



HEAL Initiative
Health, Equity, Action & Leadership

UCSF

2022 ANNUAL REPORT





Letter from the HEAL Team

Dear Friends,

The last few years have been hard. For everyone, but especially health workers.

HEAL fellows have been through many surges, in many parts of the world. COVID comes on top of a chronic emergency of preventable suffering and death that already existed in communities where HEAL works.

Two things that keep us going as a community and as health workers: We never stop imagining the possibility of health justice for our communities, and we lean on each other again and again in a beloved community. Our fellows create noble friendships across their many differences. Across geography, language, role, rank, and these friendships are an antidote to paralysis or apathy in a deeply unequal world. It is an inoculation against numbing and burning out.

We have lots to celebrate amidst difficult times. We have lots of metrics of success as you can see in our year-end report. We have a number of successes to share in the upcoming pages. HEAL fellows and alumni are staying in the work. They are caring for resource-denied community members. They are leading the charge to building better health programs.

We have always thought of HEAL as a signal of what is possible when those proximate to suffering come together in solidarity to learn together.

Eight years after HEAL began, we are excited to share the rollout of our 2021-26 Strategy. We continue expanding access to transformation programming for health workers, and continue programming closer to communities themselves. We are preparing to launch a monolingual Spanish HEAL program led by our alumni in Chiapas Mexico in early 2023. We are designing a HEAL program within the state of California. We have been able to return to convening in person programming - which kicked off in Malawi, New Mexico, Mexico and California this past summer. Finally, all while maintaining our core two year UCSF fellowship cohorts.

We believe that people coming together can transform systems. And along the way, we have been transformed ourselves. Thank you for being part of this phenomenal journey.

Sriram Shamasunder, MD DTM&H, HEAL Co-Founder



OUR MISSION

The HEAL (Health, Equity, Action, and Leadership) Initiative trains and transforms front line health professionals through building a community dedicated to serving the under-served as their lifelong choice.

At HEAL, we believe health is achievable for even the most vulnerable populations in our world when we apply principles of equity, justice, and solidarity.

We believe that people coming together can transform systems. Through the process, we also continue to be transformed.

OUR VALUES

- HUMILITY
- SOLIDARITY
- HEALTH EQUITY
- RESPONDING TO STRUCTURAL VIOLENCE
- TRANSFORMING THROUGH COMMUNITY
- WORK IS EVERYWHERE
- IMMERSION
- RELENTLESS INCREMENTALISM

2022 HEAL COMMUNITY MILESTONES

2022 COHORT GRADUATES



Twenty-two remarkable healthcare professionals graduated from the HEAL fellowship in 2022. This cohort demonstrated extraordinary perseverance and dedicated service while providing care to patients, working in resource denied communities, and leading critical emergency responses in 8 countries throughout the COVID pandemic.

MEXICO LEADERSHIP PROGRAM PREPARING TO LAUNCH

With a new program coordinator and lots of design work with local HEAL alumni, HEAL community in Mexico is preparing to launch a monolingual Spanish local leadership cohort for nurses. This is part of HEAL's strategy to engage other health workers in HEAL transformation programming.



IN-PERSON TRAININGS RETURN



After two years of COVID precautions moving our in-person trainings into virtual spaces, our community of international health workers was finally together again. This year, HEAL held four regional gatherings with alumni and fellows. The new cohort of 2022-2024 fellows kicked off with a Global Health Intensive launching them into their two- year fellowship.

Connecting our transnational community of fellows once again showed how transformative in-person trainings are, by building skills and belonging for those doing difficult work in isolated places.

ALUMNI PROFILE

CHARLES MALINDI, RN

"When you have dynamic relationships with other health care professionals, it helps you to grow professionally. Whenever you share with them, you find the solution."

