

ANNUAL
REPORT
2025

157

PUBLIC HEALTH
FACILITIES SUPPORTED

174,106

DELIVERIES
SUPPORTED

2.18 —
MILLION **UNIQUE**
PATIENTS
SERVED

3,820

LIFE-CHANGING
OPERATIONS



www.bulamuhealthcare.org



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Elena Patterson



Prof. Patrick
Kyamanywa



Volker Kuebler

Letter from CEO & Board Chairs

Chair, US Board

Chair, Uganda Board

President & CEO

Reflecting on the milestones of the past year fills us with profound gratitude. Last year, we faced a landscape of global funding uncertainty with a resolve to build sustainable, locally owned systems. Today, Bulamu Healthcare stands larger, stronger, and more deeply rooted in the communities we serve. Our progress has been made possible through your unwavering generosity and the shared vision: that compassionate quality healthcare is a fundamental right.

Across Uganda, our teams demonstrate the power of opportunity combined with dedication. Because of your support, frontline clinicians are mastering life-saving skills, hospitals are equipped to perform critical procedures, and patients who have previously been cut off from surgical care are now reclaiming their health and dignity.

Our Model Maternity District program now spans 12 districts, encompassing 157 acute care hospitals and maternity centers. The clinical impact of this scale is undeniable: institutional maternal mortality was nearly halved (dropping from 25 to 11 per 100,000 live births) and early neonatal deaths were reduced by a third. This proves that an uninterrupted supply chain, intensive clinical training, and data-driven continuous quality improvement save lives at scale.

However, growth for its own sake has never been our metric. What truly matters is the tangible human impact behind the data: 2.18 million unique patients served across our programs, 174,106 facility deliveries supported to ensure safe births, and 3,820 life-changing procedures performed through our surgical camps.

Each number represents a restored life - a mother holding her healthy newborn, or a patient returning to work after years of debilitating illness.

True sustainability requires working with public systems, not around them. This year, we successfully piloted the SURE App, a digital referral tool designed to coordinate the Ministry of Health's existing ambulance fleet and eliminate dangerous transit delays for mothers and newborns. We also published our first peer-reviewed evaluation, sharing our operational successes and lessons learned with the broader global health community.

As we advance through 2026, Bulamu is poised for an ambitious expansion into 20+ new districts in Uganda, alongside our first international expansion into Zambia. In a volatile global funding environment, our high-impact, cost-effective, and locally led approach is more critical than ever. Every investment entrusted to us goes directly toward reinforcing public health infrastructure, creating systems that will serve generations to come.

To our extraordinary Uganda Program Management team, our district government partners, our 157 co-creating public facilities, and our global community of supporters: Thank you! Your belief in this mission fuels the journey ahead and proves that lasting systemic change is possible when we work together.

With sincere gratitude and hope for the future,

**The CEO and Board Chairs,
Bulamu Healthcare International (Uganda and US Boards)**



ABOUT BULAMU HEALTHCARE

Founded in 2016, Bulamu Healthcare International provides life-saving health interventions to underserved communities. We partner with the Central and Local Government to leverage existing public health systems and facilities to transform access to quality, dignified, and compassionate healthcare for people most in need, reaching over 21.6 million people since inception. Our strategic focus lies in three programmatic areas: Maternal and Newborn Health (MNCH), Surgery, and Primary Care.

Under the MNCH Program, we train and equip healthcare workers, supply essential maternity and neonatal surgical materials, strengthen data use for quality improvement, and support emergency transportation in rural areas. Our Surgery Program looks to reduce the country's surgical backlog by providing free life-changing procedures to over 3,500 patients annually. Under the Primary Care program, Bulamu is enhancing the foundation of healthcare delivery by equipping facilities with essential tools, strengthening digital reporting systems, and promoting data-driven decision-making. We are ensuring that quality healthcare is not only accessible but consistently delivered.

We envision a Uganda—and an Africa—where every person, regardless of location or income, can access dignified lifesaving care when and where they need it.

Our mission is to leverage existing public health facilities to transform health outcomes for people most in need in Eastern and Southern Africa.

Bulamu's vision for the future is rooted in sustainability and data-driven precision.

In Luganda, a local Bantu language spoken in Uganda, **'BULAMU' means LIFE, the physical, mental, and spiritual well-being of the individual.** Today, Bulamu Healthcare delivers a lifeline to people living in poverty through the dedicated efforts of our partners, staff, and supporters like you.



Executive Summary

In 2025, we solidified our role as a vital partner for public health systems, delivering life-saving, data-driven interventions to **2million+ people** in underserved communities. By leveraging existing public health infrastructure, Bulamu has moved beyond temporary aid to foster strong, resilient, and sustainable health systems. Our 2025 performance demonstrates that high-impact, cost-effective solutions can transform healthcare at scale, ensuring access to quality, dignified, and compassionate care for those most in need.

Maternal, Newborn, and Child Health (MNCH)

Our flagship "Model Maternity District" approach continues to set a benchmark for public health excellence through the 157 public health facilities supported across eight districts. We continued to address critical system gaps by functionalizing theatres and providing 420 Essential Maternity and Neonatal Surgical Supply (EMNSS) packages. Bulamu strengthened readiness for safe deliveries and emergency obstetric care, supporting over 87,053 deliveries and 6,747 caesarean sections.

