline Options:

**50** maternity supply kits for emergency care and C-sections  
**\$900**

**50** patients' emergency transportation  
**\$1,800**

Train **3** maternity centers' health workers in Helping Babies Breathe+  
**\$3,000**

**25** surgery patients' care  
**\$5,500**

**1** year of Maternal & Child Health programs for **2** facilities  
**\$10,000**

**Thanks to Bulamu's Board of Directors, 100 percent of your gift directly benefits Ugandans in need.**

**Contact us** [hello@bulamuhealthcare.org](mailto:hello@bulamuhealthcare.org)

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