



# strong & courageous

2021 Annual Report



# Heal the sick and proclaim the kingdom of God -Luke 9:2

➤ Hassan (left) recovers from reconstructive surgery on his face and smiles with his friends at CURE Niger.



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*The numbers and statistics cited throughout this report reflect CURE's Fiscal Year 2021 (FY21), which ran from July 1, 2020, to June 30, 2021. Figures exclude hospitals no longer in the CURE Network.*



## A LETTER FROM THE PRESIDENT/CEO

*Justin Narducci*

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**T**he theme “strong and courageous” was an obvious option for this year’s annual report. In the middle of a global pandemic, with elective surgery paused across the world, our CURE Children’s Hospital Network kept our doors open and arms wide to serve children in their time of need.

From the beginning of the pandemic in January 2020 through the most recent Omicron wave at the end of 2021, our colleagues completed more than 20,000 surgical procedures, conducted more than 150,000 patient visits, and saw more than 30,000 people make a decision for Christ. All of this happened during two years of COVID-19-induced limitations and restrictions. Many children that we serve have been waiting for care for years. Their parents had canvassed clinics and hospitals looking for answers to their child’s condition, only to find that the meager resources they spent in the process led nowhere. And then,

a missionary referred them to a CURE hospital.

That is the story of Hassan (pictured inside the cover) in Niger, West Africa. Hassan suffered severe burns as a young child when he accidentally fell into the open fire in his family home. Hassan’s mother looked everywhere for help but was unable to find any for her young boy. One day, a missionary couple came to Hassan’s village, hundreds of miles away from the CURE Children’s Hospital of Niger, and told his mom that there was hope. There was something that could be done to help her sweet boy thrive again.

When I met Hassan, he had already undergone a few surgeries on his face and was about to have another on his hand. The doctors were working to help his fingers open and close again so that he could hold a pencil and go back to school. What was most remarkable to me about this story wasn’t the



fact that CURE hosted him and his mother for four months at the hospital or that CURE surgeons provided him life-changing surgical care at no cost.

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**WHAT I LOVED MOST  
WAS WHEN HE DREW  
ME A PICTURE WITH HIS  
BURNED HAND THAT SAID,  
“JESUS IN ME.”**

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Hassan’s Muslim family met Jesus at CURE and it changed everything for them. And all of this happened in the middle of the pandemic.

I’m so grateful to our gracious Christ, determined staff, and generous donors who made it possible for us to continue to serve despite all of the challenges we faced in the height of the pandemic. You stood with us when we incurred extra costs for PPE, COVID testing, and additional staffing. You prayed with us through major outbreaks and temporary hospital closures. And you encouraged us to keep going. You said yes to moving the mission forward and the results have been remarkable.

In this past year, our team opened the CURE Children’s Hospital of Zimbabwe,

our eighth hospital and seventh on the continent of Africa. We also celebrated the completion of our 300,000th surgical procedure throughout the course of our organization’s history. And we embarked on a new strategic plan that will guide our growth and ministry for the next three years.

As we look ahead, we do so with great anticipation. This year, with your help, we will provide ministry and medical care to more children than ever before. At the same time, we are investing in major capital improvements—upgrading our existing hospitals—so that they can operate with excellence for years to come. I do hope that you will take a few moments to learn more about our strategic initiatives found on pages 28-29 and join us on this vital mission.

Thank you for being strong and courageous with us. It is a joy to serve with you.

Yours in Christ,

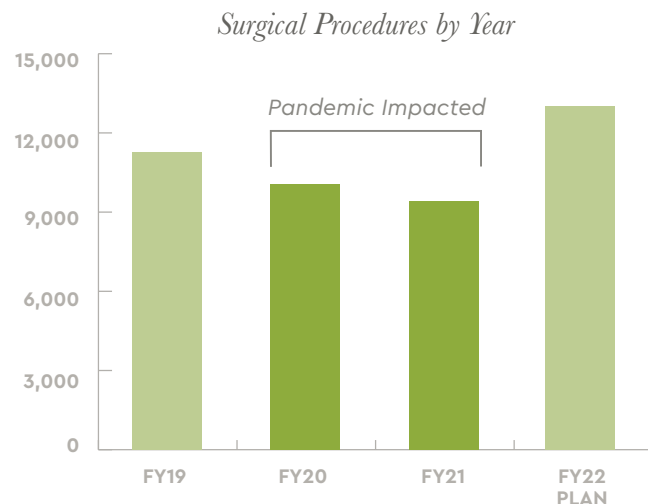


Justin Narducci  
President/Chief Executive Officer  
CURE International

# OVERVIEW

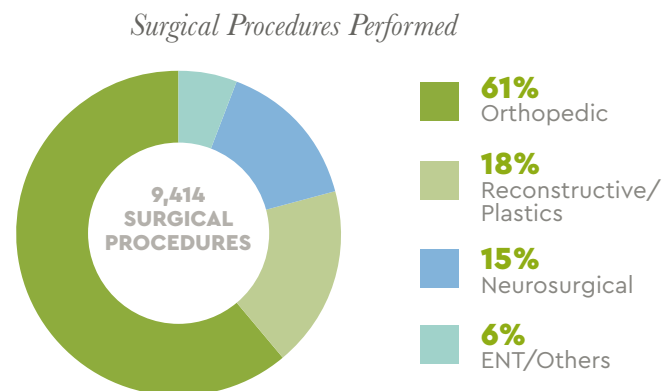
## STRONG IN A PANDEMIC

CURE Children's Hospital Network operated safely and within guidelines of national health policies. Limited in-country travel and social distancing requirements reduced patient volumes between 2020-2021. The outlook for 2022 going forward is focused on growth and expanded services to vulnerable children.



## DEDICATED TO ADVANCING SURGICAL CARE

CURE provides world-class surgical care for children living with treatable disabilities. Orthopedic services primarily include care for clubfoot, knock knees, bowed legs and neglected trauma. Plastics/reconstructive care is increasing as CURE expands its practice to serve children with cleft lip, cleft palate, and severe burns at all hospitals. CURE continues to provide life-saving care for children with life-threatening hydrocephalus, spina bifida and other brain conditions.



## ACTIVE IN OPENING A NEW CURE HOSPITAL

CURE Children's Hospital of Zimbabwe opened in 2021 as the eighth and newest hospital in the network. This fully refurbished hospital has three operating rooms, eighteen ward beds, and a full outpatient clinic. CURE Zimbabwe is the only pediatric surgical hospital in the country serving an estimated 300,000 children living with disabilities.

