



PROJECT HOPE'S NEW CENTURY OF HUMANITARIAN SERVICE -Some Highlights of Work by Our Colleagues and Volunteers Around the World-

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2001-2015

2001

I never met Bill Walsh, the legendary founder of Project HOPE (Health Opportunities for People Everywhere). It's almost as if I didn't need to. When I walked in the door at HOPE Center in May 2001, his presence was still felt, years after his death in the mid-90s. He was "larger than life" then; he was larger than life when I arrived as the new President and CEO. His charismatic ways, going back to HOPE's founding in 1958, had set the stage for my era of leadership of HOPE with its mission of health education and humanitarian aid.

Mindful of the Chinese proverb: "Drinking the water of the well, one should never forget who dug it," this era would be one of building on Dr. Walsh's entrepreneurial successes with the execution of strategic plans that would focus HOPE on core program areas based on shared values, while keeping to its mission. Innovation, proactive and opportunity became the bywords, as they supported this effort.

Core programs in infectious diseases, noncommunicable diseases, women's and children's health and health systems strengthening were the bedrock of HOPE's work between 2001-2015. Examples included Tuberculosis programs in the Central Asian Republics; Diabetes programs in China, Africa and India; Women's and Children's Health programs in Africa, Indonesia and Cambodia; Health Systems Strengthening programs in China, the Dominican Republic, South Africa and Iraq. As a powerful complement to such initiatives, our peer-reviewed *Health Affairs* journal continued its growth in influence on public health policy. Meanwhile, HOPE's legendary emergency-response capabilities for natural disasters remained a major part of our purpose and identity.

2002

Over 200 HOPE staff members, from 23 countries around the world, worked in 13 teams to identify the most highly-valued principles driving our organization. They agreed on Integrity, Excellence, Respect and Compassion, which the Board strongly endorsed.

This set the stage for our strategic planning efforts later that year. An outstanding team from McKinsey helped us develop a "dashboard" document, a one-page distillation of HOPE's strategy for the future. It was followed by an image and engagement plan, supported by DRi, which identified the development and communications requirements of the strategy.

An important part of this effort was the renewal of HOPE's CEO-profile Board, led by Dr. Charles Sanders. Over the next decade, it would be a model emulated by other non-profit organizations for its stature and influence.

2003

China's President Jiang Zemin asked Dr. Sanders, Dr. Louis Sullivan and me to meet with him in Beijing - to share his appreciation of HOPE's role in the creation of the Shanghai Children's Medical Center, as well as our response to his 1998 request to train health care workers in diabetes prevention and care (resulting in over 200,000 such workers today).

First Lady Laura Bush and Condelezza Rice, the Secretary of State, asked me to go to Baghdad and Basrah and report back on the health status of Iraqi children (prevalence of leukemia 10x that of 10 years before). They then requested that HOPE lead the creation of a state-of-the-art children's cancer hospital, what would become the first new hospital in 29 years in the country.

Hipolito Mejia, the President of the Dominican Republic, joined us for the ribbon-cutting of our second maternal and child health clinic (Monte Plata) in the country, which was possible through our longstanding partnership with the Order of Malta. Our third clinic will open in the industrial port of Haina in 2015.

2004

While visiting the main TB hospital in Khujand, Tajikistan, I heard the word "spasiba" from the mouth of an 8-year-old boy on the children's ward. He had come from the mountainous area -- and was finishing his third month of treatment. His words, his face and his presence were unforgettable, as he expressed his thanks for the doctors and nurses. He symbolized for me what HOPE is all about. Our gifts of health to the children of the world -- and their thanks, in return, are a source of inspiration to each of us.

In late 2004, three 30' waves struck the coastal city of Banda Aceh in Indonesia, killing over 200,000 people. HOPE was called by Admiral Vern Clark, then Chief of Naval Operations, to join in the tsunami response by deploying volunteer doctors and nurses to the 1000-bed hospital ship Mercy, off Banda Aceh. Over 4,000 volunteers applied for 220 positions, which were principally filled by the staff of the Massachusetts General Hospital in Boston. Dr. Peter Slavin, the MGH CEO, Jeanette Ives-Erickson, the MGH Chief of Nursing, and I visited the Mercy -- and our volunteers.