From 2023 to 2025, maternity admissions (90,187 in 2023, 117,974 in 2025) and first antenatal care (ANC) visits each rose by 31%, while total ANC visits increased by 32%, reflecting deep community trust and improved facility capacity - a critical step toward safer pregnancies and healthier outcomes.

Our impact extends beyond numbers to saving lives. On top of a 27% increase in facility deliveries, Bulamu reduced institutional maternal deaths by nearly half (from 25 to 11 per 100,000 in just 2 years), and cut early neonatal deaths by one-third (from 109 to 72). Referrals out of district hospitals for complications dropped by 44%, a clear sign of stronger local capacity.

The 13 Neonatal Care Units (NCUs) Bulamu helped set up or refurbish, **admitted 4,392 small and sick newborns, achieving a 97.8% survival rate**, and our training in neonatal resuscitation achieved a 96% success rate, with 2,229 newborns successfully resuscitated.

Primary Care & Environmental Health

Prevention and data-driven management remain the bedrock of our primary care strategy.

In 2025, we supported 157 facilities, facilitating 2.58 million patient contacts and serving over 2.18 million unique patients.

To improve disease prevention, Bulamu trained 57 district health inspectors through our Environmental Health programs, who conducted an impressive 11,818 community inspections, reaching over 190,000 people with preventive care, helping reduce disease burden before it reaches health facilities.



Surgical Camps & The Angel Program

We continue to diligently address the critical surgical backlog through high-volume camps and specialized referrals.

In 2025, Bulamu provided 3,820 life-changing operations through four regional Surgery Intensive Camps and our partnership with the Association of Surgeons of Uganda (ASOU). These interventions not only restored health but also protected thousands of families from catastrophic healthcare costs they cannot afford, enabling many patients to return to productive lives.

Through the Angel Program, we also provided life-changing specialized surgeries for 76 children from 27 districts with complex conditions like hydrocephalus at specialized hospitals, covering all costs, including post-operation care, follow-up surgeries, transport from their home districts, and facilitation for the caretakers, sparing families from catastrophic costs they can't afford.

Innovation in Systems Strengthening

In the same year, Bulamu successfully piloted the Safe and Urgent Referrals (SURE) App in Budaka District. This digital tool streamlines the Ministry of Health's ambulance fleet, improving the speed, coordination, and accountability of emergency referrals within the government health system. We plan to expand the app to five additional districts in 2026.

By integrating with existing government systems rather than creating parallel ones, Bulamu ensures long-term sustainability. Additionally, our commitment to evidence-based practice was underscored by the publication of our retrospective evaluation in a peer-reviewed journal, utilizing the RE-AIM framework to share our successes with the global health community.

All these gains reflect strengthened clinical capacity, improved availability of essential supplies, and more effective use of data to drive quality improvement.

In 2025, Bulamu was named an awardee of Action for Women's Health, a \$250 million global open call funded by Pivotal, a group of impact organizations founded by Melinda French Gates and managed by Lever for Change to support organizations working to improve women's mental and physical health around the world.



**Learn
More**

WE'RE AN AWARDEE





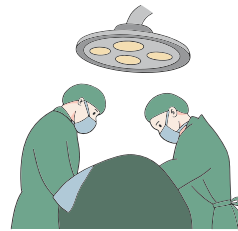
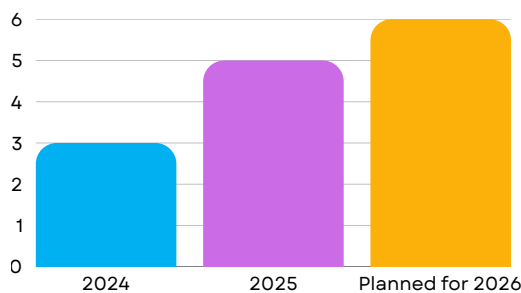
2025 in Numbers

2.18 —
MILLION **UNIQUE**
PATIENTS
SERVED

2,578,620

TOTAL PATIENT
CONTACTS

Number of Surgical Camps
(Including ASOU)



3,820
Surgeries
Supported



55,319

1st Trimester
Visits (Early
Entry)

413,042

Total ANC
Visits

117,974

Maternity
Admissions

174,106

Deliveries
Supported

6,747

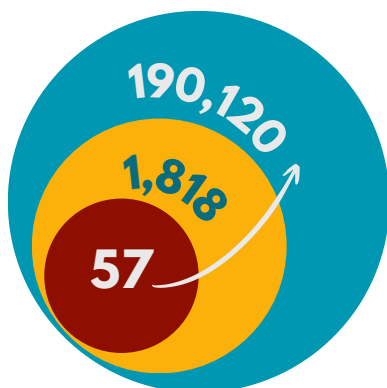
Caesarean
Sections

Neonatal Care Units

4,392 **4,079**
NCU Admissions Live Discharges



2,229
Babies
successfully
resuscitated



Quality and survival indicators

All four signals moved in the right direction

Maternal deaths ▼ 47%



Institutional MMR ▼ 56%



Early Newnatal Deaths ▼ 34%



Referrals out ▼ 44%



- Environmental Health Inspectors trained
- Health Education Visits conducted
- People Reached



Looking Ahead: Expanding Reach & Impact In 2026

Building on the progress achieved in 2025, Bulamu is entering a new phase of growth focused on deepening impact, expanding geographic reach, and strengthening organizational capacity. Guided by the 2025–2027 strategic priorities, we shall be investing in governance, leadership, human resources, fundraising, and operational efficiency to ensure sustainable and scalable growth.