CHARLES MALINDI, NURSE
PARTNERS IN HEALTH, MALAWI
HEAL ALUMNI 2019-2021



[Click to watch a 5-minute video of Charles' journey of becoming the first Nurse in-charge of a rural health clinic in Malawi.](#)



HEAL FELLOWS & ALUMNI

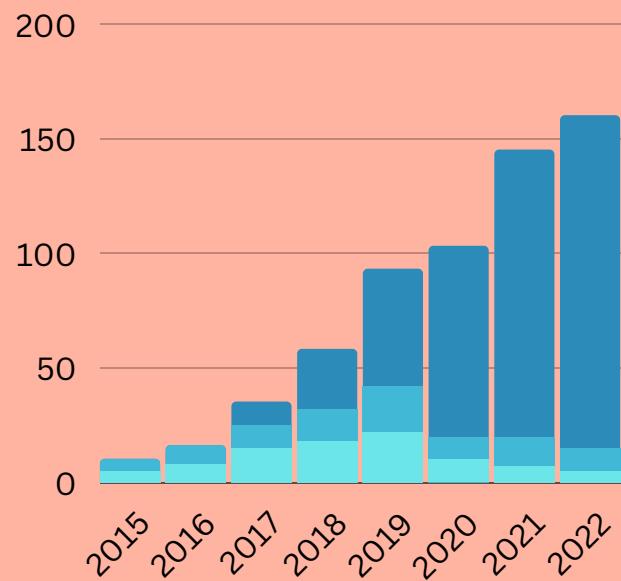
The HEAL Fellowship is in its 8th year of training and transforming frontline health providers who serve in resource-denied settings as clinicians, leaders, and advocates for health equity.

In 2022, our community has grown in numbers, in diversity professions, and in the places they work.

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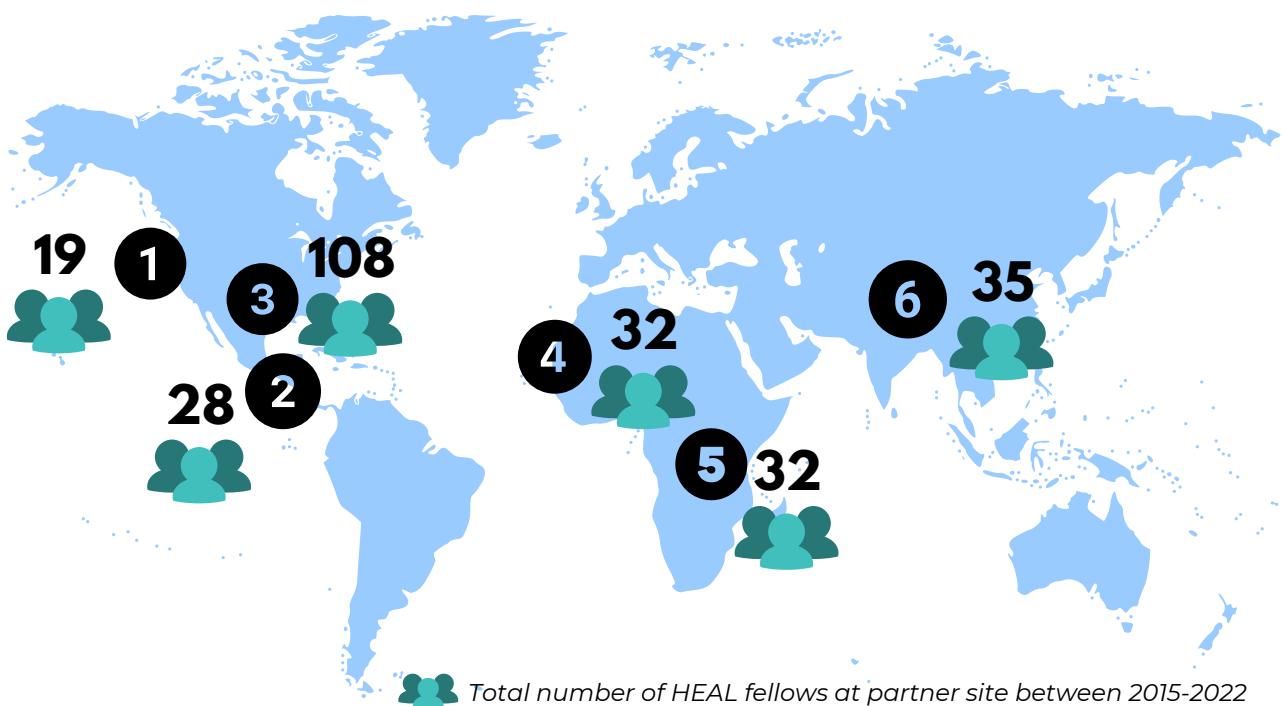
HEAL Fellows
across 8 cohorts