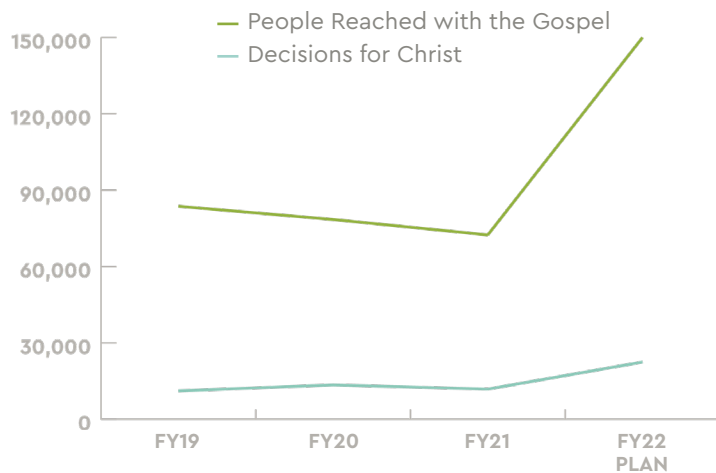




## PERSISTENT IN OUTREACH

Mobile clinic outreach ministry restarted as COVID-19 restrictions eased. More than 70,000 people were reached with the gospel message by way of community outreach, local church engagement programs, and direct patient ministry. CURE is developing a pastoral training tool that helps local churches to reduce stigma and increase compassionate care for children living with disabilities.

*People Reached and Decisions for Christ*



## BOLD TO BUILD THE FUTURE

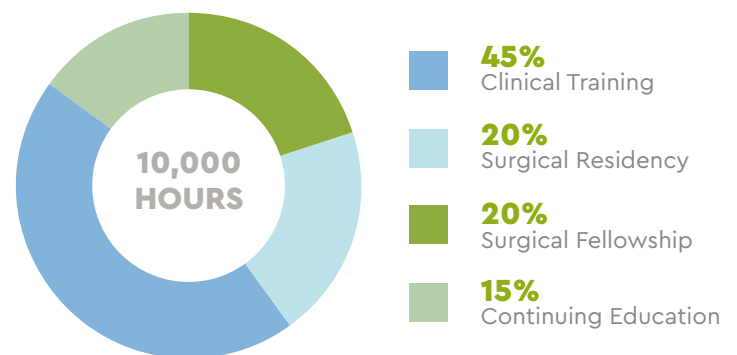
Operation 2X is CURE's three-year strategic plan to double the number of children served. This year our Board of Directors approved Operation 2X as an effective strategy for maximizing the use of our current hospitals by adding clinical staff,

strengthening ministry programs, modernizing technology, enhancing monitoring and evaluation systems, and starting a \$28M capital investment campaign to improve hospital infrastructure.

## STEADFAST IN TRAINING

CURE training programs completed an astonishing 10,000 hours of training for 1,900 clinical health professionals during 2021. Training programs include formal long-term specializations (fellowships and residency programs), clinical training programs for residency rotations, and certificate courses on life support, infection control, nursing skills, and biomedical procedures. In an effort to strengthen national health systems, 37% of all trainees were non-CURE staff.

*Training Hours by Type*





# STRONG THROUGH A PANDEMIC

*Open Doors, Open Hearts, Open Healing*

**T**he mood was heavy, marked by uncertainty. Jesus was forewarning His disciples of the difficulties they were about to face. They could not fully grasp what was about to unfold with Jesus' arrest, beatings, and crucifixion, but were getting the sense that their lives could be radically upended. In the midst of impending disruption, disappointment, and death, Jesus spoke directly to his disciples' anxious hearts:

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**“I HAVE SAID THESE THINGS  
TO YOU, THAT IN ME YOU  
MAY HAVE PEACE.”**

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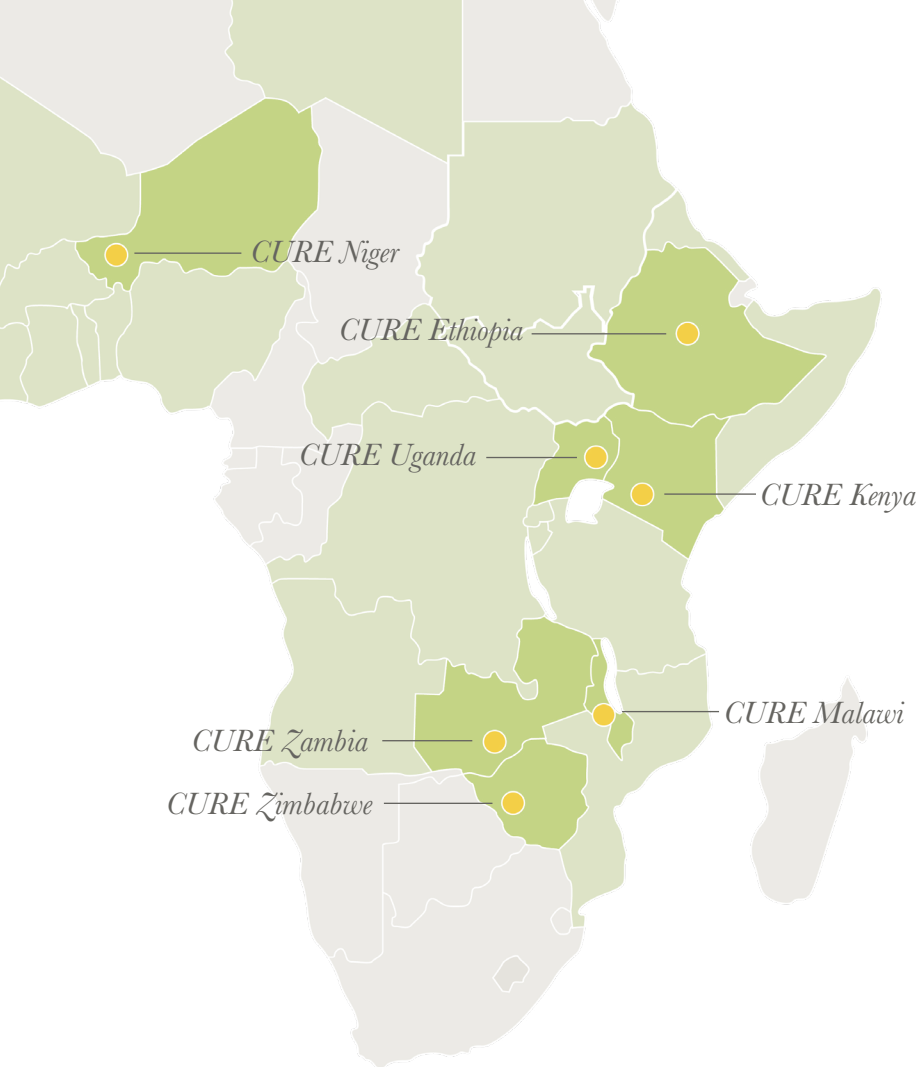
“In the world you will have tribulation. But take heart; I have overcome the world” (John 16:33). The Oxford English Dictionary defines “tribulation” as “a cause of great trouble or suffering.” COVID-19 has plunged the world into a period of global tribulation. Hospitals are stretched, businesses are hampered, students are behind, travel is complicated, and mental

health is suffering. Like the disciples, our modern world has been radically upended by circumstances beyond our control, including disruption, disappointment, and death.