Scaling Maternal and Newborn Health Impact

With the introduction of new funding opportunities, including the Lever for Change initiative, Bulamu is well-positioned to expand its core Maternal, Newborn, and Child Health (MNCH) interventions. Additional support through a new Rotary International grant will further accelerate implementation of these high-impact, evidence-based programs.

These investments will enable the organization to scale innovative MNCH models to new partner districts across Uganda, while also exploring strategic entry into an additional country. Collectively, these efforts are expected to extend life-saving services to over 1,000,000 mothers and newborns in underserved communities.

Expanding Service Delivery Across the Continuum of Care

In 2026, Bulamu will continue to strengthen and expand integrated service delivery across key program areas. Surgical outreach will be scaled up significantly through an increased number of surgical camps, addressing the substantial unmet need for essential and life-saving procedures.

Primary healthcare services will also be expanded through the continued provision of vital signs equipment and capacity building for frontline health workers, reinforcing standards of care across public health facilities. At the same time, environmental health interventions will be scaled to further reduce preventable diseases through community-level prevention and health promotion.

Investments in newborn care will remain a priority, with additional Neonatal Intensive Care Units (NICUs) established or refurbished to improve survival outcomes for small and sick newborns.

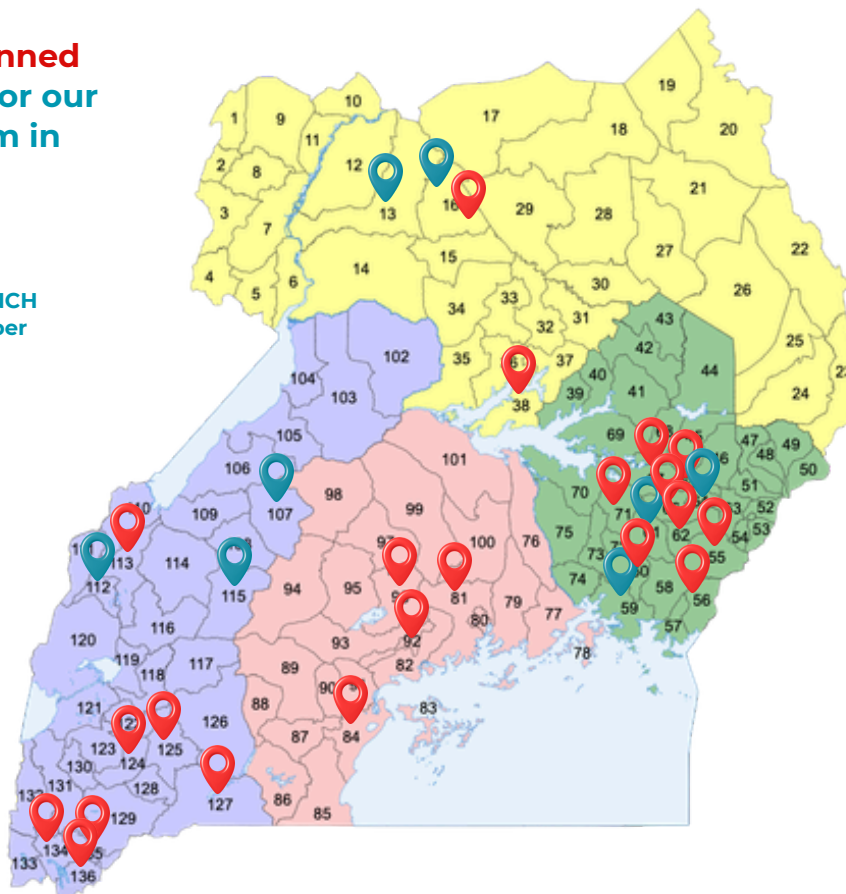
Geographic Expansion & Population Reach

Current vs planned new districts for our MNCH program in Uganda.

 Districts receiving MNCH support as of December 2025

 Planned Districts for 2026

13. Amuru
16. Gulu District
59. Mayuge
61. Namutumba
64. Budaka
107. Kakumiro
112. Bunyangabu
115. Kyegegwa



16. Gulu City
38. Amolatar
55. Tororo
56. Busia
60. Bugweri
62. Butaleja
65. Butebo
66. Kibuku
67. Pallisa
71. Kaliro
81. Wakiso
82. Mpigi
84. Masaka
96. Mityana
113. Kabarole
124. Sheema
125. Mbarara
127. Isingiro
134. Rubanda
135. Rukiga
136. Kabale

In 2026, Bulamu will be extending MNCH services to Zambia

In 2025, we were serving a growing network of partner districts in Uganda. Ongoing expansion efforts are expected to increase this footprint to 39 out of the country's 146 districts by the end of 2026. This scale-up will significantly extend our reach, positioning Bulamu to serve over 10 million Ugandans annually.

In 2026, Bulamu will be extending MNCH services to Zambia with the goal of reducing maternal and neonatal mortalities through supporting 300,000+ deliveries for mothers and newborns by 2028. Through this expansion, Bulamu aims to bring quality, dignified, and accessible healthcare closer to the communities that need it most.