Rotating Site
Alumni



WHERE WE PARTNER

In 2022, we grew our partnerships with hospitals and community programs delivering holistic and equity-based health programs to the most marginalized. The communities we serve have a strong health workforce, yet continue to face high rates of physician and health worker vacancies. Our partners continue to set the agenda for how HEAL accompanies and strengthens health equity in their communities.



1. UNITED STATES

- *NEW - La Clinica, (California)*
- *UC San Francisco, (California)*
- *UC, San Francisco, Fresno (California)*
- *Los Angeles County Office*, (California)*
- *Lifelong Medical Center*, (California)*

2. MEXICO/CARIBBEAN

- *Compañeros en Salud (Mexico)*
- *Zanmi Lasante (Haiti)**

3. SOUTHWEST, USA

- *NEW - Zuni Comprehensive Health Center (Zuni Nation)*
- *NEW - El Rio Pascua Health Clinic (Pascua Yaqui)*
- *Chinle Comprehensive Health Care (Navajo Nation)*
- *Gallup Indian Medical Center (New Mexico)*
- *Navajo Area Indian Health Service (Navajo Nation)*
- *Northern Navajo Medical Center (Navajo Nation)*
- *Tséhootsoí Medical Center (Navajo Nation)*
- *Tuba City Regional Health Care (Navajo Nation)*
- *Rehobooth McKinley Christian Health* (Navajo Nation)*

* Partner site does not have active HEAL fellows.

4. WEST AFRICA

- *Last Mile Health (Liberia)*
- *Muso (Mali)*

5. EAST/CENTRAL AFRICA

- *Abwenzi Pa Za Umozo (Malawi)*
- *Mbale Regional Referral Hospital (Uganda)*
- *Inshuti Mu Buzima (Rwanda)*

6. SOUTH ASIA

- *Dhulikhel (Nepal)*
- *Possible (Nepal)**
- *Jan Swasthya Sahyog (India)**
- *SEWA Rural (India)**
- *Tribal Health Initiative (India)**



Natasha Topaha, CMA at Tsèhootsooí Medical Center Mobile Clinic in Ft. Defiance, AZ during the region's urgent and impactful COVID-19 Response, 2022

OUR IMPACT

PATIENT CARE

~80,000

**Patients served by HEAL fellows
across 9 sites in 2022**

8 YEARS

of partnership with
Navajo Nation



~117 YEARS

of clinical care provided by
HEAL fellows in the region
during that time

OUR IMPACT

RETAINING HEALTH WORKERS



1 in 3

HEAL rotating physicians have taken permanent jobs in Navajo Nation since 2015



80%

of HEAL rotating physicians continue as teachers or clinicians in resource-denied communities

ALUMNI PROFILES



"I came to Tuba City in 2020, right before the COVID-19 pandemic. The facility's mission aligned with my professional motto and goals, so I pursued a full-time position after fellowship. While most of my impact in the community has been at the bedside, I look forward to working with my colleagues, faith-based institutions, organizations, and politicians to reduce health disparities in maternal health on a regional and national scale.

