



Clínica de Familia
La Romana

Annual Report 2017



Table of Contents

Executive Summary	1
Message from the Executive Director	1
Introduction.....	2
History of the Clínica de Familia	2
Clinical HIV Services	3
<i>Clinical Team</i>	3
<i>Adult HIV Care</i>	3
<i>Medical Auditing</i>	3
<i>Pediatric and Adolescent HIV Care</i>	3
<i>Vertical Transmission Prevention Program</i>	4
Psycho-Social HIV Services.....	5
<i>Social Work</i>	5
<i>Psychology and Counseling</i>	6
<i>Community Health Promotion Program</i>	7
<i>Support Groups</i>	7
Activities for Children with HIV.....	8
<i>Summer Camp for Children with HIV</i>	8
<i>Excursions and Holiday Party</i>	8
HIV Testing and Prevention Program	9
Gender-Based Violence Program.....	9
Women's Health Program	10
Men's Comprehensive Health Program.....	10
General Clinical Services	11
<i>Family Planning</i>	11
<i>Laboratory</i>	12
<i>Pharmacy</i>	12
Research Department.....	12
Medical Records Department.....	12
Data Entry.....	13
Billing and Reception	13
Maternal-Infant Health Annex (MAMI)	13
Student Program.....	14
Quality Improvement.....	15
Informatics.....	16
Human Resources	16
Operations Department	17
Public Relations and Fundraising.....	17
Accounting.....	17

Executive Summary

Clínica de Familia La Romana had a year of major growth and change in 2017. We experienced increases in the budget, the number of staff (which increased to 120), the number of services provided, and the number of clients served. By the end of 2017, the clinic reached a total of 13,050 clients (9% more than in 2016), of whom 9,866 came to Clínica de Familia to receive a total of 145,804 services (15.3% more than in 2016), while the Maternal-Infant Health Annex (MAMI, for its Spanish acronym) provided 12,773 services to adolescent clients, of whom 3,184 were new clients (16% more than in 2016). Clients enrolled in the HIV care and treatment program constitute 21% of the clinic's clients overall. In the HIV program, 6.7% were children under 18 years of age and 58 were pregnant women, all of whose children were born HIV-negative. This year, as part of our continuous effort to improve the quality of our services, we added internal medicine and family medicine consultations to our portfolio and offered 20% more consultations in the Psychology and Counseling Department than in 2016. The Social Work Department provided socio-economic support to our clients. In the Community Health Promotion Program, 21 families benefited from the kitchen garden program, and the program completed 2,646 home visits to the most vulnerable clients. This year we also held our thirteenth Camp Hope and Joy for 79 children and adolescents living with HIV. The Women's Health Program focused its efforts on providing clinical attention and education to independent sex workers. In the Men's Comprehensive Health Program, efforts were made to increase the number of client consultations, achieving 26% more than in 2016. The Laboratory performed 11,308 more tests than in 2016. The MAMI received 578 new pregnant adolescent clients, held talks and workshops on sexual education for clients from the bateyes and young men, and began a family planning study. In a new initiative, the Student Program opened its doors to clinical psychology students and received a total of 50 students, 56% of whom were Dominican. The research department developed its own agenda, began recruiting participants for the Zika study, and completed the bateyes population component of the EPIC study. Also, in the last quarter of the year we obtained funding to start a new gender-based violence project, which aims to guarantee all survivors of violence access to quality health services without stigma or discrimination.

Message from the Executive Director

Clínica de Familia's 2017 was a great year with many achievements to celebrate. In nearly all of our programs and services, we saw an increase in the number of clients coming to the Clínica de Familia and MAMI. Several milestones this year include: the publication of two books about the life experiences of the vulnerable populations we serve, the start of a new project to respond to gender-based violence, the start of a Zika study, the publication of four articles in international scientific journals, the creation of a new non-governmental organization in the United States to support fundraising for the clinic, the strengthening of the selection and onboarding processes for new staff, the inauguration of a new home for students and visitors, and the commemoration of World AIDS Day with a science fair for high school students in December. In 2017, beyond observing an increase in the number of clients arriving at our health centers, we experienced increases in both our overall budget and the number of projects and programs that we oversee. Without a doubt, this growth is helping us to achieve our mission of improving the health of families in the eastern region of the Dominican Republic.



Introduction

Clínica de Familia La Romana, located in La Romana, Dominican Republic, is a non-profit community clinic. It provides primary care services, various medical specialties, HIV care, family planning, and diagnostic imaging and laboratory services. Additionally, it has programs focused on specific populations, such as vertical transmission prevention for pregnant women with HIV, medical care and education for sex workers, a men's health program, and a separate site focused on adolescent care. Psychosocial services include social work services, psychology consults, counseling for HIV tests, adherence counseling, home visits by the community health promoters, support groups for people with HIV, and summer camp for children with HIV. Clínica de Familia is also dedicated to the professional development of international and Dominican students and residents. The vision of Clínica de Familia is to have a community where all families have access to health services in order to enjoy a good quality of life. The mission is to improve the health of families in the Eastern region of the Dominican Republic, including vulnerable people, through comprehensive health services, education, and research. We are committed to working with dedication, respect, confidentiality, empathy, and love, free of stigma or discrimination based on race, nationality, gender, sex, or sexual orientation.

In 2017, we included family medicine and internal medicine consultations to our portfolio of services in order to provide greater coverage for our clients.

History of Clínica de Familia

Dr. Stephen W. Nicholas, a pediatrician who trained in New York, was a pioneer in providing medical care to children with HIV, starting in the 1980s, in Washington Heights and Harlem, New York. He realized there were many children with HIV in the Dominican Republic and in 1999 travelled to La Romana, Dominican Republic to better understand the problem. At that time, there were no medications available in the Dominican Republic to treat HIV. For this reason, Dr. Nicholas created the Columbia University IFAP Global Health Program, which later became the first program in the Eastern Dominican Republic to prevent vertical transmission, treating pregnant women with HIV and their children. In 2004, IFAP collaborated with the MIR Foundation, the Adoratrices Sisters, and the Ministry of Public Health to establish a clinic providing family-centered HIV care, becoming one of the first health centers in the country to provide antiretroviral therapy to its HIV clients. What started as a program to prevent the vertical transmission of HIV from mother to child, very quickly expanded its mission from giving medical care and psychosocial support to women with HIV and their newborns to also including their families and other vulnerable populations. In 2008, MAMI opened, offering specialized services for adolescents, including prenatal care, family planning, gynecology, pediatrics, consults for young men and various sexual education programs in schools and in the community. Today, Clínica de Familia La Romana is an independent, Dominican non-profit organization, recognized as a model of comprehensive health services in the Dominican Republic.



Clinical HIV Services

Medical Team

Clínica de Familia, registered as an official HIV clinic by the General Office of Sexually Transmitted Infection and AIDS Control, provides free antiretroviral therapy and holistic care for clients with HIV. In mid-October 2017, we hired a new medical director and a new pediatrician to provide consultations in the afternoons. At the end of the year, we had seven general practitioners, four nurses, one gynecologist-obstetrician, three pediatricians, one diabetes care specialist, one cardiologist, and one family medicine physician on the team.