Despite all this, every day there were those who stood strong. The men and women of CURE served others faithfully. They focused not on the bad headlines, but on the wonderful promises of Jesus. They never paused operations when it would have been easier to do so. In the chaos, they continued to live the Gospel in word and deed.

CURE's global network of eight pediatric hospitals kept lights on, doors open, operating rooms busy, and recovery rooms full throughout the pandemic. With elective surgery paused across the world, CURE hospitals kept spreading hope and healing with both quality and quantity. In fact, while many aid organizations and governments were reducing their support for marginalized populations, CURE expanded its network to reach even more children.





- Where children are traveling from to reach our hospitals
- CURE hospital locations

In April 2021, the CURE Children's Hospital of Zimbabwe opened, becoming the first and only hospital in the country of 14 million people to provide orthopedic care for disabilities such as clubfoot, bowed legs, and knock knees to children regardless of their economic status. Now with three children's hospitals in Southern Africa—Malawi, Zambia, and Zimbabwe—the organization can treat the children of these countries directly while also serving children from border countries

including Mozambique, Tanzania, and the Democratic Republic of the Congo. The Zimbabwe hospital was refurbished by the Zimbabwe Orthopedic Trust in partnership with the Zimbabwean government and is located adjacent to United Bulawayo Hospital in Bulawayo.

In November, CURE celebrated its 300,000th surgical procedure performed at its hospitals since its founding in 1996. This monumental achievement would never have

been accomplished so soon if operations had been paused during the pandemic. Because of the bold decision to remain operational throughout the pandemic, children around the world today can literally walk, talk, and grow up to be healthy adults. Their pain has subsided, and their tears have stopped flowing.

The success of CURE's hospitals is directly related to the faithfulness and diligence of its 1,000+ staff members around the world. Everyone—from corporate office staff to doctors and nurses—rose to the challenge. The results of fiscal year 2021 were staggering:

#### *Key Program Activities in 2021*



**9,414**

Surgical Procedures



**74,225**

Patient Visits



**72,426**

People Reached  
with the Gospel



**11,834**

Decisions for Christ

With careful observance of local and international health guidelines, CURE was hard at work healing bodies and winning souls for Jesus Christ.

Undeniably, CURE's successes in 2021 would have been impossible without the generous—and unrelenting—contributions of its donors. Funding fuels CURE's good work across the planet, helping people with disabilities walk and the good news of Jesus to spread to the ends of the earth. Throughout 2021, nearly 15,000 donors sacrificially gave \$23M to help CURE continue its operations in the midst of the pandemic. Local fundraising efforts contributed meaningfully to overall revenue, and costs were managed closely to sustain operations with the added costs of COVID-19 testing, PPE, and personnel.

Just ask Ethan in the Philippines (age three, pictured right), who was treated for cleft lip. His family sought help and bounced from hospital to hospital confronting challenges of under-resourced healthcare, unaffordable surgery, cities on lockdown, and COVID-filled hospitals. Ethan's needs did not stop when a pandemic spread across the world. With your help, CURE did not stop either.





➤ Nurse Jaime entertains Ethan before his cleft lip surgery at Tebow CURE.





# COURAGEOUS IN THE MIDST OF A CIVIL CONFLICT

*An Orphan Finds Hope at CURE Ethiopia*

**T**he northernmost region of Ethiopia, Tigray, is home to one of the country's most powerful political groups called The Tigray People's Liberation Front. A little more than one year ago, Ethiopia's Prime Minister, Abiy Ahmed, launched a military campaign in Tigray. Soon after, the country became entangled in violent conflict. Thousands of innocent lives have been lost—and many more injured—due to the violence. Food and housing became even more scarce.

By October 2021, Northern Tigrayan rebels were approaching Addis Ababa, Ethiopia's capital and home of the CURE Children's Hospital of Ethiopia. The government declared a six-month state of emergency on November 2nd, while foreign countries evacuated their embassies. Philippians 2:4 says,

**“LET EACH OF YOU NOT  
ONLY LOOK TO HIS OWN  
INTERESTS, BUT ALSO TO THE  
INTERESTS OF OTHERS.”**

That's exactly what CURE Ethiopia decided to do by keeping its doors open to the hurting children of the war-torn country.

Abubeker is a child who benefited from CURE remaining open during the conflict. His entire immediate family was horrifically killed when a mortar landed on their home. He was one year old and was the only one to survive the damage. His step-brother Hussein retrieved him and brought him to safety. Local doctors told Hussein that they would need to amputate his infant step-brother's arm. He went to CURE Ethiopia for another opinion.

CURE doctors successfully performed skin grafts, monitored his recovery and were able to save Abubeker's arm. Baby 'Abuki' and Hussein left the hospital in late December 2021, healthy and having experienced God's love.

Abubeker is one of hundreds of children who would have had a very different life if CURE International had evacuated its hospital amid the turmoil. The state of emergency was lifted in late January and CURE Ethiopia continues to



➤ Ethiopians cleaning up debris after civil conflict. Photo courtesy of AP Photo.



help as many children as they can. We thank God that the nation has become safer for its citizens and violence has subsided. But the children of Ethiopia still need our prayers and support so they can grow up healthy.



Abubeker after recovering from surgery on his right arm.

The mission of CURE International is to:

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### HEAL THE SICK AND PROCLAIM THE KINGDOM OF GOD -Luke 9:2

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CURE's hospital in Ethiopia proved it could do that during war and peace. Over 2,500 surgical procedures are performed each year at CURE Ethiopia, helping children who suffer from injuries and disabilities while specializing in high-demand orthopedic and reconstructive care.