Board Member Spotlight: Richard Chandler Receives University of Chicago Alumni Award

We are proud to recognize Richard H. Chandler, long-serving Board Member and dedicated individual donor, on receiving the prestigious Alumni Award for Professional Achievement in Philanthropy from the University of Chicago. This distinguished honor acknowledges his outstanding contributions to philanthropy and his sustained commitment to improving lives through impactful initiatives.

As a long-serving Chairman, Richard has been a driving force in building the organization from its early days. His strategic vision, governance leadership, and personal generosity have helped Bulamu grow into a trusted healthcare partner serving some of the most underserved rural communities in Africa.

His recognition is a testament not only to his personal dedication but also to the power of purpose-driven leadership.

Richard's commitment reflects the very best of mission-driven leadership: helping people most in need, not with temporary aid, but with sustainable, dignified, and compassionate healthcare.

This award is a testament to his impact, and we are proud to share it with him.

Richard Chandler
at the Award
Ceremony

[Read
more.](#)



Richard H. Chandler, MBA'67
PROFESSIONAL ACHIEVEMENT AWARD



In Memoriam: Christine Russell, 1949-2025

Christine Russell served with distinction as a Bulamu director from October 2017 until her passing. As the first chair of our Finance & Audit Committee, Bulamu benefited immensely from her financial acumen as we matured. She was an outstanding director, always prepared and diligent, bringing her natural intellect and balanced business judgement to every discussion. We valued her experience as the CFO of numerous Silicon Valley start-ups and director of public companies. We loved her for her energy, optimism, authenticity, wit, and big heart. We will miss her!



Detailed Report



Maternal, Newborn, & Child Health Highlights, Impact & Reach

Program Overview

Our Maternal, Newborn, and Child Health (MNCH) program aims to significantly improve access to quality maternal, newborn, and child health services across supported health facilities. The program focuses on strengthening health systems through clinical capacity building, improving the availability of essential medical supplies, strengthening referral systems, and promoting data-driven quality improvement.

A mother tends to her baby receiving care at the Neonatal Intensive Care Unit Established by Bulamu Healthcare at Nsinze Health center IV, Namutumba district.



Key program interventions include:

- **Clinical training, mentorship, and coaching** for healthcare workers in maternal and newborn care,
- **Provision of monthly Essential Maternity and Neonatal Surgical Supplies (EMNSS)** to partner public health facilities,
- **Functionalization of operating theatres** to strengthen emergency obstetric and neonatal surgical care,
- **Strengthening data utilization systems** to support quality improvement initiatives at the facility level, and
- **Facilitation of emergency transportation systems** in rural areas to improve timely access to care.
- In 2025, these program investments significantly contributed to the positive trends in maternal and newborn health indicators, as compared to just two years prior.

Maternal Health Service Utilization

The figure below presents a three-year trend analysis of key maternal and newborn health indicators for 2023, 2024, and 2025. Because our program MNCH baseline was established in 2023, that year serves as the reference point against which progress is measured. The inclusion of 2024 provides an important midpoint that helps illustrate not only where change occurred, but how steadily that change was sustained over time. This three-year comparison confirms a sustained, upward trend in service utilization and quality outcomes, offering a clear picture of how the program has evolved and the impact it has delivered.

Maternity Admissions

Maternity admissions increased from 90,187 in 2023 to 117,974 in 2025, representing a 31% increase. This steady growth reflects improved access to services, strengthened facility capacity, and increased community trust in health facilities following the implementation of quality of care standards supported by the program.

Antenatal Care (ANC) First Visits

ANC first visits increased from 98,424 in 2023 to 128,515 in 2025, also reflecting a 31% increase. This improvement is partly attributed to enhanced community awareness, strengthened facility services, and improved continuity of maternal care.

Maternity Admissions

117,974



Deliveries Supported

87,053



C-Sections

6,747



Total ANC Visits

413,042



Delivery and Skilled Birth Attendance

Facility deliveries increased from 68,367 in 2023 to 87,053 in 2025, representing a 27% increase over three years. Similarly, live births increased from 67,575 to 85,161 over the same period.

This improvement can be linked to strengthened facility capacity through training, mentorship, improved surgical capacity, and consistent supply of essential maternity and neonatal supplies.

Early ANC Attendance

Early initiation of ANC (first trimester) improved significantly from 33% in 2023 to 43% in 2025, with the number of women attending ANC in the first trimester increasing from 32,731 to 55,319. This reflects improved health education and increased awareness of the importance of early pregnancy care.

Total ANC Visits

Total ANC visits increased from 312,952 in 2023 to 413,042 in 2025, representing a 32% increase, demonstrating improved follow-up and continuity of care for pregnant women.

Strengthening Referral Systems

1. REFERRALS FROM LOWER FACILITIES TO HC IVs AND HOSPITALS

✓ Slight decline in 2025 compared to 2024



✓ Slight decline suggests improved management of maternal cases at lower-level facilities.

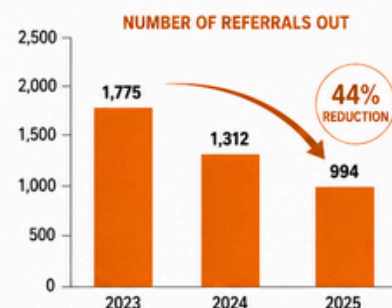


2. REFERRALS OUT OF HC IVs AND HOSPITALS

➔ Significant decrease from 1,775 in 2023 to 994 in 2025 (44% reduction)



44% reduction indicates improved management of obstetric complications within district facilities due to strengthened facility capacity and mentorship.