Adult HIV Care

In 2017, services for clients living with HIV continued to be beneficiaries of PEPFAR's "Test and Start" strategy, also known as "Treatment for All." The strategy was adopted at the center at the end of 2016 and stipulates that all clients diagnosed with HIV can begin treatment regardless of their CD4 count. We also strengthened our detection of tuberculosis (TB) prior to the initiation of antiretroviral therapy, or at the time of readmission for clients formerly lost to follow-up, and made referrals for TB treatment for clients co-infected with TB and HIV.

In 2017, a total of 174 new clients were enrolled in the care and treatment program (20% less than in 2016), 190 began antiretroviral therapy (ART), 301 switched their treatment regimen (nearly tripling the number in 2016 as a result of changes to the national treatment guidelines), and 31 were diagnosed with tuberculosis and referred for treatment. At year's end, 34 clients passed away, 35 transferred to other HIV units, and 150 clients formerly lost to follow-up were re-integrated into treatment.

As of December 31, 2017, there were a total of 1,944 adult clients in the HIV program, of whom 92% (1,785) were active clients, and of those 98% (1,743) were receiving ART. Of the 83 clients that had not yet start ART, 52% (43) are active in the program. All medical personnel completed anal Pap Smear training, and by year's end, they provided 18,689 consultations in the HIV program, 1.7% more than in 2016, for an average of 1,557 consultations per month (see Table 1).

Medical Auditing

The medical auditing group is a part of the clinical team and consists of two general practitioners. The department ensures that the clinical teams offer only the highest quality client care each day and guarantees the quality of data entered into medical records. To do this, the department tracks key indicators in a database. In 2017, this area utilized the information gathered in the database to generate quarterly reports that measured the quality of care provided by each clinician.

Pediatric and Adolescent HIV Care

The Pediatrics Department offers medical consults to children with HIV, newborns who were exposed to HIV at birth but who have an undetermined diagnosis, and HIV-negative children who are affected by HIV (they may have HIV-positive family members who receive care at Clínica de Familia). As of December 2017, the Pediatrics Department had enrolled 139 HIV-positive children, of whom 98% (136) were on antiretroviral treatment and three were lost to follow-up. Fifteen children were newly admitted to the program, 13 of whom initiated ART during the year.

As of November 2017, we had 19 clients who were lost to follow-up, of whom nine were recently lost to follow-up, two were reconnected to treatment by the end of the year, and one passed away in December 2017. The pediatric department provided 1,131 consultations (9% more than in 2016), of which 60% (676) corresponded to the pediatric HIV program (see Table 1).

In 2017, the Pediatrics Department continued growing and developing the Pediatric Nutrition Program to provide support for children with malnutrition. This dynamic program supports 20 under-nourished children who benefit from a monthly package of food. As of October 2017, a can of Ensure was added to the package to provide more protein, vitamins and minerals and help children reach an adequate weight and height. In 2017, three "nutrition parties" were held, during which five children and adolescents graduated from the program. This year, we decided to make the parties more dynamic using the concept of "Master Chef," where each child learned to make a healthy dish with ingredients from the monthly package and became familiar with the nutrients each food provided. Also, the program manual was completed with some new requirements for participation.



This year we conducted a second audit of the Pediatrics Department, which allowed us to identify some ways to improve the quality of our records. At the administrative level, the department's assistant changed and we assigned them new tasks in order to improve the work flow and documentation processes (lab work, quarterly analysis of those lost to follow-up, daily data entry, etc.). Lastly, this year wrapped up with creating and updating the department's database and implementing new procedures for clients in transition from pediatric to adult care.

Vertical Transmission Reduction Program

The Vertical Transmission Reduction Program is a collaboration between Clínica de Familia La Romana and Hospital Francisco A. Gonzalvo, the provincial public hospital, to strengthen and improve services related to the vertical transmission of HIV with the goal of having no child born HIV-positive.

During 2017, the program continued its coordinated work between the Clínica and Hospital Gonzalvo, offering both prenatal and postnatal care to HIV-positive women, as well as pediatric consults for the newborns and other children of women enrolled in the program. Clínica de Familia's support includes providing staffing and technical assistance to the hospital in the areas of home visits, follow-up, monitoring and evaluation, and provision of prophylaxis to newborns in the program. All of this occurs daily thanks to a team comprised of a program manager and a program coordinator, who is also a licensed nurse. The coordinator provides medical support during prenatal consults at the Clínica and helps take samples from newborns for the PCR-DNA test at six weeks, six months, and 18 months of life in order to

diagnose or rule out HIV infection, even if maternal antibodies are still in their blood. The team also includes a home visitor who provides education and support to clients during their pregnancy and up to six months after birth, and a counselor who serves as a liaison, follows up with clients in the hospital, and collaborates with the hospital's warehouse and pharmacy to guarantee that formula is properly delivered to the newborns. In order to improve the monitoring and delivery of formula in each center, we decided in the last quarter of 2017 that each site is responsible for the delivery of formula to its clients. At the Clínica, the Department of Social Services is responsible for dispensing formula.

The program includes three HIV tests for pregnant women: a rapid test before or during the first prenatal consult, a second test at three months gestation, and a third at the hospital when a woman goes into labor.

In 2017, the total number of women who delivered while enrolled in the program at the Clínica de Familia, Hospital Gonzalvo and the MAMI was 58, 18% more than in 2016, of whom 100% were administered an HIV antibody rapid test before delivery. For the children who were born in the program in 2017, 43 PCR-DNA tests for HIV were performed without any positive results. We had 39 HIV-negative results and 4 results that have not yet been received from the National Laboratory. One of the babies died from respiratory problems before the test was performed. In addition, there were 14 babies of clients who were unable to be located that are still pending testing (for various reasons, including moving, not accepting contact with the health promotor, or non-acceptance of their health condition).

In regard to the educational intervention program, we offered support groups for HIV-positive pregnant women and new mothers of children exposed to HIV. The goal of these

Table 1. Summary of HIV Care Service Statistics, 2017

Comprehensive HIV Care Program			Vertical Transmission Program	
Indicators	Adults	Children	Indicadores	N
Newly enrolled	174	15	Women detected before labor who received prophylaxis	56
Started on ART	190	13	Newborns who received AZT in suspension for 6 weeks	54
Deaths	34	1	Women who receive formula for their babies	58
Transfers	35	1	Women who receive post-partum, HIV care	58
Lost to follow-up	304	17		
Recovered from loss to follow-up	150	2		
Total active clients on ART	1,742	136		
Total active clients pre-ART	43	3		
Total number of active clients	1,785	139		
Total number of consults	18,689	676		



support groups is to reduce the vertical transmission of HIV, to reduce infant mortality, and to improve maternal-child physical and mental health. The groups discussed various topics about newborn care, family planning and medical adherence, among other subjects, and included food packages, gifts, snacks, and lunch. In 2017, the three sessions held with 22 participants had very positive results. The participants improved adherence, health, and hygiene for both themselves and their babies. We also celebrated three baby showers in which 11 pregnant women and new mothers participated. The goal of the baby showers is to reduce the vertical transmission of HIV, to reduce infant mortality, and to improve maternal-child health. Given the low attendance at these educational activities, we decided to focus more on support groups in the second half of the year, do more frequent home visits to provide individualized education, and implemented a motivational program that rewards adherence and appointment attendance to empower clients during their pregnancy.