Children living with disabilities are often overlooked, forgotten, and rejected; and in times of conflict they are especially vulnerable. CURE provides surgical and spiritual care to children and families who need it the most. Sometimes that means operating in some of the most challenging places on the face of the earth like Ethiopia, where poverty, disaster, conflict, and war are all too common.



➤ Dr. Lubega and nurse Maureen perform surgery using new equipment at CURE Malawi.



# BOLD TO BUILD THE FUTURE

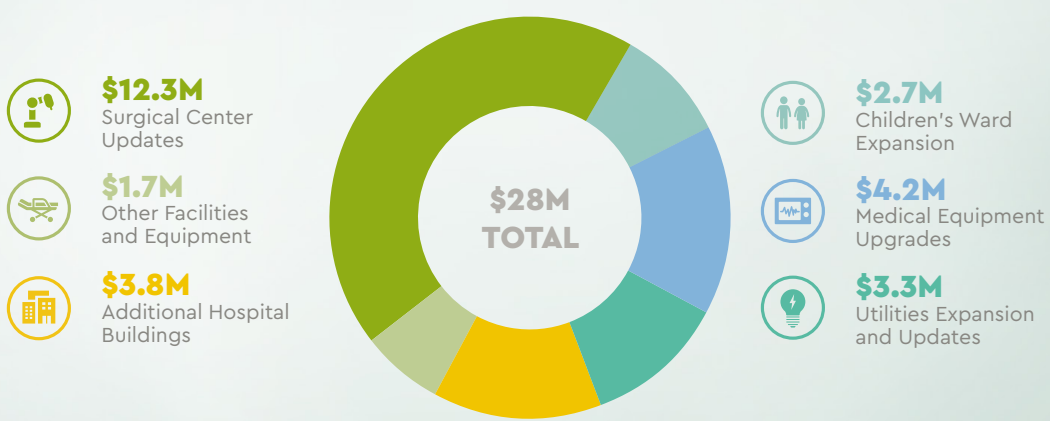
## Adding Capacity with a Capital Campaign

The world’s children have never needed specialized surgical care more than they do today. An estimated 14.6 million children are currently suffering from treatable conditions—in just the eight countries where CURE currently operates hospitals.

The *add capacity* campaign is a three-year, \$28M capital campaign to invest in the future of existing hospitals. Physical upgrades and expansions to hospitals—many of which are now decades old—are needed not only to preserve high-quality medical care, but for increasing the number of children who can be impacted physically and spiritually.

Modern facilities and upgraded medical equipment significantly contribute to safe and consistent outcomes for CURE patients. Over the next three years, CURE will invest heavily in capital improvements at its hospitals for optimal patient flow, throughput, and quality of care. The lack of available beds in children’s wards significantly limits the number of patients CURE can serve. Across the network, CURE will renovate and expand patient facilities, creating a total of 360 children’s beds and 180 long-term care beds. This major investment will build 18 new operating rooms across the network, allowing CURE to double the number of surgeries performed.

Planned Capital Investments





The *add capacity* campaign will invest \$28M into CURE's existing hospitals to address these current needs and future opportunities. Because of investments today, CUREkids for years to come—undoubtedly many not even born yet—will benefit from expanded children's wards, improved medical equipment, additional hospital support buildings, and surgical center updates. CURE is building itself up today to meet the needs of tomorrow's generation.

In order to build professional and lasting facilities, CURE has partnered closely with Build Health International (BHI). BHI is a non-profit organization that has experience building hospitals and medical facilities in the developing world and employs a diverse team of architects, engineers, and construction professionals who understand the unique environments in which CURE hospitals operate. By focusing on local resources to meet international standards,

each project will be sustainably sourced, as well. CURE has previously worked with BHI on many successful projects and is immensely grateful to have access to this level of expertise. A long-successful partnership with BHI will expand CURE's ability to heal the sick and proclaim the kingdom of God.

CURE is also taking major steps to standardize its equipment and care procedures to ensure that its network of hospitals are as efficient and safe as possible. Beginning this year, all eight hospitals will start to adopt SafeCare Standards, an internationally-recognized standard of care accredited by the International Society for Quality in Health Care External Evaluation Association (ISQuaEEA). SafeCare Accreditation is a unique stamp of recognition that will further elevate CURE hospitals on the world stage, paving the way for even more impactful partnerships in the future.

## CAMPAIGN GOALS



To view/download the entire campaign, please visit [issuu.com/cureintl](https://issuu.com/cureintl)



### MODERN, SAFE HOSPITALS

Well-maintained facilities and modern medical equipment significantly contribute to safe and consistent outcomes for CURE patients. CURE will invest heavily in upgrading our hospitals for optimal patient flow, throughput, and quality of care.



### SERVE MORE PATIENTS

The lack of available beds in our children's wards significantly limits the number of patients CURE can serve. Across our network, we will renovate and expand children's wards, creating a total of 360 beds, allowing CURE to double the number of surgeries performed each year.



➤ CURE Uganda's three-year master site plan outlines hospital facility upgrades needed to serve more children.



## TRAIN MORE PHYSICIANS

Training national medical staff improves access to sustainable care and reaches beyond the walls of CURE hospitals. Updated, modern operating rooms and equipment will allow CURE to significantly expand our training capacity, empowering us to train up to 50 residents and fellows across the network each year.



## PATIENT HOSTELS

Patient hostels provide temporary housing for patients and their caretakers. Hostels also increase access to care for patients from rural or distant areas, who are typically the most in need. After the campaign, all hospitals will have patient hostels available in order to increase the number of patients we are able to serve.



## MINISTRY OPPORTUNITIES

Because of the increase in patients through the expansion of the hospitals and hostels, we will be able to reach more children with the good news of Jesus Christ. This will also occur through additional mobile clinics which recruit more patients and provide more opportunities to share the gospel.

# STEADFAST IN TRAINING

## *Multiplying Impact Through Training Programs*

A lack of accessible surgical care claims more lives each day than HIV/AIDS, tuberculosis, and malaria—combined. An estimated 16.9 million people die each year (46,300+ per day) from lack of accessible surgical care, according to *The Lancet*. The issue is most desperate in sub-Saharan Africa and South Asia where many of the preventable deaths each year could be avoided by increased access to basic surgical care. One of the major issues with expanding access to surgical care in these countries is that the pipeline of doctors, surgeons, and nurses is underdeveloped. A lack of teaching institutions and training facilities critically limits these regions from producing enough medical professionals to meet the need.