Before the tsunami, 30% of Indonesians looked favorably on the U.S., according to third-party polling data. After we had cared for 49,000 victims of the tsunami and the ship had returned home, this number had increased to 70%, prompting Secretary of Health and Human Services, Tommy Thompson, to coin the phrase "medical diplomacy."

2005

The former Secretary of Health and Human Services and a current HOPE Board member, Dr. Louis Sullivan, and I reviewed our orphans and vulnerable children, HIV education and Village Health Bank programs in South Africa, Mozambique, Malawi and Namibia. HOPE has been in Africa since 1964, when the SS HOPE was docked in Guinea. Dr. Paolo Garrido, Mozambique's Minister of Health, spoke of the "human resources crisis" in Africa -- and HOPE's positive role in responding to it.

I won't forget our six-hour drive from Quelimane to Milange on the Mozambique/Malawi border. It was interrupted by a brief visit with women participating in our Village Health Bank program, outside Mocuba. Two of the women had saved enough money from their sewing and vegetable resale businesses to support their children. One little girl, Katija, had just finished an embroidery piece with a ship (SS HOPE), a heart and a fish -- in red stitching against a white background.

Crossing the border into Malawi, we were greeted by 800-1000 men, women and children -- all participants in our HIV education and Village Health Bank programs. Our subsequent flight in a Cessna 402 from the Namibian capital, Windhoek, to the northernmost area of the country bordering Angola, Omaalalla, was equally memorable. We witnessed the work of the women in our Village Health Banks, as well as our staff's key role in a health-related training program funded by the Millennium Challenge Account.

Around the same time, Hurricane Katrina hit the coast of Louisiana and Mississippi. Admiral Mike Mullen, the new Chief of Naval Operations, asked HOPE to staff the hospital ship Comfort with 75 volunteer doctors and nurses. Reminiscent of the SS HOPE from 1960 to 1974, we came to the aid of residents in the Jackson, Harris and Hancock counties of Mississippi with hands-on medical care, joining in the creation of a medical clinic in Pascagoula as well.

At year-end, we participated in the opening of the new National Training Institute in Cairo, which was created for advanced training of doctors just graduated from medical school, using state-of-the-art simulation technology. The First Lady, speaking in English, expressed her deep thanks to Project HOPE for help in the NTI's creation -- and her desire that the partnership continue in a country where we had worked for 30 years.

2006

HOPE continued its quest to be "highest people-impact and most donor-preferred international organization that works to improve health through education and humanitarian aid." The Nursing School at Wuhan University, which HOPE helped found, was described as the "matriarch of nursing education in China" and a "role model for the country." With HOPE's leadership, a novel four-year undergraduate curriculum was designed and implemented at the School, which was subsequently adopted throughout China. It had 1000 applicants for its 90 entering positions, offering graduate degrees as well.

The Shanghai Children's Medical Center continued in its growth -- and impact. Begun with 250 beds in 1998, it opened a new seven-story tower for congenital heart disease. Nearly 900 physicians from 31 provinces had trained at the hospital, with over 8000 physicians and nurses attending its conferences. All this resulted from the original request of the then-Mayor of Shanghai, Jiang Zemin, that HOPE join him in a public-private partnership to create a state-of-the-art children's hospital in the Pudong District.

HOPE hosted receptions on the hospital ships Comfort (in Boston) and Mercy (in the Philippines) to introduce donors to our volunteers and their Navy counterparts. In Jakarta, we reviewed with the Editorial Board of the Jakarta Post our post-tsunami, continuing women's and children's health programs in Aceh Province; this later resulted in a full-page recognition of HOPE. In 2014, our Maternal and Children's Health program reached 17,725 pregnant women and infants and children under 5 years of age.

We responded to the request of President Leonel Fernandez to help vaccinate the elderly in the Dominican Republic against pneumonia. Merck provided HOPE with 100,000 doses of Pneumovax, which were administered at 44 hospitals and 17 day care centers.

There were three HOPE gala dinners: two in Washington (one hosted by the Kuwait Ambassador, Salem

Al-Sabah, and his wife, and another by the First Lady and the Secretary of State), and one in Dallas (hosted by Ross Perot, Jr. and his wife). Each raised over \$1 million for the Basrah Children's Cancer Hospital. In the words of the Kuwaiti Ambassador, "Iraq's future lies in the hands of its children. It is my hope that in helping heal Iraq's children, Project HOPE will help Iraq's children heal Iraq."