Psycho-Social HIV Services

Social Work Department

The Social Work Department is in charge of equitably distributing available resources to benefit the most vulnerable individuals. To achieve this objective, the department carried out clinic-based and home-based socio-economic evaluations of both new and existing clients. The department conducted 155 re-evaluations of clients who have received social support for more than two years and 60 socio-economic evaluations of new HIV program clients, of whom 45% live in extreme poverty. At the administrative level, we used a REDCap database to carry out monthly monitoring of the services we offer, which has allowed us to develop and expedite reports when they are requested. To improve the care we offer, at the end of 2017 we modified and updated the evaluation and re-evaluation forms to obtain better data from our clients and achieve our objective of providing equitably distributed services. Also, the department re-organized its storage area, allowing staff to be more organized, to better monitor donations, and to deliver available resources more effectively to clients. Within the wide range of services that the department offers, addressing food scarcity is a priority. Thanks to the donations of organizations like USAID, Sanar una Nación, CitiHope and the World Food Program, the department has been able to

distribute about 2,374 portions of soup and rice with beans, and we also received a donation of 1,800 bags of fortified rice from Good Samaritan Hospital at the end of the year. Also, by the end of the year, we finished distributing the stock of nutritional supplements to pregnant women and vitamins and peanut bars to malnourished children. The rest of the services offered by the department decreased by 38%. Transportation assistance to appointments helps to guarantee adherence and continues to be the most demanded service by clients, followed by the coverage of diagnostic studies or external consultations that the Clínica does not provide. The remaining social support services addressing other needs such as the purchase of medications and of blood transfusions represented 12% of the total in 2017. Within the nutrition program, we continued to offer monthly support to 20 malnourished children and 32 bedridden or fragile adults by providing packets of balanced foods.

During the year, our existing ties and relationships with institutions such as Diagnóstica Social, Asociación Dominicana de Rehabilitación, Instituto Dermatológico y Cirugía de la Piel and Nuestros Pequeños Hermanos allowed us to continue supporting our clients with the best services at a minimum cost. Additionally, this year agreements were signed with the ophthalmology department at Good Samaritan Hospital and with an otolaryngologist in private practice. The social work department continued to offer support and accompaniment for adolescent clients trying to acquire their legal identification documents.

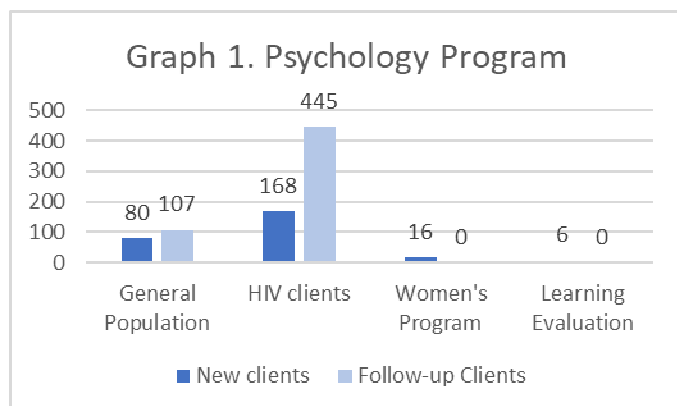
Another service that we offer is the microcredit program, which started in 2016 and was updated this year to help clients with HIV achieve economic independence and improve their quality of life. This goal is achieved through the creation of small business that clients start up. As of now, there are sixteen clients active in the program.

By the end of the year, the department had granted varied forms of support 4,744 times to 1,074 both new and long-term clients. Of the total forms of support, 1,370 (29%) were granted to men and 3,374 (71%) to women.



Psychology and Counseling

In mid-2017, the department underwent a restructuring and hired a supervisor, which expanded the number of licensed psychologists in the clinic to four. The psychologists are responsible for providing psychology consults and mental health support to children, adolescents, and adults. In 2017, the department gave 822 consultations, an increase in 20% from the total in 2016. Of the clients receiving consultations, 75% were enrolled in the HIV care program (See Graph 1).



In 2017, the department implemented new tools with the goal of improving the quality of diagnoses, treatment, and counseling sessions. In order to improve the emotional health of our clients, a protocol was implemented to differentiate psychology and adherence services according to the type of client (new, returning, pediatric, etc.) to improve adherence and retention in the program. This year we also formally implemented the “Opening Doors” model piloted in 2016 to provide a better approach to improving the psychological health of clients with HIV.

Clínica de Familia offers counseling before and after each HIV test. By the end of December 2017, through the unified HIV pre- and post-test counseling services, the department performed 6,018 HIV tests and delivered the respective

results in the same session.

In total, the tests identified 227 individuals with positive results, 51 of who were previously enrolled at the Clínica or in another HIV care center (see Table 2). At the beginning of 2017, the department’s counselors and the laboratory technicians participated in a quality improvement workshop given by the Clinical and Laboratory Standards Institute about the use of the rapid HIV test. An additional full-time counselor was hired in mid-August to help respond to the increased demand for HIV testing.

The adherence counseling program is an educational space for clients to receive an orientation about accepting their condition, using their antiretroviral medications correctly, and the importance of attending all medical appointments on time. Everyone who begins antiretroviral treatment for the first time must attend two adherence counseling sessions before initiating treatment, as well as periodic additional sessions to confirm adherence and receive support after beginning treatment.

In 2017, the department provided 2,115 adherence consultations to both adult and pediatric clients in the HIV program, averaging 176 consultations per month.

The program also provided support for those with adherence problems or those who have abandoned treatment. We worked to identify the barriers and limitations that impeded clients from adhering to their medications and attending their doctor’s appointments, with the goal of finding solutions to these identified problems.

In 2017, we continued offering the services of client navigators, who search for and bring back clients who have abandoned treatment or are at risk of being lost to follow-up. Navigators also monitored newly enrolled clients during their

Table 2. HIV rapid testing by population and location, 2017

Location	Population	Pre-Test Counseling	Post-Test Counseling	Negative Results	%	Positive Results	%
Clínica de Familia La Romana	Men	2,119	2,118	1,987	94	106	6
	Women (non-preg)	3,429	3,428	3,271	95	109	5
	Pregnant Women	470	470	456	97	12	3
	Total	6,018	6,016	5,714	95	227	5
Módulo Anexo Materno Infantil (MAMI)	Men	13	13	13	100	0	0
	Women (non-preg)	133	133	132	99.2	1	0.8
	Pregnant Women	1,274	1,274	1,271	99.8	3	0.2
	Total	1,420	1,420	1,416	99.7	4	0.3



first six months after enrolment. The goal of the program is to improve and ensure clients' reintegration in the program and/or retention in HIV program services.

The department also facilitated monthly support groups for adults living with HIV on a variety of topics and continued to implement HIV disclosure protocols with children.

Lastly, as of October of this year, we started implementing voluntary partner notification strategies as part of our psychology and adherence services. Through this service, clients were educated and empowered to bring their partner for HIV testing and received support if they decided to disclose their diagnosis.