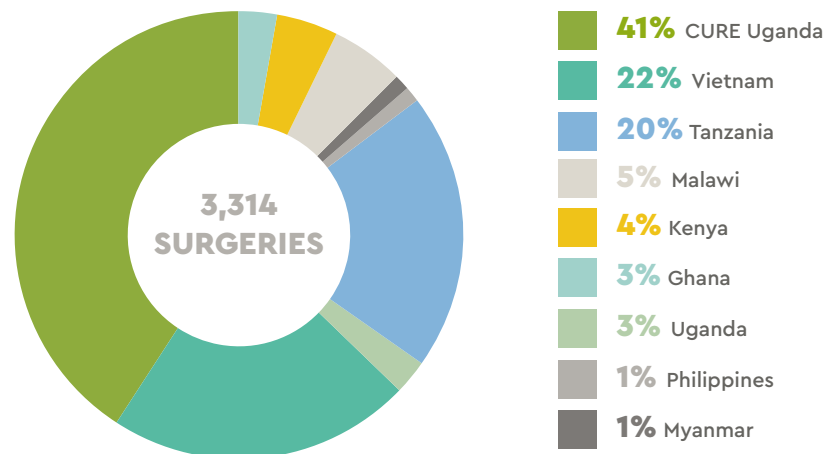
CURE addresses this systemic crisis in two ways. First, it meets the immediate needs of children who require surgical attention today by offering sponsored surgical care. Second, it helps build national health systems in the countries it operates in through training programs. Every one of CURE's hospitals is a teaching hospital, which cares for patients with immediate needs while simultaneously equipping the next generation of medical practitioners.

Every year, hundreds of local surgeons, anesthesiologists, nurses, and physical therapists train at CURE hospitals where they learn and gain experience for future provision of care. Strengthening national health systems ensures that those systems are more resilient and able to provide care that leaves no one behind, especially those who are most vulnerable like children with disabilities.

CURE partners with governments, hospitals, universities, and international accreditors to help

develop regional surgical capacity. Several African hospitals (specifically Ethiopia, Malawi, Kenya, Uganda, and Zambia) are accredited by the College of Surgeons of East, Central, and Southern Africa (COSECSA) and host residencies and fellowships for pediatric orthopedics and neurosurgery among others. In partnership with the Pan-African Academy of Christian Surgeons (PAACS), CURE is developing a rigorous program designed to equip local physicians to meet the surgical needs of their countries and share the love of Jesus.

*CURE Neuro Program - Surgeries by Country*





Once they graduate, many of the residents stay on with CURE as surgeons where they help meet the immediate needs of children and help train others. Others leave, helping to add to the surgical capacity of the healthcare system elsewhere. In Uganda, the CURE Neuro Fellowship Program trains surgeons in advanced neurosurgical treatment of infant hydrocephalus. Now with a sustainable pipeline of talented and well-qualified surgeons, the fellowship program is helping to fill a huge gap of qualified surgeons in sub-Saharan Africa. To date, CURE has trained 42 neurosurgeons through CURE Neuro and 45 COSECSA residents. In Ethiopia, every pediatric orthopedic resident who has graduated in the past seven years was trained by CURE.

This model has an exponential return on investment in terms of overall health systems development. By investing in surgical capacity-building while treating children currently in need, CURE is making pediatric surgical care sustainable and accessible to the most vulnerable children on earth.

➤ *Dr. Chelsea Sikuku assists in surgery during her residency at CURE Kenya.*





# PERSISTENT IN OUTREACH

## *Reaching Children in Underserved Areas*

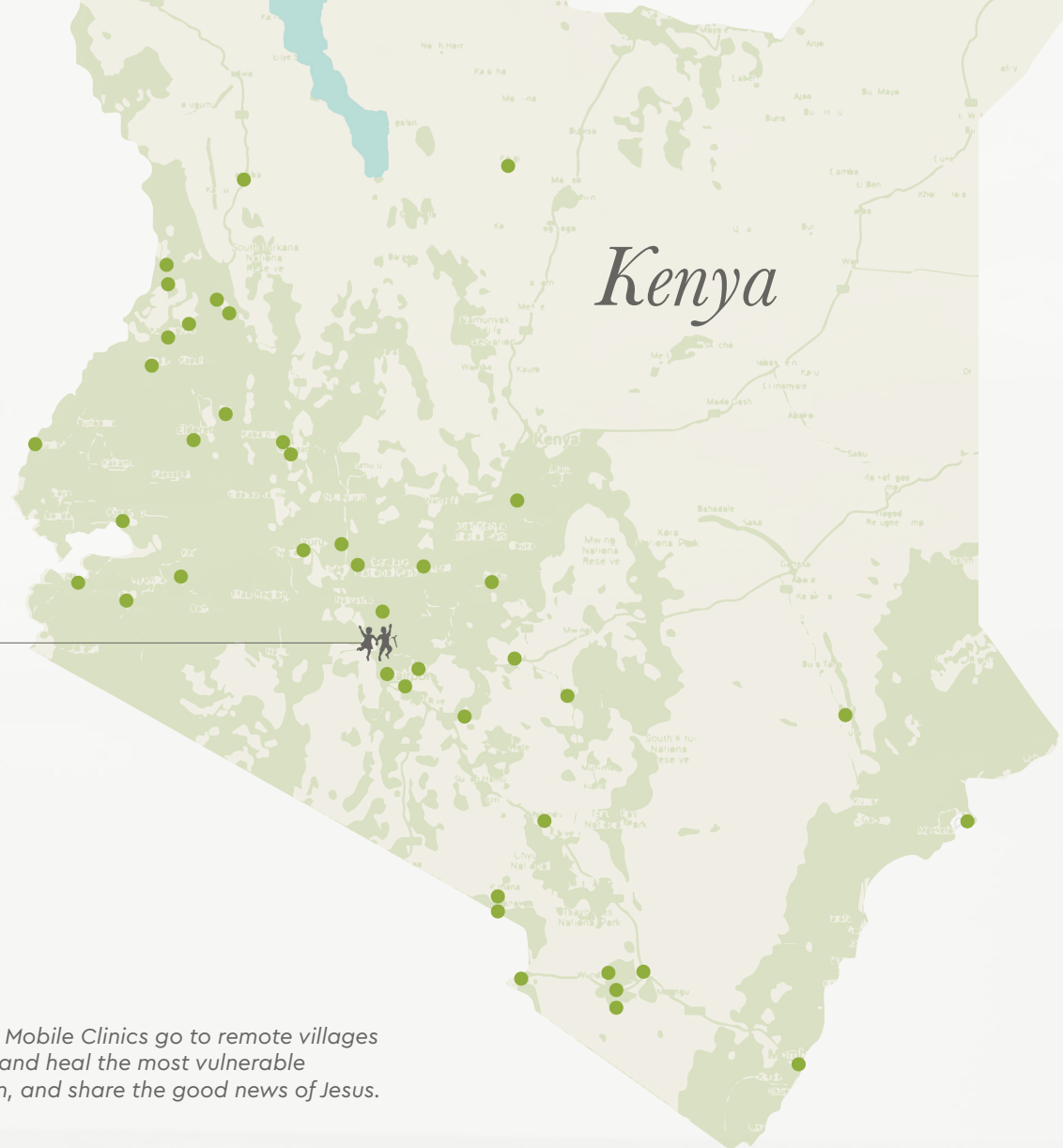
CURE International exists to bring hope and healing to children who need it most. Unfortunately, public transportation systems at the “ends of the earth” are often less than adequate. While an organization can establish a hospital in Kijabe, Kenya, for example, children just a few miles from that hospital might still be unable to travel there to receive the care they require. Ironically, the very children who most need care are often physically cast out from society, making them even harder to reach.