2007

Health Affairs, owned and published by HOPE, was described by the Washington Post, as the "bible of health policy," as it continued to be the leading health policy journal in the U.S. John Iglehart, its Founding Editor, stepped down after 25 years of leading the journal. Alan Weil subsequently accepted the editorship, bringing his years of experience in health policy at the state level.

One of HOPE's great achievements in Central and Eastern Europe was celebrated with a reunion of many of the 1450 participants in our health care management training programs supported by corporate donors and the World Bank for over a decade. Many went on to assume prestigious positions, including Minister of Health, executive Director of the National Health Fund and Director of the Children's Hospital of Warsaw.

2008

The Sichuan Province in China was rocked by a devastating earthquake. HOPE was asked by the Chinese leadership to respond initially with medicines and medical supplies, and later with rehabilitation training and care. The latter was conducted at the local (Dujiangyan City), regional (Chengdu) and national (Beijing) levels. Dr. Sanders and I visited Dujiangyan City two weeks after the event -- in the midst of aftershocks.

A foundation that is principally supported by the private sector (corporations, foundations and individuals) is not immune to the impact of recession on these three sources of support. This was certainly true for HOPE in 2008. It resulted in workforce reductions (2.8% worldwide; 12% Washington area), as well as other cost savings. With the strong support of staff, Board and donors alike, HOPE recovered from this impact by 2011.

2009

We celebrated our 50th anniversary with a fund-raising dinner in New York City that exceeded its financial goals in a difficult economic climate. HOPE and three of its corporate partners were honored by the President of the Dominican Republic for donating enough vaccines to immunize 1 million children and adults against tetanus, diphtheria, pneumonia and Hepatitis B.

At the foot of Capitol Hill, HOPE returned to its domestic roots with the announcement of a partnership with UnitedHealth Group to bring much-needed health care services, focused on diabetes, to underserved communities in New Mexico. A mobile clinic was designed and built to travel to rural areas to provide on-board primary care treatment as well as capacity-building training at local community health centers.

First Lady Michelle Obama welcomed the hospital ship *Comfort* as it returned to Norfolk after four months in Latin America. Our 94 volunteer physicians and nurses on board cared for over 100,000 patients during this voyage.

The Board approved our recommendation to expand our strategic planning efforts with a \$750,000 gift-in-kind from Deloitte. Six of the firm's consultants, led by Pete Mooney, spent 12 months with us, assisting in the development of a strategy that included mission and programmatic foci, financial positioning and human resource programs.

2010

A devastating Haiti earthquake called upon the best of HOPE resources, from volunteers to medicines and medical supplies. HOPE physicians and nurses with specialties in intensive care (adult, neonatal and pediatric), surgery and anesthesia, principally from the Massachusetts General Hospital (MGH), served on the hospital ship Comfort, which was filled beyond its 1000-bed capacity. Through contributions of HOPE supporters, we shipped ultrasound devices, laboratory supplies and antibiotics to Hopital Sacre Coeur in Milot.

In the words of volunteer, Paul Firth, a MGH pediatric anesthesiologist: "I was awoken from deep sleep by an overhead page: 'Code Blue in ICU, Code Blue in ICU.' I rolled out of bed and sprinted up eight flights of stairs. There was a baby struggling to breathe. I was able to get a breathing tube into his throat to assist his breathing and revive his blood oxygen levels. I've run about 25 marathons and an ultra-marathon in the past, but this was one of the more important races of my life."

When the ship left after two months, HOPE volunteers stayed. It was reported that as many as 10,000 survivors of the earthquake had limbs amputated, requiring follow-up rehabilitation. We brought our considerable experience with rehabilitation medicine, following earthquakes in Armenia and China, to bear on the needs in Haiti. Last year alone in Haiti, we served 4,500 disabled persons and trained 180 health care workers.

One example was little David, an 8-year-old boy that our volunteers first met on the Comfort. His home had been leveled, trapping him under rubble and killing his 3-year-old brother. Most of David's right arm and leg were amputated, and his face was severely lacerated. He bravely endured limb surgeries, skin grafts and nose reconstruction, but never lost his smile. With the help of HOPE and later, the Massachusetts General Hospital, he is now able to walk -- and kick a soccer ball.