NAKYDA DEAN, MD

HEAL ALUMNI 2019-2021
OBGYN IN TUBA CITY, AZ, SINCE 2020



"Though I'm not Navajo, being here for the last several years has made me feel part of the broader community. It's clear that here, people don't have a lot of the opportunities or the resources for medical care that most of the communities in the U.S. do, and that continues to move me to work to make sure this community gets the care they deserve."

JON POWELL, MD

HEAL ALUMNI 2016-2018
PRIMARY CARE PROVIDER IN CHINLE, AZ SINCE 2016

PROFESSIONAL DEVELOPMENT

Through HEAL scholarships, alumni have earned MBAs, MPHs, RNs from leading academic institutions.

Degree granting programs offer pathways for fellows to grow professionally and stay in their work.



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HEAL Fellows and alumni have undergone professional development programs since 2015.

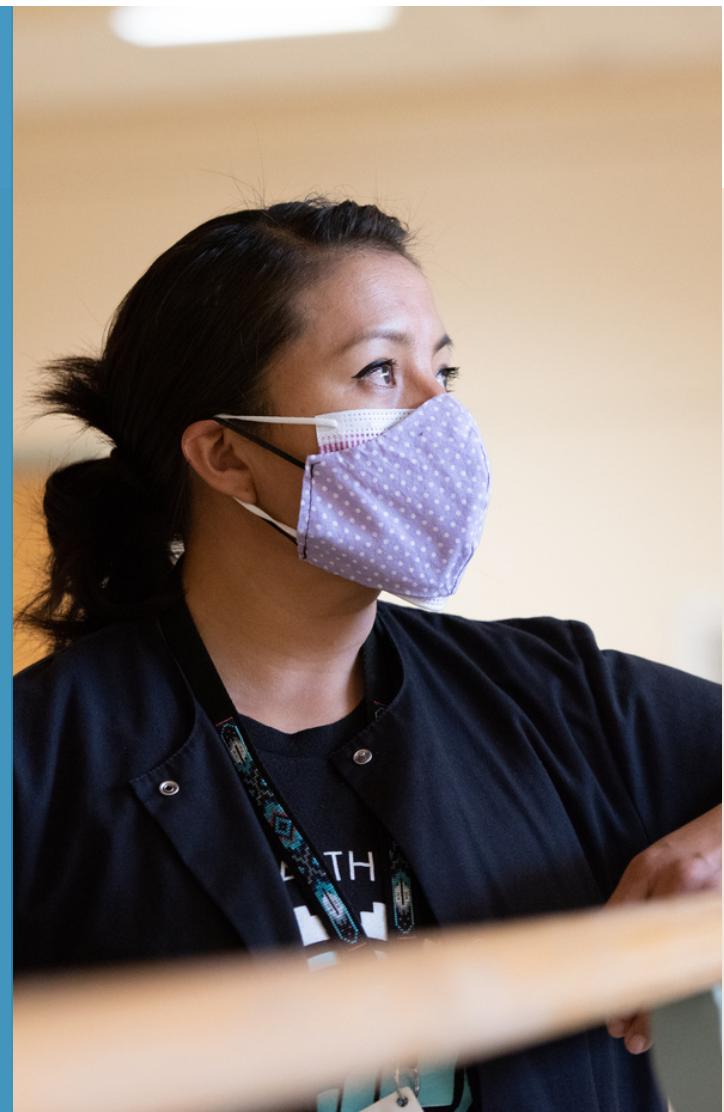
ALUMNI PROFILE

Natasha Topaha grew up on the Navajo Reservation and serves her community as a Certified Medical Assistant at a Mobile Health and Outreach Service center.

"Right now, I'm going back to school for nursing, so I'm working my way through that. Ideally, it would be great if we had more nurses from the community working here."