Jesus did not abandon lost people. Instead, He pursued them. In Luke 15, Jesus teaches a crowd the parable of the lost sheep, the parable of the lost coin, and the parable of the prodigal son. In each, God’s love for the lost is vividly demonstrated. Jesus reveals how heaven rejoices when people who are most distant from God are

found by His love. With this principle in mind, CURE decided to expand its reach to search for those who are most in need of care.

CURE developed mobile clinics in order to deliver care and reach out to those on the margins of society. In 2021, more than 250 had been sent by hospitals. CURE Kenya alone conducted 113 mobile clinics, completed more than 4,800 medical consultations, and identified more than 1,000 patients for surgery. Some mobile clinics can be found in villages and towns, while others are sent to sparsely populated regions or refugee camps. Mobile clinics operate at schools, local health clinics, and regional hospitals—working with local churches and pastors whenever possible. Cumulatively, they bring hope and healing thousands of miles closer to those who otherwise would remain marginalized.





### *CURE Kenya*

➤ Mobile clinics conducted by CURE Kenya over FY21

➤ CURE's Mobile Clinics go to remote villages to find and heal the most vulnerable children, and share the good news of Jesus.



CURE mobile clinics function as satellites of the CURE hospital in each country. Local conditions determine how often they are needed. Variables such as terrain, ease of transportation, licensing and regulations, staff availability, and access to healthcare via other institutions all factor into determining the frequency and quantity of mobile clinics each CURE hospital operates.

Mobile clinics cannot and do not try to provide the full suite of medical solutions available at the main CURE hospital. Instead, they perform essential services such as pre- and post-surgical care, medical consultations, and follow-up. The

ministry teams accompanying the clinical staff share the love of Christ. Mobile clinics also serve local populations by treating relatively minor wounds and illnesses and by monitoring healing progress.

Because accurate information and public trust are essential components to the success of any hospital, mobile clinics help spread awareness of the hospital's functions. By physically entering communities, driving down their streets, and looking families in the eye, CURE staff can reach those who are furthest from care but who need it most. Furthermore, by partnering with local church leaders, CURE mobile clinics gain





critical social buy-in for their mission of hope and healing.

Another major service performed by mobile clinics is counseling. Through partnerships with local pastors, parents with children who have disabilities hear the gospel while discussing their struggles—physical, social, emotional, spiritual—with trusted Christian leaders. In many parts of the world, physical disability is shamed and considered a result of an individual's sin. Christian counselors combat these misconceptions and help communities better treat and care for persons with disabilities. CURE doesn't just want to advocate for marginalized communities; it wants to reduce

the marginalization of people with disabilities altogether.

Wherever CURE operates, it seeks to become enmeshed in that society. Local CURE hospitals train local medical students, collaborate with governments and other medical institutions, and hire staff living nearby. Mobile clinics have become a major means to that end.

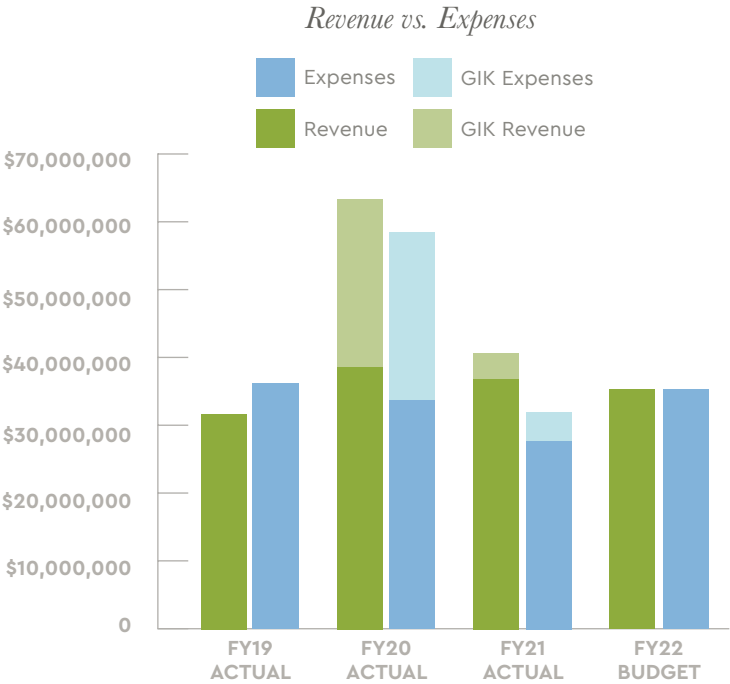
➤ *Our partnership with Mission Aviation Fellowship allows us to travel to remote areas in Kenya to reach children in need of medical care.*



# FINANCIAL ACTIVITY

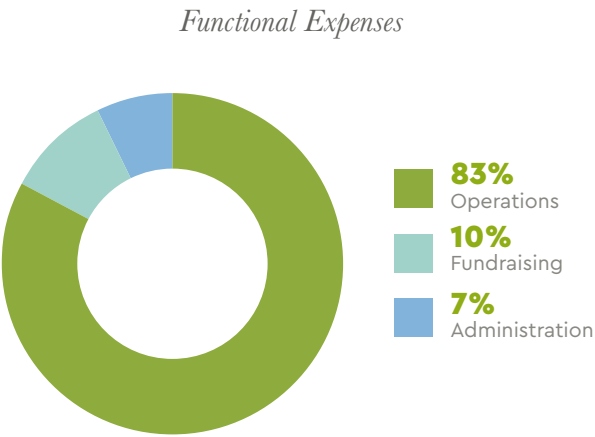
## REVENUE CHANGES AND NET GAIN

Total donations and other income, excluding gift-in-kind and inherent contributions, decreased from 2020 to 2021 by 12% (\$33M to \$29M). This decrease is primarily due to 1) the integration of International Aid (a non-profit that was acquired in 2020), and 2) a modification to local hospital revenue models which decreases adult private pay activities and allows CURE to focus on serving children. These changes resulted in nearly \$3M of the decrease and were anticipated. Local fundraising maintained prior levels, and cost recovery strategies contributed positively to overall income and a positive net gain for the year.