The Basrah Children's Cancer Hospital opened with state-of-the-art diagnostic and treatment equipment from HOPE, including the latest in imaging and radiotherapy. Its specialist physicians and nurses had been trained by HOPE in teaching hospitals in Muscat (Oman), Beirut and Cairo, while the Hospital was under construction.

The Board approved a five-year strategic plan, Vision 2015, which reaffirmed HOPE's mission of health education and humanitarian aid, with a specific focus on five areas: Humanitarian Aid (Volunteers and Gift-in-Kind Medicines and Medical Supplies); Infectious Diseases (principally Tuberculosis and HIV); Non-communicable Diseases (principally diabetes and cancer); Women and Children and Health System Strengthening (hospitals, clinics and health care management); and the *Health Affairs*.

2011

A 9.0 magnitude earthquake off the coast of Japan destroyed whole communities. The Japanese Ambassador to the U.S., Ichiro Fujisaki, asked HOPE to respond with volunteers, who were drawn from our database of over 7000 physicians and nurses. In addition, HOPE was asked to help the medical

capabilities of the town of Yamada in the Iwate Prefecture, a community that lost 8,000 of its 22,000 citizens to the tsunami generated by the earthquake. Our support included the equipping of a 40-bed replacement hospital and the replacement of community health programs for the elderly.

HOPE welcomed Richard Clark, the Chairman and CEO of Merck, as its new Chair of its Board of Directors, succeeding Dr. Sanders, who became Chairman Emeritus. Mr. Clark's stature on the global stage, most notably his accomplished leadership in complex settings, has served HOPE well.

2012

Our annual Alumni Reunion took place on the shores of Lake Michigan. Over 60 of our volunteers who served on the SS HOPE and, more recently, on the USNS Comfort and Mercy, celebrated their service to those in need in over 100 countries. They came from 25 states, Grenada and France. It was a special moment, made so by those who served on the SS HOPE's first voyage to Indonesia in 1960 -- and by those on the USNS Mercy's first voyage to Indonesia in 2005. Stories were told of the delay in the docking of the SS HOPE in Indonesia in 1960, because the local leaders at first thought the ship was coming to steal their cows.

2013

Two of HOPE's principal partners in China, going back to 1983, asked us to join in significant celebrations: the Peking University Health Science Center on its 100th anniversary and the Jiao Tong University Medical School on its 60th Anniversary. Our ties to the PUHSC have been principally in nursing, while our relationship with the JTUMS has focused on medical and nursing programs at the Shanghai Children's Medical Center.

At two years of age, He Jing Cheng had a new life before her through our collaboration with the JTUSM at the SCMC. She arrived in Shanghai from Wenzou, a city of nine million in Zhejiang Province, after a two-hour plane ride with her mother. She had congenital heart surgery the next morning. It would be lifesaving for her.

Super-typhoon Yolanda became the greatest natural disaster in the history of the Philippines when it hit the central part of the country. HOPE volunteer physicians and nurses immediately staffed three Navy ships and, upon departure of the ships, stayed behind on Cebu, Bantayan and Camotes Islands to administer humanitarian aid programs. The Philippine Ambassador to the U.S., Jose Cuisia, recently singled out HOPE's response with praise in his speech at the Center for Strategic and International Studies in Washington.

2014

H.E. Bockari Stevens, the Ambassador to the U.S. from Sierra Leone, asked HOPE to help deal with the country's Ebola outbreak. This has included a Rapid Field Assessment Team, consultants and ongoing shipments of personal protective equipment, medicines and medical supplies. Partnering with World Health International, we are now planning a clinic in a rural area of the country. In the Central Asian Republics, the U.S. State Department recognized HOPE at the time of our 1000th airlift of medicines, medical supplies and equipment for those in need during the past two decades. USAID approved a \$24 million contract for Tuberculosis-related training and treatment, based on our stature in this region.

As we enter 2015, I am mindful of Michael Leavitt's observation that "The language of health is heard by the heart." This has been seen often during the new era for HOPE that has been measured by the recruitment of a strong Board and leadership team, by the strength of our partnerships, by the growth in revenues (\$100 million to over \$300 million), by the completion of a successful comprehensive campaign (\$100 million), by the clean reports from our external auditors and by the highest of approvals from charity rating agencies.

More important, it's been measured in the hearts of those we serve. Whether it be in Indonesia or Haiti, in Namibia or China, their voices have gratefully described, time and again, the impact of Health Opportunities for People Everywhere.

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