Community Health Promotion Program

Since its beginnings in 2006, the Community Health Program has conducted home visits with clients with HIV in order to provide palliative care and support. The team is comprised of one supervisor and five health promoters, of whom two are nurses. The role of this team is to support treatment adherence and educate clients about HIV, other health conditions, and various topics from nutrition to hygiene. They also make referrals, and, in some cases, accompany clients to these referrals both at the Clínica de Familia and elsewhere.

Table 3. Summary of the Community Health Program, 2017

	Total
Total clients	378
New clients	79
Contacts with clients	2,122
Contacts with female clients	1,055
Contacts with male clients	577
Contacts with older adult clients	188
Contacts with adolescent clients	173
Contacts with pediatric clients	127
Clients with TB diagnosis	23
Fragile clients	38
Contacts with fragile clients	297
Total family members reached	526

In 2017, the community team provided community-based services to 378 clients, 10% more than in 2016, of whom 79 were new clients. Of these new clients, 23 were co-infected with tuberculosis and received TB treatment with health promoter support. The team also supported twenty children in the nutrition program and conducted 2,646 visits in total to

new and long-term clients in the city of La Romana, bateyes, and surrounding areas. They also conducted 140 visits to clients in fragile conditions, including clients with tuberculosis who required palliative care (see Table 3).

This year we continued with the kitchen garden program for clients living with HIV and their families, achieving enrollment of 10 more families, for a total of 21 families enrolled in the program at the end of the year. This project is supported by the Dominican Ministry of Agriculture and the World Food Program who provide gardening tools, dirt, and seeds as well as conduct monitoring visits to evaluate progress of the gardens. In December, with collaboration from these organizations, the community health



program conducted a training for 17 participants on garden management and how to combat pests with natural insecticides. This training included a hands-on component where participants had the opportunity to plant vegetables.

Support Groups

During the year, the Psychology Department and the Social Work Department, with the support of the Community Health Promotion Program, conducted 20 support group sessions, including 12 sessions for HIV-positive adults and eight for the families of adults living with HIV. Each of these activities were intended to allow clients and/or family members to balance their emotional and physical circumstances with their current health status in a manner that is respectful and responsible to both themselves and others and to have a space to share their experiences and concerns. According to the 2017 participants, the most salient topics were: the consequences of poor adherence, rights and responsibilities, opportunistic infections, controlling our emotions, healthy relationships, and others. The support groups also offered social activities, one of which was a trip to a nearby beach, intended to



strengthen friendships and mutual support within the group.

In order to improve the quality of support provided in 2017, the decision was made to divide the adolescents into two groups based on age, given their different needs and knowledge levels. Thus, in February “The Intellectuals” group was created for adolescents between the ages of 12 and 18 and “The Victors” group was created for young adults between the ages of 18 and 35. In total, we conducted 21 support group sessions in which, on average, 15 adolescents participated each month. Topics included family support for medication adherence, safe sexual relations, confidentiality, and sharing one’s diagnosis, among others. Each session also touched on adherence to reinforce this important topic and help improve adherence among the participants. New this year, we created of a board of directors for each group for the adolescents to learn to take responsibility at a young age and decide on the monthly topic to share with their companions.

Activities for Children with HIV

Camp for Children with HIV

In its thirteenth year, Camp Hope and Joy 2017 received 36 boys and girls ages 6-10 in its first week and 44 adolescents ages 11-17 during its second week for fun activities including sports, arts and crafts, nature activities, and life skill development. The motto of this year’s camp was “I Am a Hero” with a superhero theme. Each activity and group focused on topics related to personal development, self-esteem, and adherence. The camp was located in Jarabacoa at the Mount of the Transfiguration camp and included dormitory spaces, activity rooms, a large recreational green space, a cafeteria, and nearby river. As in years past, the campers were divided in their dormitories by sex and age, and the dormitories were clean and comfortable.



The camp had 29 volunteers including 16 camp counselors, four activity leaders, a warehouse manager, and two assistants. We were also supported by a Peace Corps volunteer, a JICA volunteer who was the camp photographer,

and two doctors and two nurses who provided medical assistance.

This year the superhero theme was introduced across the camp with the song “Try Everything” by Shakira. Camp activities focused on the camp’s principal values of love, respect, and security, with a special focus on self-esteem and each person’s ability to use their inner strength to overcome challenges. Campers were also taught that being a super hero was related to making healthy decisions for their own lives, that by taking their medications they become their own heroes, and that heroes are always willing to serve their community. At the welcome event, the volunteers dressed as super heroes according to this year’s theme and simulated a transformation machine through which each camper received a cape as a symbol of their super powers. During the day, the campers participated in area rotations in groups, divided by age, where they learned to identify their skills for success and desires for self-improvement, as well as how to work as team and how to respect and care for the environment. Every night there was a special activity such as a bonfire, a theater performance, or a movie night.

New this year, a bazaar was organized as part of the first week’s afternoon activities. During the course of the week, the boys and girls had the opportunity to win tickets called “CampaPesos” for their good behavior and then “buy” donated toys at the bazaar with their savings. In addition to being fun, the bazaar was also educational and included informative stations such as the oral health stand with hygiene kits, among others.

Two former campers who are now 18 years old were given awards for being models of adherent adolescents and were invited to spend two days at camp and give a motivational talk to the campers in the second week. Finally, during the closing ceremony, in addition to their arts and crafts projects, the campers took away two special souvenirs from their time at camp as well as a camp t-shirt. Clínica de Familia gave each camper a donated backpack full of school supplies, candy, and books at the end of camp.

Excursions and Christmas Party

This year, 30 boys and girls from the pediatrics program at Clínica de Familia La Romana went on an excursion to Grupo Puntacana Foundation, where they had an unforgettable experience in nature.



The children heard a brief presentation about the work done by the Foundation for the preservation of the region's ecosystem, including their empowerment of local communities. Then, they learned about beekeeping and how honey is created, the consequences of the invasion of lionfish from the island's coast, sea turtles, and the Sustainable Coral Program. After lunch and a brief question-and-answer session, the children had the opportunity to plant their own native flora to provide better nesting conditions for the sea turtles.



At the request of "The Victors" (the support group for young adults ages 18-35), we went on an excursion to Cocory Ranch in August. Twelve "Victors" with consistent adherence and support group attendance attended the excursion and enjoyed team games, a pool, billiards, dominos and other games.

On December 9th we celebrated our customary Christmas party, where 43 children had the opportunity to enjoy themselves all morning with clowns and the much-anticipated visit of "El Torito," the mascot of the La Romana baseball team Toros del Este. It was a special day for all of our children with a delicious breakfast and lunch, toys that were gifted to all, dance contests, and a much-anticipated raffle of eight bicycles.

For the adolescents, we held a Christmas party where 27 adolescents enjoyed singing and sharing their memories from the year. All received gifts, and special prizes were awarded to those who maintained good adherence to their medications in 2017.



HIV Testing and Prevention Program

In 2017, within the framework of the project financed by APC/USAID initiated in October 2016, we continued community prevention and HIV testing activities for the fourth consecutive year. These efforts were focused on, but

not exclusive to, key populations including: men who have sex with men (MSM), transgender individuals, and sex workers. This project ended in September 2017, however we are proceeding into the second phase without continuing community HIV testing, but instead focusing on implementing voluntary partner referrals to test partners for HIV with support from counseling, psychology, adherence, and health promotion. The community HIV testing component of this project that was initiated in October 2016 ended on September 30, 2017, with a total of 54 days in the community and 1,967 HIV tests of MSM and sex workers (see Table 4).