NATASHA TOPAHA

HEAL ALUMNI 2018-2020
CERTIFIED MEDICAL ASSISTANT,
FT. DEFIANCE, AZ



Click to watch a [5-minute video](#) of Natasha and HEAL Alumni in Navajo Nation share how they are strengthening the tribal health workforce.

IMPLEMENTING OUR STRATEGIC PLAN

In 2021, HEAL launched our Strategic Plan prioritizing three areas for HEAL's focus over the coming five years. We seek to:

TRANSFORM

Continue delivering and innovating on the UCSF Fellowship to support the transformation of our growing HEAL fellow and alumni community.

GROW

Expand to provide HEAL transformation programs to other health workers in the Global South and Navajo Nation.

COLLABORATE

Collaborate, advocate, and replicate HEAL across California, and impact policy nationwide.

HEAL Alumni circle with then Navajo Nation President Jonathan Nez to share their stories and strengthen the Tribal health workforce, Window Rock, AZ, 2022

IMMERSIVE TRAININGS

TRANSFORMING FELLOWS WHERE THEY WORK

In 2022, we held 2 multi-day virtual workshops for fellows across sites to build advocacy and leadership skills, 4 regional-based workshops, and 1 global health training for the international cohort 2022-2024 fellows to begin their program. These trainings were the first in-person offerings since 2019 due to the pandemic.

Regional workshops decentralize HEAL trainings, bringing community and curriculum proximate to where our fellows are.

Mexico

Compañeros en Salud our Chiapas-based partners hosted a 6-day training with workshops facilitated by HEAL alumni living and working in the region.



Fellows from Nepal, Mexico and Navajo Nation dialogue during a session about advocacy, 2022.

California

Fifteen of HEAL's new fellows from Malawi, Mali, Navajo Nation, Mexico, Nepal, and across the US met and shared 12 immersive days of learning and sharing about each others work and building collaborative community.



Navajo Nation

Two regional gatherings were held for 25+ Navajo and Non-Navajo fellows and alumni working in the region.

Navajo Nation-based HEAL fellows in Santa Fe, 2022

HEAL Fellows engaged in wellbeing centered activities in Chiapas, 2022



Malawi / Pan Africa

The 2022 Pan-African retreat brought together rotating and site fellows and alumni working across the continent for 9 days of immersive, community-led training at our partner site Apwenzi Pa Za Umoyo (Partners in Health), in Malawi.

Left to right: Diana Dennis, MPH, Eyea Mulbah, BSN, Doris Kollie, BSN, local health leaders and Kaylah Ibidapo, MD a Rotating physician from Atlanta presented their work at Last Mile Health, Liberia to colleagues in Malawi, 2022.

"The Pan-African HEAL retreat was a phenomenal experience. The opportunity to share intentional time with my African colleagues, people from across the diaspora, and learn more about how we can be further connected through our shared passion and love for healing through medicine, was a dream realized. It was a time when the world felt still and at peace just for a moment as we shared laughs, tears, joy, and honesty. I will carry those moments of vulnerability, joy, and new skills with me into my future work as a health provider and leader."

KAYLAH IBIDAPO, MD

ROTATING FELLOW 2021-2023,
LAST MILE HEALTH, LIBERIA &
GALLUP INDIAN MEDICAL CENTER, NEW MEXICO



GROWING THROUGH LOCAL LEADERSHIP

ADAPTING HEAL IN MEXICO

HEAL's second strategic goal is to reach more health workers in the Global South and ensure access to transformational leadership opportunities.



The HEAL Local leadership program will begin its inaugural cohort in 2023. This year, we onboarded Marisa Alcosel, as a Coordinator at Compañeros en Salud, our partner site in Chiapas, Mexico since 2015.

“The program and all curriculum will be delivered by HEAL alumni and fellows with the critical purpose of engaging Spanish-speaking health workers who are local to Chiapas in leadership, professional development, and essential skill building.”