## EXPENSE MANAGEMENT

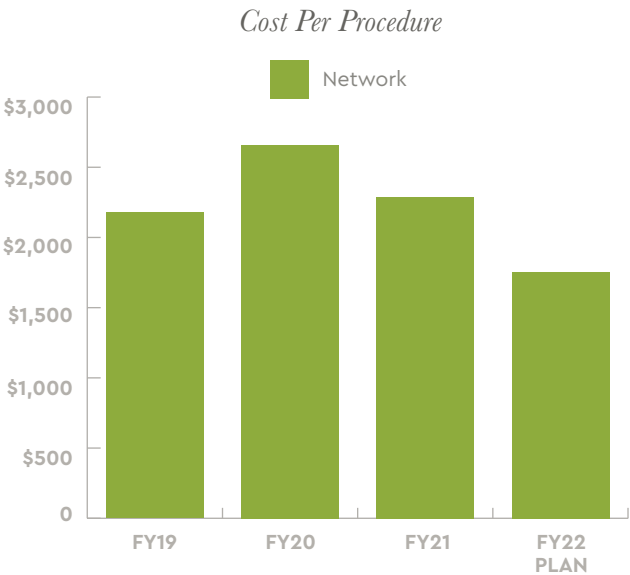
Total expenses for 2021 (excluding gift-in-kind expenses) were \$28M, down by 18% from the year prior. Management reduced expenses due to the anticipated decrease in patient volume from COVID-19 restrictions, while still making investments in key initiatives that improved patient safety and operational efficiency (e.g. technology, quality, and medical equipment). Included is a 14% reduction in supporting services expense (Administrative and Fundraising) from \$6.4M to \$5.5M. Program expenses were 83% for 2021, exceeding the industry standard of 80%.



CURE is an accredited member of the Evangelical Council for Financial Accountability.

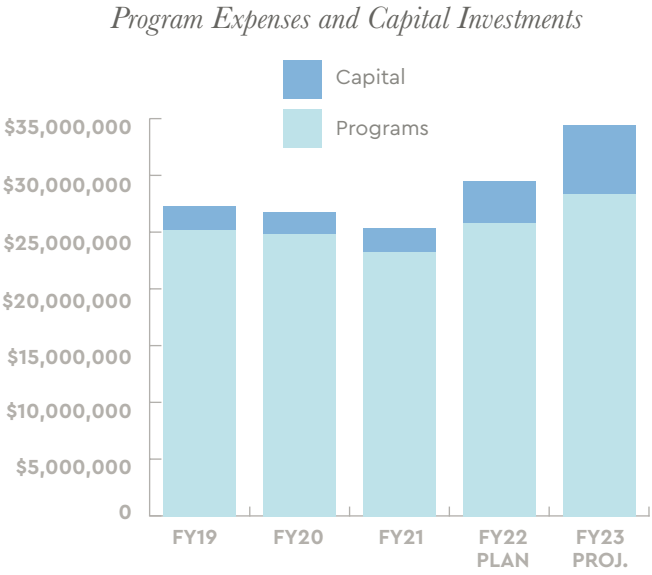
### DECREASING THE COST PER SURGERY

Efforts to focus on cost management, increased patient volumes, and finding efficiencies across the hospital network are anticipated to reduce the cost per surgical procedure by 20%. Historically, the cost per surgery has hovered over \$2,000 for a number of years before spiking to \$2,650 in 2020 with the reduced volume and increased cost of providing service during the COVID-19 pandemic. Cost per surgery came back down to the historical trends in 2021. Future projections indicate that increased patient volume will decrease the cost for a surgery to under \$1,800. Local cost recovery activities partially offset total surgical costs.



### INVESTING IN INCREASED HOSPITAL OPERATIONS

Near-term revenue and program expense targets are higher than 2021 by 7% and 4%, respectively. These figures support an increase in annual surgical procedures of 3,000 along with ministry activity and mobile clinics. CURE is also fundraising for significant capital investments around the network to improve the quality of patient care. Capital investments consist of surgical suite construction projects at five hospitals including new, modern operating rooms, ward expansions to accommodate 360 beds, medical equipment upgrades and standardization, patient hostels, and utility improvements.







*New mission support center in the heart of downtown Grand Rapids, MI.*

## CORPORATE OFFICE RELOCATION

CURE sold a large warehouse building during the year that was being utilized as a corporate office and warehouse/distribution center. A new corporate office centrally located in downtown Grand Rapids has resulted in a reduction in the total annual facility expense by 10%. Proceeds from the aforementioned building sale have allowed CURE to establish a Board restricted fund earmarked for future strategic initiatives. Management intends to methodically grow the fund with the proceeds from legacy gifts.

## UAE HOSPITAL DIVESTITURE

As CURE continues to refocus its mission on solely operating specialty Children's Hospitals in the developing world, the Kanad Hospital (formerly Oasis) based in the UAE, was divested and acquired by another nonprofit organization during the year. Due to the size of the UAE hospital, this action significantly impacted the financial statements including reducing CURE's total liabilities by 94% (\$25.5M to \$1.6M). UAE activity is shown on the consolidated statements of activities as discontinued operations for June 30, 2021, as well as 2020 in CURE's audited financial statements.



## ZIMBABWE HOSPITAL ACQUISITION

In partnership with the Zimbabwe Orthopedic Trust, CURE acquired a new hospital in 2021 located in Bulawayo, Zimbabwe. The CURE Children's Hospital of Zimbabwe is a public-private partnership located on government property. The hospital acquisition was recognized as an inherent contribution valued at \$4.4M and resulted in an increase in buildings and equipment on the balance sheet.