3. EMERGENCY TRANSPORTATION SYSTEMS MAKING A DIFFERENCE

Facilitated emergency transport in rural areas ensures timely access to care for women experiencing complications.



OVERALL IMPACT

- ✓ Improved management of maternal cases at lower-level facilities
- ✓ Stronger capacity of district facilities to manage complications
- ✓ Timely access to care through improved emergency transport

All contributing to better outcomes for mothers and babies.



Officials from the Ministry of Health Uganda, Namutumba District, and Nsinze Health center IV join Bulamu's Country Director, Mr. Mackay Masereka (center) at the **launch of the new Neonatal Care Unit at Nsinze HC IV**, established by Bulamu Healthcare with support from The Stavros Niarchos Foundation and The Eucalyptus Foundation.

Newborn Care Improvements

In 2025, Bulamu established a new Neonatal Care Unit at Nsinze Health Center 4 in Namutumba district, bringing the total number of NICUs established by Bulamu to 13, providing specialized care for small and sick newborns for communities that need it the most. To date, these units have cared for 7,599 newborns, achieving an impressive 97.8% survival rate. The number of babies born with low birth weight (<2.5kg) increased from 2,910 in 2023 to 4,114 in 2025, likely reflecting improved identification and reporting.

Kangaroo Mother Care (KMC) services also expanded, with the number of babies initiated on KMC increasing from 1,583 in 2023 to 2,252 in 2025.

Maternal and Newborn Survival

Despite the increase in service utilization, mortality indicators show continued improvement.

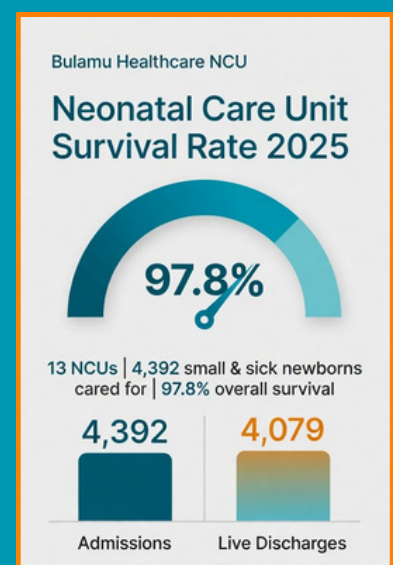
Maternal deaths reduced from 17 in 2023 to 9 in 2025, while the institutional maternal mortality rate declined from 25 to 11 over the same period.

Early neonatal deaths also declined from 109 in 2024 to 72 in 2025, contributing to reductions in both the institutional perinatal mortality rate (from 8.5 to 7.9) and the institutional neonatal mortality rate (from 1.3 to 0.8).

These improvements reflect strengthened quality of care, improved clinical capacity, death mortality reviews and recommendation implementation, better referral systems, and enhanced newborn care services.

Improved Neonatal Resuscitation

Cases of birth asphyxia increased from 1,337 in 2023 to 2,316 in 2025, which likely reflects improved diagnosis and documentation.



Encouragingly, the proportion of babies successfully resuscitated increased to 96% in 2025, demonstrating the impact of healthcare worker training and mentorship in neonatal resuscitation and newborn care.

Essential Maternal, Neonatal, & Surgical Supplies (EMNSS)

The Essential Maternal, Neonatal, and Surgical Supplies (EMNSS) program helps ensure that life-saving procedures are not delayed due to stockouts of essential supplies.

EMNSS Logistical Footprint

MEDICATION PACKAGES DISTRIBUTED
420 Standardized Cores

SAFE DELIVERIES STOCK-GUARANTEED
174,106 Births Secured

The EMNSS Impact: Eliminating the "Stockout Barrier"

In 2025, Bulamu tackled one of the most persistent hurdles in rural healthcare: the supply chain. By providing 420 EMNSS packages to seven key public health facilities across six districts, Mayuge, Namutumba, Budaka, Kakumiro, Kyegegwa, and Bunyangabu, the program effectively operationalized theaters that often sat idle due to a lack of supplies.

Each package is a curated set of 46 tracer items, specifically chosen to prevent the leading causes of maternal and neonatal mortality. These include:

Critical Medications to manage postpartum hemorrhage, and anesthesia-related supplies for safe Caesarean sections, and Injectable Phenobarbital for managing newborn complications.



Midwife Kits: Equipping the Frontline

In July 2025, through a partnership with Direct Relief, Bulamu distributed 50 comprehensive, professional-grade midwife kits.

These kits empowered midwives with the tools needed for every stage of labor:

- **Diagnostics:** Blood pressure machines, stethoscopes, fetoscopes, and urine test strips for early complication detection.
- **Delivery & Safety:** Delivery sets, headlamps for poorly lit wards, and protective gear like safety glasses and aprons.
- **Newborn Survival:** Baby weighing scales and specialized resuscitation materials to combat birth asphyxia.

A Vision for Sustainability & Scale

This program is designed to be a proof of concept for local governments. By demonstrating how a consistent supply of 46 tracer items can drastically reduce mortality and referral rates, Bulamu is encouraging districts to integrate these commodities into their own routine budgets.

Bulamu plans to scale this to an additional 24 districts by the end of 2026, ensuring that the right supplies in the right place become the standard, not the exception, across Uganda.