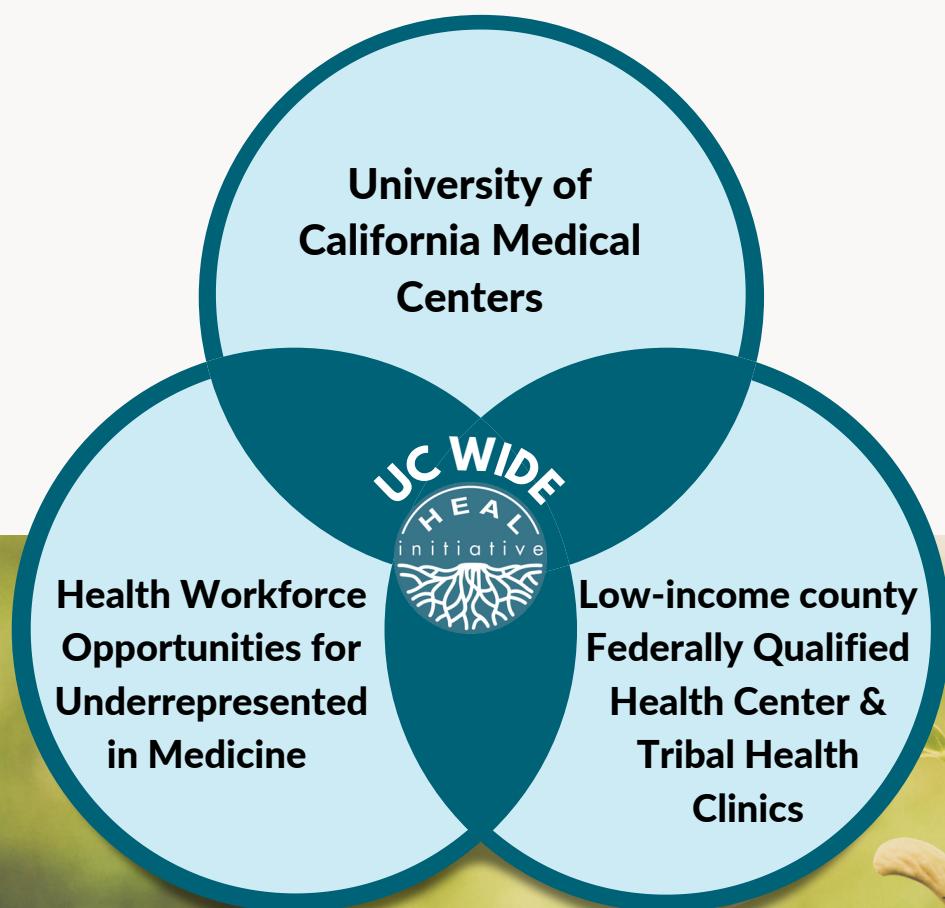
**EVA CORDERO,
HEAL INITIATIVE CURRICULUM
COORDINATOR**

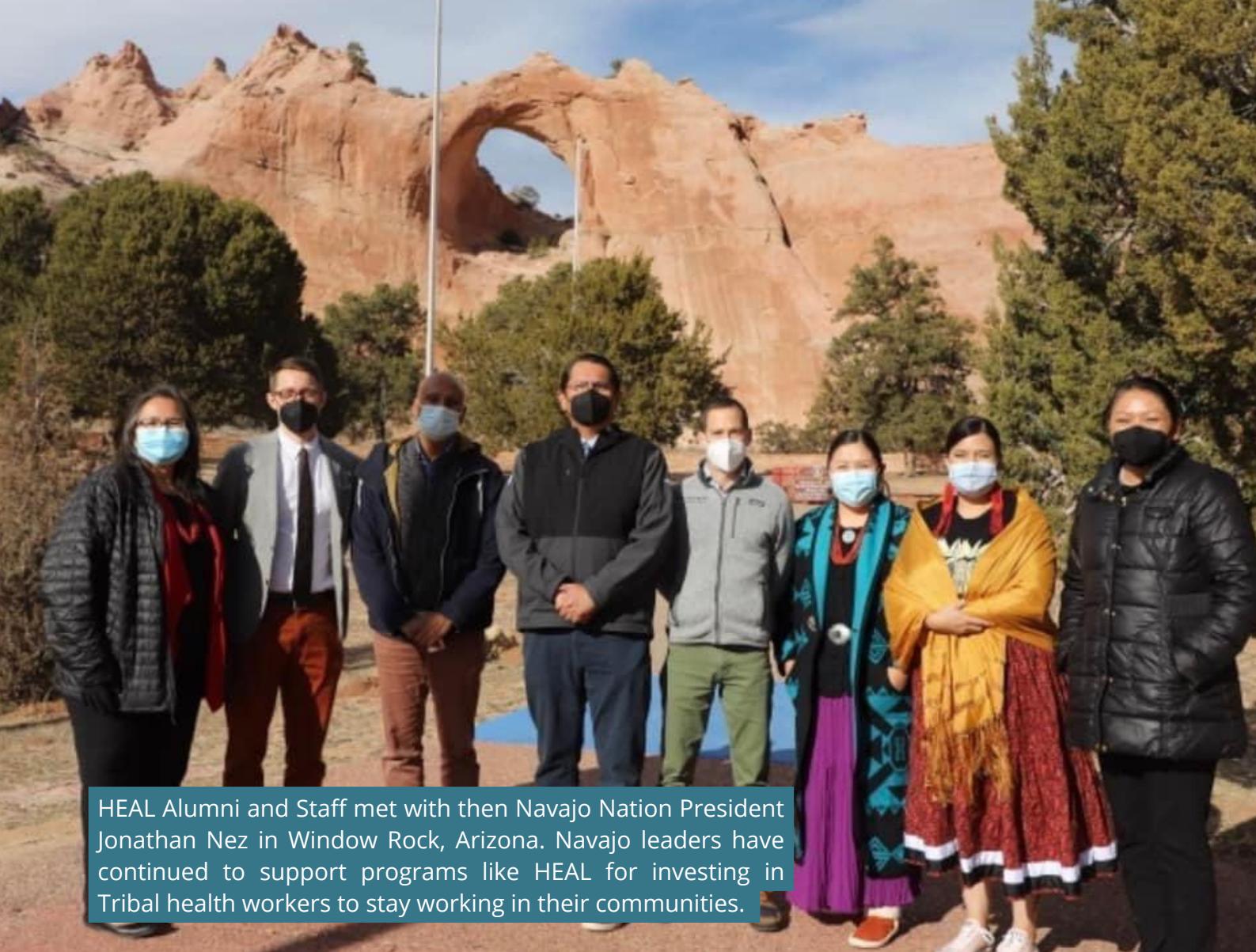
Community members at HEAL's partner site, Compañeros En Salud (Partners in Health) Mexico, 2016. Photo by Sheila Menezes

HEAL ACROSS THE CAMPUSES

COLLABORATING WITH UNIVERSITY OF CALIFORNIA

We are in the design phase of a California-wide program to better serve marginalized populations in California by partnering with UC Campuses. HEAL aims to increase training opportunities for Underrepresented Minorities in Medicine (URM) and build strong partnerships with community-based organizations and clinics.





HEAL Alumni and Staff met with then Navajo Nation President Jonathan Nez in Window Rock, Arizona. Navajo leaders have continued to support programs like HEAL for investing in Tribal health workers to stay working in their communities.

EFFECTING NATIONAL POLICY

RETAINING RURAL HEALTH WORKERS



"I came to HEAL to see the next generation of American Indian Health workers thrive. We are working with AI/AN partners across the Southwest to ensure that more Indigenous health workers are supported throughout their career and can stay serving in their own communities."