The project's principle objective was to detect new cases of HIV within communities in La Romana in order to enroll individuals in the Clínica and offer them health services and treatment. To do this, we hired two additional promotores for the new populations to form a team of nine trained health promotores in total. These promotores recruited members of the key populations from sites that were previously identified for high risk sexual behavior, made referrals for HIV testing and provided pre- and post-test counseling as well as information about HIV and its prevention.

In October 2017, the fifth round of financing for the project began and new priority populations were included, such as Haitian nationals and people of unidentified risk. The project, named "Treatment for All," works in close collaboration with the Ministry of Public Health and the National Health Service and seeks to end the HIV epidemic in 2030.

Table 4. Rapid HIV tests performed in the community, October 2016 – September 2017

Population	Number of Tests	Negative Results	%	Positive Results	%
MSM	1,332	1,321	99	11	1
Sex workers	629	615	98	14	2
Trans	6	6	100	0	0
TOTAL	1,967	1,942	99	25	1

Gender-Based Violence Program

During the second and third quarters of the year, the Center of Promotion and Human Solidarity in Puerto Plata was financed by the FHI360/USAID project LINKAGES to conduct a series of visits and trainings in coordination with Clínica de Familia. These visits and trainings were provided for clinical



staff and community health promoters at the Clínica, as well as for institutions that provide critical attention and care for victims of violence in La Romana province including the National Police, Ministry of Women, Unit of Attention for Victims of Violence, and public hospitals. This pilot highlighted the serious need to increase efforts against gender-based violence (GBV) in La Romana and to help create sustainable, locally run systems to respond to GBV.

As a result of this pilot, the Clínica received financing from the LINKAGES program in La Romana on December 1, 2017 to



use evidence-based approaches to make comprehensive HIV services readily available to key populations. The objective of this new project is to guarantee that key populations in La Romana, men who have sex with men, transgender women, sex workers, and people living with HIV, receive comprehensive and coordinated GBV and HIV services if they experience gender-based violence.

This project has multiple components, including community education, accompaniment of victims, and quality clinical services. Additionally, the project intends to further integrate services to address stigma, discrimination, and gender-based violence against key populations and to improve the acceptance of HIV and GBV services in La Romana by convening a technical working group composed of committed and involved institutions.

Women's Health Program

The Women's Health Program provides care and support for female sex workers, with a focus on treating and preventing sexually transmitted infections and HIV through a diverse package of primary care services. This program takes place both in the community and in Clínica de Familia, beginning with education and recruitment in the community.

In 2017, the team underwent some changes in personnel as the coordinator role was eliminated to allow for a second promotor and a program assistant to be hired. As a result, the team was composed of a supervisor, two health promoters, and an assistant. The activities carried out by health promoters focused on reaching sex workers who work independently, who, because of their economic condition and

primarily street-based work, are at greater risk of experiencing violence, discrimination, and generally have less access to health services than those working within brothels. The team implemented educational interventions, during which education and materials were provided about preventing HIV, HIV testing, changing sexual behavior, correct condom use, and preventing sexually transmitted infections (STIs). The interventions also addressed reducing risky sexual behavior related to alcohol and drug use, as well as the importance of annual pap-smears and quarterly checkups. In 2017, the team performed 1,037 consults for sex workers, of whom 37% were new to the Clínica, and diagnosed 330 cases of STIs, more than twice as much as in 2016. Of all the HIV tests performed at the Clínica, 26% (1,595) corresponded to the Women's Health Program.

During the year, we also continued to recruit female sex workers from different brothels located in the province of La Romana. As part of the educational component of the program, we held educational talks in different parts of the province. In 2017, we carried out a total of 1,322 individual interventions and 351 group interventions both in brothels and in the community. In addition to the topics mentioned previously, the educational talks focused on violence reduction (domestic, gender-based, family, social, and structural), self-esteem, and family planning.

Men's Comprehensive Health Program

Since 2014, Clínica de Familia has offered sexual health services specifically for men with a focus on the prevention, diagnosis, and treatment of STIs and urologic infections. The program also provides education about risk evaluation and reduction, preventing HIV and other STIs, condom use, HIV testing and counseling, family planning, and psychology referrals as necessary. We also provide male circumcisions as a way to prevent HIV transmission and improve men's hygiene and health.

For the fifth consecutive year we continued to receive financial support from APC/USAID, which supports the range of clinical services offered in the program, as well as educational activities that promote HIV and STI prevention. These educational activities are offered to key populations including the gay and transgender communities and men who have sex with men, and they work to minimize the stigma and discrimination faced by these populations. The department



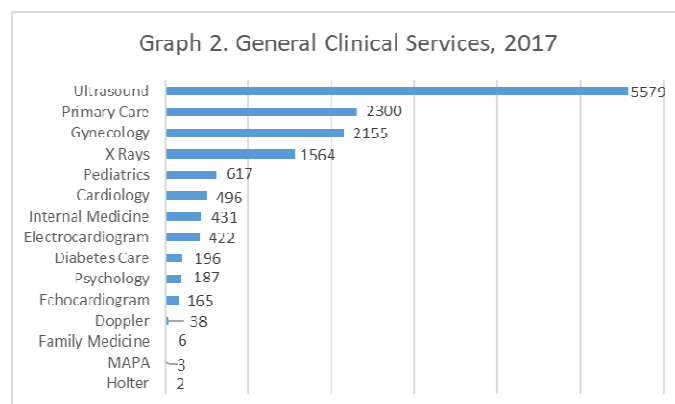
offers primary care services, education, recruitment for HIV testing, and STI testing, as needed. Thanks to continued funding, the department has been able to increase the number of individuals from key populations who have come to Clínica de Familia for medical care by 26% (314) since 2016. STI diagnoses remained constant in the program this year with 31 cases, and of the total HIV tests performed at the Clínica, 25% (1000) corresponded to the Men's Comprehensive Health Program. Also, as part of the health promotion program, the department offered both individual and group educational talks to 2,271 people in total.

Table 5. Men's Comprehensive Health Program, 2017	Total
Total consults	314
Consults with men who have sex with men	250
Consults with male sex workers	22
Consults with transgender clients	12
Consults with men of general population	30
First time consults	239
Subsequent consults	75
Circumcisions	9
Lubricants distributed	11,987
Condoms distributed	44,297

General Clinical Services

The Clínica continued to increase its portfolio of clinical services open to the general public. As of the last quarter of 2017, these services included internal medicine, family medicine, primary care, gynecology, obstetrics, pediatrics, diabetes care, cardiology, family planning, and psychology. Imaging services include: ultrasound, Doppler, X-ray, echocardiogram, electrocardiogram, holter, and MAPA.

This year, 7,817 clients sought a variety of consults and services, a 7% increase from 2016. Of the total clients, 418 were under the age of 18. In 2017, the clinical services that increased the most compared to 2016 were diabetes care (92% increase) and primary care (56% increase). In regard to imaging services, there was a notable increase in echocardiograms (83%), electrocardiograms (65%), and ultrasounds (57%) performed.