Surgery Program

Watch this video
to see what a
typical day at
Bulamu's surgical
camps looks like.



Surgical Camps and Community Impact

In 2025, access to essential surgical services expanded significantly across Bulamu-supported regions, addressing a substantial unmet need in underserved communities. A total of 2,220 patients were screened for surgical conditions, resulting in 1,584 procedures conducted through our Surgery Intensive Camps and the Angel Program. Overall, 1,519 patients received surgical care through facility-based interventions, while an additional 76 vulnerable children accessed life-changing specialized surgical care through the Angel Referral Program. Bulamu also supported another 2,236 surgeries through our partnership with the Association of Surgeons of Uganda (ASOU), bringing our overall total for the year to 3,820.

Four weeklong surgical camps were conducted in rural districts with high poverty levels and significant surgical backlogs: Amuru in May, Budaka in August, Mayuge in October, and Namutumba in November.

Bulamu also partnered with ASOU for a week-long camp that covered all the districts in the West Nile region of Uganda, achieving a massive scale that a single organization would not easily reach alone.



Community Impact

For these communities, accessing surgery often means catastrophic household costs. So these numbers are 3,820 individuals and families who were spared the catastrophic financial burden often associated with accessing surgical care in Uganda.

The most common procedures performed included goiter surgeries, particularly prevalent in Eastern Uganda, hernia repairs, and a range of gynecological interventions. These trends reflect both the burden of untreated surgical conditions in rural populations and improved case identification through expanded outreach and screening efforts.

Beyond the immediate health benefits, many of these individuals were able to return to productive livelihoods, underscoring the broader socioeconomic impact of surgical access.





One month after birth, Samir's mother noticed his head was "alarmingly soft."

"I was so surprised because in my entire life I hadn't seen this kind of condition."

A diagnosis of hydrocephalus followed, a condition requiring specialized surgery, and the quoted estimate of over USD 4,000 felt crushing.

"Fear, sleepless nights, and rising blood pressure became the new reality as doors to help seemed to close", Samir's mother says.

"Everything changed when we were introduced to the Bulamu. They covered the surgery, transport, and living expenses, leaving us feeling 'light'.

Today, the transformation is remarkable. Samir is hitting key milestones - sitting, standing. My family and neighbors are so surprised at how fast he is growing.

"I deeply thank the donors at Bulamu for giving my son a future, and I dream that one day Samir will become a neurosurgeon to help many more people like he was helped."

Madina, who had a painful swelling around her knee and thigh since 3, got specialized surgery to restore her mobility.



Angel Program: Expanding Access to Specialized Surgical Care for Children

While the camps addressed general surgical needs, the Angel Referral Program served the most vulnerable: children with complex conditions that standard medical camps are unequipped to handle.

Born from a clinical need identified years prior, the program expanded its reach in 2025 to support 76 children from 27 different districts. These "Angels" faced daunting diagnoses, including hydrocephalus, clubfoot, and post-burn contractures, that required specialized environments. Bulamu acted as more than just a funder; it became a full-service guardian, covering everything from the surgery itself to the transport and living expenses for caretakers in Kampala.

Through partnerships with specialized centers like CoRSU, CURE, and Emergency Children's Surgical Hospital, the program ensured that a child's location or family income did not dictate their quality of life. Whether it was multiple surgeries to correct a cleft palate or cardiac screening at Mulago, the intervention was comprehensive and unwavering.



Primary Care

In 2025, a total of 2,180,664 individuals accessed care across 157 Bulamu-supported health facilities, generating 2,596,633 patient visits over the year. This marks a significant increase from 2,503,315 visits in 2024 and 2,117,941 visits recorded in 2023, representing a 21.75% growth in service utilization in just two years.

Community Confidence & Access

The rise in patient volumes reflects both increased access to care and a growing community confidence in the public health facilities supported through the program.

Total Annual Patient Visits Across 157 Supported Public Health Facilities



▲ 21.75% Growth in Total Healthcare Access Over a 2-Year Horizon

Health Worker Capacity and Facility Readiness

This progress is closely linked to sustained investments in health system strengthening. Across all 157 facilities, health workers have been trained in maternal and newborn health, as well as the effective use of the provided vital signs equipment and data utilization. In parallel, key service delivery points, including maternity, neonatal care units, inpatient, and outpatient departments, have been equipped to provide more comprehensive and higher-quality care.

The combination of capacity building, equipment provision, and ongoing mentorship and coaching has contributed to measurable improvements in service delivery.

Environmental Health: A Preventive Shield For Communities

Bulamu's Environmental Health Program is a strategic preventive healthcare initiative dedicated to safeguarding communities by mitigating environmental risks that trigger disease outbreaks. Operating in seamless partnership with local district governments, the program empowers Environmental Health Officers (EHOs) to act as the primary defense against public health threats.

Digital Innovation in Public Health

To modernize field operations, the program developed a digital platform that integrates standardized Ministry of Health tools. This technology aligns local inspections with WHO WASH standards and Public Health Act 281 guidelines.

- **Efficiency:** Digital forms replace cumbersome paperwork, streamlining the inspection process.
- **Real-Time Data:** Reports are submitted remotely to district supervisors, allowing for immediate oversight.
- **Historical Analysis:** Officers can instantly retrieve past data to track progress and conduct informed follow-up visits.