**DR. ADRIANN BEGAY, MD
SENIOR ADVISOR IN NAVAJO NATION**

2022 FINANCIALS

In keeping with UCSF, HEAL's fiscal year runs July 1- June 30. In this last fiscal year (July 1 2021-June 30, 2022), HEAL generated \$2.54 million for our program, \$1.8 million in rotating fellow revenue (68%), nearly \$800 thousand in philanthropy (30%).

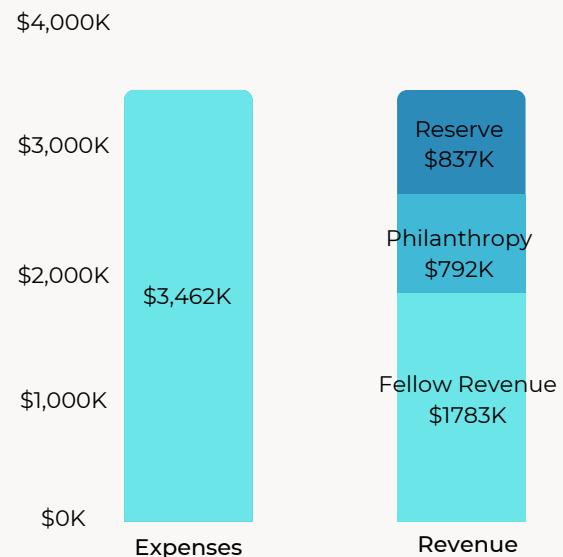
Philanthropy includes important investments toward the growth of our Strategic Plan. To meet our full expenses of \$3.5 million, we pulled upon \$837 thousand of our reserve.

This past year as in all years, roughly half of our spending is directly for rotating fellow salaries and all fellow professional development scholarships.

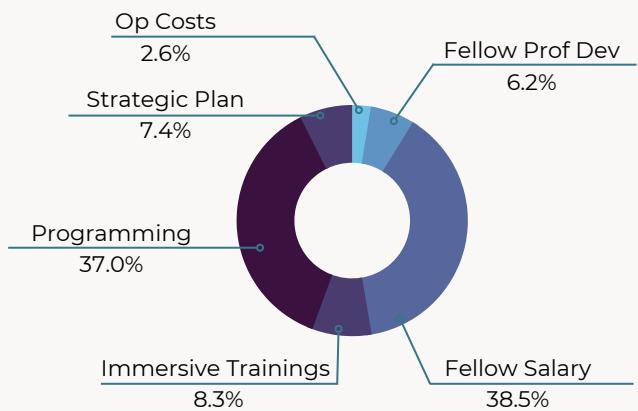
HEAL spent \$280 thousand to deliver immersive trainings for our international community (8%), and \$1.2 million on all other program delivery to train and transform fellows and alumni (37%). Finally, HEAL invested \$247 thousand on our Strategy 2 and 3 programming in Navajo Nation and the Global South.

HEAL is nearly halfway through our next fiscal year with a higher budget of \$3.94 million (from \$3.5 million) to support our continued work. HEAL seeks to raise \$1 million to support our Strategic Plan, operations, and growth this year, and \$5 million through 2026.

FY22 Financials



Expenses



MOVEMENT SUPPORTERS

We extend gratitude to our deeply engaged community for giving to the HEAL Initiative in 2022. HEAL is grateful to every contribution to our community, large and small.

Listed below are partners who gifted over 10K in 2022.

SCHOONER FOUNDATION
MCGOVERN FOUNDATION INC.
GHANTA FAMILY FOUNDATION
UNITED AIRLINES, INC.
FLORA FAMILY FOUNDATION
NATIONAL PHILANTHROPIC TRUST
RESNIK FAMILY FOUNDATION
SVCF - SILICON VALLEY
MILAGRO FOUNDATION, CONTA
THE CHICAGO COMMUNITY TRUST
THE ORDER OF ST LAZARUS

[Make a gift to HEAL](#)
today and support
the next generation
of health leaders
across the world.