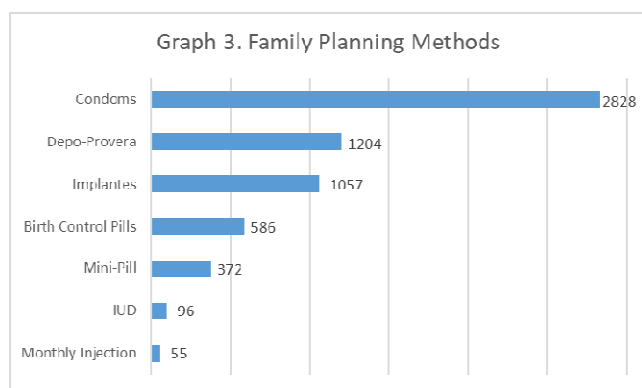
Family Planning

The Family Planning department was created to meet the needs and demands of our clients seeking the various birth control methods available in our country. The department addresses doubts and taboos prevalent in the Dominican Republic and provides information so that each client has sufficient clinical guidance to choose which method best meets their health needs. Our center offers several free birth control methods donated by the Ministry of Public Health. These include the pill, the mini-pill, injections, intrauterine devices (IUD), subdermal implants (Implanon), and condoms as a barrier method. We also offer emergency contraception pills.

This year the department attended to 3,410 clients, 45% of whom came into the Clínica for the first time. The most frequently elected method was the three-month injection Depo-Provera (29% of the total), followed by the subdermal implant (25% of the total), which increased by 60% from 2016 (see Graph 3).

We have been able to maintain a friendly service open to the public with adequate, timely, and up-to-date information for our clients. This year we implemented a new protocol that allowed us to verify if clients had signs or symptoms of pregnancy without performing a series of tests, which prevented clients with limited resources from leaving with a family planning method. Also, we held 54 educational talks this year with a total of 2,445 participants. These talks addressed topics such as the different family planning methods, condom use as a barrier to both infection and pregnancy, and the importance of having a pap smear.





Laboratory

In 2017, the laboratory attended 21,912 clients, 13% more than in 2016, and conducted 81,632 tests (a 14% increase). We conducted 37,387 blood chemistry tests in 2017. The most widely sought tests in 2017 were complete blood counts (8,144, a 7% increase from 2016) and HIV tests (6,454, a 15% increase from 2016). The laboratory continued to receive technical assistance from the U.S. Centers for Disease Control and Prevention through the Clinical and Laboratory Standards Institute to improve the quality of HIV tests and our measurement of viral load and CD4.

In 2017, both national and international organizations visited the lab to provide assistance with newly installed equipment and ultimately to improve our services. A new secretary and nurse also joined the laboratory team. In the month of December, the department began the ISO 9001:2015 laboratory certification process to ensure that our laboratory is compliant with international quality management standards.

Pharmacy

The pharmacy at Clínica de Familia dispatches the medications donated by the Ministry of Public Health and other organizations as well as those purchased by Clínica de Familia. Antiretroviral medications are donated by the Ministry of Public Health. Painkillers, antibiotics, and medications for opportunistic infections, among others, are purchased by Clínica de Familia or donated by other organizations.



This year, prescriptions for antiretroviral medications and other medications totaled 16,570, a 14% increase from 2016.

In 2017, the pharmacy was remodeled thanks to support from the National Health Service. We also successfully implemented new methods and tools and conducted an internal evaluation in order to improve the department.

Research Department

2017 was a very productive year for the Research Department. We continued with the Study of the Prevalence of STIs in Key Populations (EPIC, for its Spanish title), which began in 2015 in collaboration with Columbia University. This year we completed the component of the study with bateyes residents (see Table 6) and we plan to finish the study in 2018.

Table 6. HIV rapid tests in bateyes with EPIC study, 2017

Population	# Tests	Negative Results	%	Positive Results	%
Men	70	70	100	0	0
Women (non-pregnant)	124	123	99.2	1	0.8
Pregnant Women	9	9	100	0	0
TOTAL	203	202	99.7	1	0.3

At the beginning of 2016, there was a Zika outbreak in several countries in Latin America and the Caribbean, including the Dominican Republic. We began a collaborative study with Columbia University in 2017 to recruit and monitor more than 250 mothers and their babies during the first 18 months of the baby's life. In this study, we evaluate and observe the growth and development of the babies' neurological and cognitive systems in order to better understand the effects of the Zika virus during pregnancy.

Other studies being developed at the Clínica and the MAMI include: a study about attitudes and acceptance of pre-exposure prophylaxis as a new HIV prevention method, a new counseling model to help adolescents choose the contraceptive method that's best for them, and an infographics study to improve provider communication with our clients who have low health literacy.

Also, this year we continued to develop our own research agenda to ensure that the Clínica is prepared to be a study collaborator in both national and international studies. The



agenda identified research gaps and areas of need for future studies, while keeping in mind that all our projects are intended to improve the quality of services we offer and/or the well-being of our clients. As a result of our efforts last year, we published four peer-reviewed articles to contribute to international literature, one article that was accepted in Columbia University's Journal of Global Health, and a book of adolescents' life testimonies. Additionally, we submitted six abstracts to national and international scientific conferences, of which three have already been accepted for poster presentations.

Medical Records

The medical records department maintains all medical records from Clínica de Familia's different programs. In 2017, the department continued to improve its internal processes to increase efficiency. Some changes included identifying and organizing the files of clients who have abandoned treatment and placing analyses such as CD4, viral load, or pap smear results inside the records of clients across all programs. Due to an increase in the flow of clients, the department also implemented a daily records control checklist to help find files more easily. We also reorganized our records to help us reduce search time.

Data Entry

The Data Entry department is in charge of entering all information pertaining to each HIV client's visits into both an internal REDCap database and the Ministry of Public Health's database. In 2017, the department began jointly digitizing radiography reports with the radiologist and producing a monthly report of the x-rays taken at the Clínica. Additionally, the Data Entry team was responsible for developing the Clínica's REDCap databases and for providing support, technical assistance, and trainings to different departments.

Reception & Billing

The Reception and Billing Department is in charge of receiving all Clínica de Familia clients upon their arrival and registering them for their appointment. In 2017, given the considerable increase in the volume of clients attending the Clínica, the department hired a third full-time receptionist to be able to continue providing high-quality, prompt service. This year, the department began to work with ARS Reservas insurance. In December 2017, we began billing services for

clients in the HIV program using their ARS coverage. The goal of this initiative is to capture all the clients in our HIV program who have health insurance in order to contribute to the sustainability of the Clínica.

Maternal-Infant Health Annex (MAMI)

The Maternal-Infant Health Annex (MAMI) is the adolescent unit of Hospital Francisco Gonzalvo, with the support of Clínica de Familia. During 2017, MAMI continued its educational programming for adolescents and pre-adolescents in schools and carried out sexual and reproductive health programming both in schools and with youth who do not attend school.