Strategic Deployment & Inspection

EHOs are systematically deployed to monitor and enhance health conditions across:

- **Educational Institutions**
- **Industrial & Food Units**
(Inspecting factories and food production sites for safety and hygiene).
- **Public Spaces & Healthcare Facilities**
- **Residential Areas & Water Points**



Environmental Health Inspectors help a family set-up a simple handwashing facility.

Comprehensive Community Intervention

The program's scope extends beyond simple inspections to holistic community well-being:

- **Child Health** (securing safe water and sanitation in schools to protect children from waterborne illnesses).
- **Occupational Safety**
- **Household Empowerment**
- **Healthcare Integration**
(Providing disease prevention knowledge at the doorstep and linking households to local facilities for free medical care)

2025 Impact: Expansion & Reach

In 2025, the program marked a significant milestone by expanding into the Mayuge and Budaka districts. The year's achievements highlight the scale and effectiveness of the intervention.

By preventing illness before it starts, this program offers a high return on investment. It effectively reduces the strain on local clinics, increases school attendance, and bolsters the local economy by maintaining a healthy, productive workforce.

57 TRAINED INSPECTORS
Public Health Workforce Base

11,818 COMMUNITY INSPECTIONS
Sanitation & Safety Compliance Audits

190,120 CITIZENS REACHED
Downstream Hygiene & Preventative Health Education

Promoting a Culture of Excellence

In recognition of exceptional service and dedication to public safety, and to motivate other health inspectors, six health inspectors, three from Mayuge and three from Budaka, were honored with the prestigious Crested Crane Awards for their outstanding performance in the field.



Unlike traditional interventions that often bypass existing structures, the SURE App is built to anchor the Ministry of Health (MoH) ambulance network. By integrating with the government's existing fleet, Bulamu ensures that its technological innovation strengthens the national health system's sustainability rather than creating a temporary, parallel service.

The SURE App's Multi-User Ecosystem



In 2026, the SURE App is poised to cascade to five new districts, bringing data-driven emergency coordination to thousands more mothers and newborns across the country.



Some of The Stories Behind the Numbers



For nearly 50 years, Ann Owori lived with a growing goiter that no treatment, Chinese or traditional herbs, could shrink. As breathing and daily tasks grew harder, the condition also isolated her socially, costing her both marriage and a steady job.

That changed on August 21, 2025, when she received free surgery at Bulamu's week-long surgical camp, an experience she describes as dignified and transformative:

"It's like a mountain has been removed from my neck."

Ann was one of 413 people treated during the camp, part of Bulamu's broader surgical program that has now helped over 52,000 people.

Unburdened at Last



Scan for
full story.



A New Dawn for Newborns



Scan for
full story.

In rural Uganda, a quiet revolution in newborn care is saving hundreds of fragile lives. Midwife Zabia Hamba beams with pride as she recounts stories of premature babies.

"One mother came back for review yesterday, you should have seen the smile on her face. Her baby was 1.1kg at birth. In two months, the baby is now 2.2 kg."

Previously, the only lifeline for such tiny fighters was a grueling 31-mile journey east to Mbale Regional Referral Hospital, a trip many could barely afford or survive.

That changed when Bulamu, with support from Rotary International, set up a fully equipped 20-bed NICU at the facility and provided comprehensive neonatal care training, empowering staff like Zabia.

Small Beginnings: A Preterm Baby's Fight for Life in Uganda



(The Story behind the Cover Photo)

Monica Birungi's contagious smile definitely adds the 'joy' in the phrase "Bundle of Joy".

But her bundle of Joy didn't immediately come with all that delight, a fragile pre-term baby whose arrival was filled with fear.

"I remember vividly the morning of 12th December 12, 2025, when I felt sharp labor-like pain at 6 am, which was very confusing because I was only 6 months pregnant. On reaching the hospital, they told me I was going to give birth. I was so scared, certain I would lose the baby, because that was at least three months before I should be due", says the 26-year-old mother from Kamonkoli, eastern Uganda.

"After giving birth, the child was rushed to the NCU (Neonatal Care Unit) and was admitted for 3 weeks. The baby was stabilized, and they made sure there were no complications whatsoever", she smiles.

Monica received care at Budaka Health Center IV, one of 14 public health facilities where Bulamu has established or refurbished NCUs, with funding from The Eucalyptus Foundation and The Stavros Niarchos Foundation, bringing quality, dignified Maternal and Newborn Care closer to families in need. Each of these NCUs averages 100 newborns cared for every month.

"Before discharge, they also taught us how to properly care for newborns, including proper hygiene and the Kangaroo Mother Care, which I have been doing even after coming back home. My baby is stable and steadily gaining weight. Born at 1.1 kgs, she is now over 2 kgs".

Watch how Bulamu's Innovative Neonatal Unit Matrix is transforming data utilization in Neonatal Care at Public Health Facilities.

Featured Research Publication:

The full publication can be accessed here



In 2025, we strengthened our contribution to global health knowledge through the publication of a peer-reviewed paper titled **"Evaluating the Implementation of Bulamu Healthcare's Maternal and Newborn Program in Uganda."**

The publication provides important evidence on the impact of integrated health system strengthening approaches in low-resource settings, while also offering practical insights for governments, implementers, and partners seeking to improve maternal and newborn outcomes at scale.