MAMI's sexual education program was in high demand, and there was a waiting list for schools interested in the program. In 2017, the educational team modified lesson plans, improving information and increasing opportunities for student participation. A formal evaluation of the educational program began in October 2017 and will be completed in March 2018.

During the first part of the 2017-2018 school year, teachers were on strike and schools were frequently closed between September and November. This made it very difficult to coordinate the sexual education program with public schools. For this reason, we were not able to reach as many students and schools as we had originally planned. However, we gave sexual education talks in various private schools, as they were not affected by the teacher's strikes.

MAMI held some special workshops in the community in 2017, including two workshops for youth from the bateyes in San Pedro de Macoris planned in coordination with Save the Children. The young peer educators who



attended the workshop received educational training from MAMI about family planning and pregnancy prevention. They also learned educational techniques to reproduce the talks in their communities.



Two special educational talks were held for young men in the Higueral and La Romana schools with the help of Dr. Silvia Amesty of Columbia University. Dr. Amesty helped to emphasize the importance of young men's sexual health and promoted MAMI's services for young men. In November, a public health student carried out a quality improvement evaluation of the family planning program using the "client-oriented, provider-efficient" (COPE) methodology designed by EngenderHealth. The evaluation included a client satisfaction survey and assessments completed by MAMI staff. Client feedback was overwhelmingly positive, and the evaluation was used to create a plan to continue improving the program.

This year we began a study with the Children's Hospital of Philadelphia (CHOP) to improve family planning counseling and education, including the implementation of motivational interviewing techniques. Enrollment in the study began in December and the results will be available in 2018.

MAMI conducted 7,306 consults, which was a 15% increase in the total services provided (see Table 7). In addition to the educational programs and research projects, MAMI provided the following services in 2017: prenatal care, gynecology, family planning, pediatrics, young men's clinic, psychology and HIV testing.

Table 7: MAMI's Clinical Services, 2017

Age	10 - 14	15 - 19	Total
Obstetrics consults	171	4,096	4,267
Psychology consults	80	809	889
Gynecology consults	26	563	589
Young men's clinic	0	60	60
Pediatrics			1,521
Family planning			3,120
HIV tests			1,420
TOTAL			11,866

For the fifth consecutive year, MAMI, together with Clínica de Familia, and with the support of the Provincial Health Office and the Ministry of Education, commemorated World AIDS Day with a Scientific Symposium on November 30th. The Symposium was held in the *Politécnico Calasanz San Eduardo* with nine group exhibitions and more than 200 attendees. This year, the Symposium was focused only on nursing students from the *Politécnico* to encourage the development

of future health professionals free of stigma and discrimination. In addition to the increased public attendance, we also had the governor of the province of La Romana, Dr. Teodoro Ursino Reyes, in attendance, as well as a greater number of sponsors.



Student Program

In 2017, the student program received a total of 50 students and health professionals (a 23% decrease from 2016). This trend is largely due to the continual decrease in the number of international students and/or health professionals who participate in the program, while the number of Dominican students and/or medical residents has remained constant (28) from 2016. The majority of program participants were medical, nursing, and public health students, medical interns, medical residents, and volunteers. New this year, we also had Dominican psychology students participating in the program. Students from the United States conducting medical rotations came from Columbia University (schools of medicine, public health, and nursing), Northwestern University (Chicago), and Rutgers University (New Jersey). For the fifth consecutive year, three medical interns from the Universidad Pedro Henríquez Ureña (UNPHU) in Santo Domingo rotated at the Clínica. For the second time, one student from the Instituto Tecnológico de Santo Domingo (INTEC) and six students from the Pontificia Universidad Madre y Maestra (PUCMM) completed their social medicine rotations at Clínica de Familia. For the first time, we received psychology students from the Universidad O y M, the Universidad Autónoma de Santo Domingo, and the Universidad Adventista Dominicana. Finally, the program received five nursing students from the Luis Heriberto Payan vocational school who completed their nursing internships with us.



Beyond participating in clinical rotations and observations, students and medical residents also conducted public health projects and/or research studies. Several projects included an analysis of client adherence, client satisfaction surveys, and an analysis of client flow through the clinic. The students also contributed to a series of smaller administrative projects that have positively impacted the clinic's daily programs and services. For the second time, Clínica de Familia received a medical student from the Global Health Research Program, a one-year training program in global health from Columbia University. One graduate volunteer from Dartmouth College and eight medical residents from Columbia University also participated in the program.

In addition, we moved our house for students and visitors, Casa Internacional, to a larger, safer, and more comfortable home.

Quality Improvement

As of this year, Clínica de Familia has fourteen different committees. Each committee works to achieve its unique mission while improving the clinic's quality, efficiency, equity and security and simultaneously ensuring that clients are well-informed and that providers are efficient. Each committee is made up of between five and fifteen team members who work to accomplish the committees' goals through activities and monthly or bi-monthly meetings in which they develop their committee action plans. This year, we created the Medications Committee, which aims to ensure the proper use of medications, materials, and supplies in the pharmacy.

Committee for Continuous Quality Improvement: This committee works to improve service quality at the clinic in order to ensure that our clients are well-informed and our providers efficient. We are focused on actively searching for solutions to problems that arise through a variety of methodologies. This year we are celebrating great achievements, including: creating and implementing forms for adherence counseling, conducting a client flow analysis in June 2017, analyzing REDCap databases of our HIV program and pharmacy program to better understand clients' adherence, carrying out audits of prescriptions written and of the clinical history of the Women's Health Program, implementing a warning system for clients at risk of abandoning treatment, and lastly, adapting and implementing internal death certificates for the Clínica to know clients' causes of death. This year, in addition to our new tasks, we also continued previous tasks and monitored

the recommendations of the Ministry of Public Health in order to comply with established local and national regulations, rules, and policies.

5S Committee: Created in 2015, this committee has continued creating a culture of organization, specifically of the physical spaces in the Clínica. During 2017, several of the Clínica's personnel applied the Japanese model of the 5Ss, and prizes were awarded by the committee to all those who completed this piece of the committee's action plan.

Industrial Safety Committee: This committee focuses on occupational health and the prevention of occupational risks (accidents, biologic) of our staff. This year, we conducted inspections and audits of work areas to promote ergonomics. In coordination with INFOTEP, we also held a natural disaster evacuation workshop.

Gender Committee: At the beginning of 2017, the committee carried out a survey of our staff's knowledge of gender-based violence, stigma, and discrimination in order to better inform our trainings. As a result, we conducted three training sessions in April for all of the Clínica's staff. We continued to create instruments and protocols, and in 2017 we were selected to initiate a LINKAGES pilot project in the province of La Romana using a comprehensive and inter-institutional approach. For this pilot, we held round table discussions with institutions that provide critical attention and care and provided trainings for health professionals and members of the National Police in order to improve access to health services for key populations. As a result of this collaboration, we received a visit from the Director of the Unit of Attention for Victims of Violence and the Ministry of Women, allowing us to learn more about the work these organizations do.

Women's Health Program: This multidisciplinary team works to offer appropriate and efficient services while looking to improve service quality and resolve challenges with the Women's Health Program. The committee conducted an audit of the program's medical records to identify gaps and verify that new medical histories were filled out correctly.