Financial Summary

Combined Statement of Activities as of December 31 2025

SUPPORT AND REVENUES	2025 (USD)	2024 (USD)
Contribution from Individuals	540,153	1,233,559
Contributions from Foundations	6,135,077	238,236
Grants from Partners	8,000	34,632
Gift In Kind Contributions	217,621	291,124
Other Income (Loss)	29,386	6,298
Total Income	6,930,237	1,803,849
EXPENDITURES		
Program Expenses (Uganda)		
Surgery Intensives and Acute Care Program	598,813	380,006
MNCH, Primary Care, and Environmental Health	552,804	796,133
Total Program Services	1,151,617	1,176,139
Support Activities (US)		
General and Administrative	298,493	292,670
Fundraising	218,034	120,558
Total Support Expenses	516,527	413,228
Total Expenses	1,668,144	1,589,367
INCOME FOR THE YEAR	5,262,093	214,482
Net Assets ,Beginning of Year	236,027	18,165
Net Assets ,End of Year	5,480,988	236,027



With Gratitude to Our Partners & Donors

We extend our deepest gratitude to every partner and donor for standing with us in transforming access to quality, dignified, and compassionate healthcare for underserved communities. Your unwavering support drives our impact, enabling us to transform healthcare delivery and improve millions of lives across Uganda and beyond.

To our funding and strategic partners: Lever for Change, Rotary International, Stavros Niarchos Foundation, Direct Relief, DAK Foundation, Eucalyptus Foundation, we sincerely thank you for your generous support. You continue to drive innovation, scale, and measurable impact across all our programs.

Because of you, over 2.18 million patients received dignified care this year.

To our implementing and government partners, particularly the Ministry of Health Uganda and district local governments, we deeply appreciate your collaboration in ensuring that our work is fully aligned with national priorities and embedded within sustainable public health systems.

To our clinical and technical partners, including ASOU, CoRSU Rehabilitation Hospital, Emergency Children's Surgical Hospital, and CURE Children's Hospital, we are truly grateful for your expertise and commitment, which make it possible to deliver life-changing care to the most vulnerable patients.

We also recognize the invaluable contributions of our community partners, health workers, and technical advisory groups (including the National Newborn Care Committee). Your daily commitment turns strategy into survival, data into dignity, and plans into palpable hope.

These partnerships reflect a shared commitment to saving lives, strengthening health systems, and restoring hope. We deeply value each contribution and look forward to continuing this journey with you as we expand our reach and deepen our impact in the years ahead.

Special thanks to our Board Members for your governance and tireless efforts in deliberately prioritizing and building strong, strategic partnerships as a core pillar for amplifying our impact and strengthening resource mobilization. This focus has amplified our ability to mobilize resources, leverage technical expertise, increase visibility through joint initiatives, and elevate our profile as a trusted healthcare partner.

**With sincere gratitude,
The Bulamu Healthcare Team**



Leadership & Governance Updates

In 2025, our leadership and governance structures continued to guide Bulamu Healthcare's strategic direction, with a strong focus on growth, sustainability, and measurable impact. Bulamu strengthened both Board oversight and management capacity to support the organization's expanding footprint and increasing program complexity.

A key milestone during the year was the formal constitution of the Uganda-based Board, with new members onboarded to enhance local governance, representation, and strategic guidance. The Board played an active role in shaping the organization's future, including the review and approval of the 2025–2027 Strategic Plan, annual budgets, and a staffing plan aligned to growing operational demands. These efforts ensure that Bulamu Healthcare remains well-positioned to deliver on its mission at scale while maintaining strong accountability and governance standards.

Management Team

Our management team continues to provide dedicated leadership across programmatic and operational areas, ensuring effective implementation of strategy and delivery of impact:

1. Volker Kuebler, President & Chief Executive Officer
2. Mackay W. Masereka, Vice President & Country Director
3. Paul Ingersoll, Chief Financial Officer (Volunteer)
4. F. Bruce Cohen, Treasurer (Volunteer)
5. Andrew Mukuye, Health Center Excellence Program Director
6. Richard Businge, Maternal, Newborn & Child Health Program Director
7. Rachel Olwit, Director of Finance & Administration

Board of Directors

We are grateful for the leadership and stewardship of our Board of Directors, whose diverse expertise and commitment continue to strengthen governance and strategic oversight:

1. Patrick Kyamanywa, Board Chair (Uganda), Vice Chair (US)
2. Peter Waiswa
3. Justine Nnakate Bukonya
4. Mackay Masereka
5. Margaret Nakakeeto
6. Elena Patterson, Board Chair (US)
7. Yvonne Vaucher, Board Secretary
8. Volker Kuebler, President & CEO
9. Richard Chandler
10. Gary Harpell
11. Lisa Hirschhorn
12. Bonnie Ng
13. Joan Nolan
14. Margaret Paul



A mother receives care at the Newly Established NICU by Bulamu at Nsinze Health Center IV, Namutumba District.

Scan this code to take a quick tour of the NICU



Contact us:

hello@bulamuhealthcare.org

Kampala

Apt. 202 Dembe Towers,
Mawanda Road,
P.O.Box 34066 Kampala,
Uganda

Chicago

303 E. Wacker Drive,
Suite 2108, Chicago, IL 60601,
USA

California

1933 Waverley St,
Palo Alto, California 94301,
USA

US EIN: 47-4196766

**DELIVERING CARE
TO PEOPLE IN NEED**