Men's Health Program: This multidisciplinary team works to offer quality health services for men through a package of services in a secure space that improve client retention. During 2017, the committee fostered relationships with institutions that support drug users in order to better understand these clients' needs and how to provide them with appropriate services and consultations. We also focused on strategies to promote male circumcision.



Pediatrics: This team works to expand interdisciplinary communication, look for new ideas and solutions to problems, and monitor the department's progress in order to improve the health of our pediatric clients. In 2017, the team began to digitize pediatric records into a database and conducted two audits: one to improve the quality of how required documents are filled out and the other to identify clients lost to follow-up and how to re-integrate them into the program. The team also monitored clients eligible for the Human Papilloma Virus vaccine and improved the protocol for the transition from pediatric to adult care.

Family Planning: The goal of this committee's quarterly meetings is to improve techniques, reinforce knowledge and clarify any uncertainties about family planning methods. The committee also discusses relevant advances or other topics of interest to the department. In 2017, we successfully integrated a form to rule out pregnancy when our clients are unsure of the date of their last menstruation. We also implemented a low-cost follow-up consultation to assess how clients are doing with their family planning method, to clarify doubts, and to offer support for side effects.

Maternal-Infant Health Annex (MAMI): The purpose of this committee is for all MAMI personnel to learn about monthly events and activities, to be aware of relevant cases that can inform development of clinical areas at MAMI, to be recognized for their accomplishments, and to be informed of any other relevant information that may help to improve MAMI's adolescent programs.

Cultural Competency Committee: Created in March 2015, the goal of this committee is to familiarize its members with other cultures in order to diminish barriers related to prejudice, stigma, discrimination, and racism between clients and Clínica staff. The committee promotes culturally appropriate services for vulnerable and key populations.

Social Committee: This committee was founded to enable staff members to take part in activities together outside of the work environment. These activities release some of the daily stress of work and provide opportunities for staff members to get to know one another better. We held our usual celebrations for Mother's Day and Father's Day and had baby showers for pregnant staff members. This year, we changed the location of the annual holiday party, and it had great turnout and was a lot of fun.

Infection Control Committee: This committee was created in September 2016 to improve the quality of life of our clients

and staff through preventing and controlling the spread of infections within the Clínica itself. In 2017, we received written approval from the National Health Service for our compliance with their requirements. We also received a donation of ten fans from the Ministry of Public Health, continued to use an information packet on infection prevention within consults for the Clínica staff, and implemented a cleanliness protocol for our restrooms that includes keeping records of cleanings and inspections. In December, all staff were vaccinated for H1N1 influenza as part of the Clínica's routine preventative efforts.

Green Team: This committee was created in 2014 to contribute to the protection and conservation of the environment. We do so through educational efforts and by using best practices to reduce the impact of environmental pollution at work, in the community, and at home. Some of our accomplishments include communicating with recycling companies and organizations focused on environmental protection, recycling all paper and cardboard used in the Clínica, and participating in the World Beach Cleanup Day.

Medications Committee: This committee was formed in 2017 in order to ensure the proper use and storage of medications, materials, and supplies by the pharmacy and the clinical team. It meets bimonthly and has implemented a list of commonly used medicines and an internal monitoring form to ensure compliance with the rules and policies of the National Health Service.

Informatics

In 2017, Clínica de Familia's informatics department continued to work hard making infrastructural changes, including re-modeling several new work spaces and installing five computers, two laptops, and three printers. In addition to helping MAMI install a new security system, the department installed equipment in the Provincial Hospital Francisco Gonzalvo.

Human Resources

In the last quarter of 2017, the directors of Clínica de Familia decided to separate the Human Resources Department from the Administration Department in order to allow Human Resources to concentrate on the personnel management. The department received support from volunteer Deloitte consultants who provided recommendations to improve the department's procedures. Their recommendations resulted in



a new, more rigorous candidate interview procedure, as well as a new program called “Integration Buddies,” in which clinic staff with exemplary work ethics and performance orient and integrate new staff so that they understand their work functions and the internal processes of the Clínica more quickly. In November 2017, the department created an Introduction Manual to provide information to new staff when they are hired. We also updated the Clínica’s medical leave and vacation policies, created a new uniform/dress code policy, and established a social fund for each department to hold social events with their team members. The department also coordinated three staff trainings in collaboration with INFOTEP, and at the end of 2017 the Clínica had a total of 120 staff members.

Operations Department

The change made at the end of the year to separate Human Resources and Administration into two departments created the need for a Director of Operations. This new administrative position guarantees the quality of our services, the operational and strategic development of the Clínica, and our long-term sustainability. The Operations Department is in charge of supervising the administration and maintenance of the Clínica, monitoring purchasing, and ensuring that we adhere to the Code of Conduct for Civil Society Organizations in the Dominican Republic. At the end of the year, the department implemented new procedures to reduce electricity costs and began a project to implement a digital clinical management system.

Public Relations and Fundraising

This year, with the help of our graphic design volunteer from JICA (the Japanese International Cooperation Agency), we updated our website and created several new brochures to promote our services and educate clients.

In 2017, the department continued its promotional work through radio advertisements, the clinic’s webpage, and written publications in the national press. The written publications, digital media, and radio programs promoted different events throughout the year and were well-received. In terms of written publications, Casa de Campo Living, Zona E, the Listín Diario newspaper, El Tiempo newspaper, and the magazine 100% Romana promoted our activities.

Additionally, we published four newsletters where we shared information about our programs and success stories.

In terms of fundraising, we used a donor database to document the different activities carried out throughout the year. Local donations for Camp Hope and Joy increased, and the grocery store Iberia continued to support our direct marketing techniques in their store. We utilized banners, audio clips, and individual representatives at various local functions to collect in-kind donations for the children and adolescents to use during camp. Additionally, the donation containers we placed in the reception and billing areas of the Clínica at the end of 2016 raised RD\$28,627 (US\$570) to help cover transportation costs for getting to medical appointments of clients with HIV.

This year, the department strengthened several important partnerships and attended a variety of trainings for non-governmental organizations in the eastern region. Clínica de Familia continues to be part of Alianza ONG, INSALUD, and the Coalición ONG SIDA and coordinates the Advisory Group on the Quality of HIV Clinical Services.

In 2017, we created a non-profit organization in the United States called the Children’s Global Health Fund. The main goal of this new organization is to raise funds to guarantee the Clínica’s future and financial sustainability.

Accounting

In 2017, the Clínica successfully executed all of its budgeted projects and programs for the year. The financial team managed records of revenue and expenses in order to ensure that the different programs were implemented according to their allotted funding. This financial management was carried out in accordance with widely accepted accounting standards.

It should be noted that the largest source of income came from donations and specific projects, which contributed 69% of the year’s total income. New services and health insurances also contributed. The Clínica’s income and expenses in 2017 substantially increased from the previous fiscal year (see Table 8).



Table 8: Financial Data
(values expressed in U.S. Dollars)

	2017	2016	Variation
Income	1,793,057	1,326,931	35%
Funds Spent	1,893,186	1,394,727	36%
Sources of Income	Participation		
National Donations	8.048	8.387	0,5%
International Donations & Grants	1,253,512	976,926	70%
Self-Generated Income	531,497	341,618	30%
Government Subsidy	0	0	0%