## STATEMENT OF FINANCIAL POSITION

	2019	2020	2021
<b>ASSETS</b>			
Cash and Equivalents	\$6,750,679	\$9,007,599	\$8,587,821
Pledges Receivable	3,111,427	2,810,070	3,395,648
Other Receivable	675,685	763,427	670,913
Prepaid & Other	733,571	255,344	263,508
Inventory	1,521,567	2,321,091	2,420,470
Fixed Assets (Net)	14,197,061	14,161,789	19,372,680
Land Leases Receivable	23,823,015	23,725,443	25,989,909
<b>Total Assets</b>	<b>\$50,813,005</b>	<b>\$53,044,763</b>	<b>\$60,700,949</b>
<b>LIABILITIES</b>			
Accounts Payable	\$3,991,198	\$1,954,256	\$1,581,587
Other Liabilities	0	216,699	0
<b>Total Liabilities</b>	<b>\$3,991,198</b>	<b>\$2,170,955</b>	<b>\$1,581,587</b>
<b>NET ASSETS</b>			
w/o Donor Restrictions	\$18,578,626	\$23,411,380	\$28,979,052
w/ Donor Restrictions	28,243,181	27,462,428	30,140,310
<b>Total Net Assets</b>	<b>46,821,807</b>	<b>50,873,808</b>	<b>59,119,362</b>
<b>Total</b>	<b>\$50,813,005</b>	<b>\$53,044,763</b>	<b>\$60,700,949</b>



*FY21 Revenue by Type*

- 61%**  
Individuals
- 27%**  
Foundations
- 12%**  
Organizations

## STATEMENT OF FINANCIAL ACTIVITIES

	2019	2020	2021
<b>REVENUE</b>			
General Contributions	\$24,487,230	\$25,904,754	\$25,049,215
Government Grants	267,256	404,243	663,312
Patient and Insurance	5,167,977	3,259,036	2,580,022
Partner Income	0	2,295,693	190,132
GIK/Other	1,816,241	31,402,114	12,255,508
<b>Total Revenue</b>	<b>\$31,738,704</b>	<b>\$63,265,840</b>	<b>\$40,738,189</b>
<b>EXPENSES DETAILED</b>			
Salaries & Benefits	\$16,134,117	\$16,641,412	\$15,411,176
Gift in Kind	814,789	25,419,633	4,894,202
Medical Equip. & Supplies	5,531,108	6,788,440	2,990,408
Professional Fees	2,533,595	2,296,786	2,108,937
Depreciation	1,388,177	1,333,043	1,179,580
Travel and Meetings	2,241,851	1,297,227	437,867
Occupancy, Repairs & Maint.	1,705,996	1,285,541	1,681,542
Office expenses	1,228,122	1,070,691	830,300
Miscellaneous	1,107,491	1,033,449	1,067,541
Grants to other Orgs.	2,395,029	793,520	792,999
Marketing & Media	1,155,431	516,892	527,769
<b>Total Expenses</b>	<b>\$36,235,706</b>	<b>\$58,476,634</b>	<b>\$31,922,321</b>
<b>Net Income</b>	<b>\$-4,497,002</b>	<b>\$4,789,206</b>	<b>\$8,815,868</b>

### EXPENSES-FUNCTIONAL

Program	\$30,146,783	\$52,094,239	\$26,422,059
Management	1,578,978	3,005,574	2,374,937
Fundraising	4,509,945	3,376,821	3,125,325
<b>Total Expenses</b>	<b>\$36,235,706</b>	<b>\$58,476,634</b>	<b>\$31,922,321</b>



CURE International is a top-rated nonprofit organization. Visit [www.cure.org/financials](http://www.cure.org/financials) to view full financial statements.



# operation 2x

## a 3-year strategic plan

By modernizing our systems and processes and revamping our equipment and existing facilities, we can increase the number of children served by thousands each year. By investing in national healthcare systems and advocacy on behalf of children with disabilities, we can improve their overall access to care and help make communities more inclusive for hundreds of thousands more children who exist in the margins of society.

## objectives

01



### **Expand Care for Vulnerable Children**

CURE will seek to reach out more effectively to children and their families through patient recruitment and national advocacy efforts focused on reaching the most disadvantaged populations.

02



### **Multiply Ministry Impact With Strategic Partnerships**

CURE will further develop ministry partnerships in strategic areas, such as sourcing Bible-based materials, deploying a Theology of Disability curriculum, and expanding our art therapy program.

03



### **Pursue Operational Excellence Across the Network**

CURE will help its hospitals access the same types of equipment, follow standardized operating procedures, train clinicians, and upgrade its digital platforms for data capture and patient record-keeping.



# objectives

04



## Upgrade Hospital Facilities through Capital Investments

CURE will invest heavily in upgrading its hospitals for optimal patient flow, safety, throughput, and quality of care; this will also drive down the cost per surgery.

05



## Strengthen National Health Systems

CURE seeks to support host government Ministries of Health in the development and implementation of National Surgical, Obstetric and Anesthesia Plans (NSOAPs), to ensure access to surgical care for all—especially children with treatable disabilities.

06



## Diversify and Grow Financial Base of Support

By focusing intentionally on the areas of improvement above, while also doubling down on areas of strength, CURE will increase resources to further the kingdom of God.

To view/download the entire plan, please visit [operation2x.org](https://operation2x.org)





## A LETTER FROM THE BOARD CHAIRMAN

*Jerry Tubergen*

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CURE began nearly 25 years ago with a God-sized vision. Dr. Scott and Sally Harrison believed that it was possible to provide expert surgical care and ministry support to children living in poverty all over the world. It was very clear to the Harrisons that permanent hospitals in developing countries could change the lives of children at a scale that would never be possible on their short-term mission trips. CURE was a perfect blending of the gifts God had given them as missionaries and medical professionals. In many ways, the Harrisons embodied what it meant to be strong and courageous.

Those were exciting years as we rapidly built new hospitals all over the world. The mission of CURE was taking root and we could feel the momentum growing. First in Kenya and then in Uganda, followed by Malawi, CURE Hospitals were being built and were becoming known as places of healing and hope unlike anything these countries had seen.

The compassion, conviction, and commitment our Board had in those days remain today. While we are not currently building new hospitals all over the world, we are building up the hospitals we have for even greater impact and effectiveness in the years to come. We are, in a very real sense, building a CURE for the future.

On behalf of our Board of Directors, thank you for joining us on our mission of healing the sick and proclaiming the kingdom of God. These are exciting times for CURE and we hope that you will join us in growing this mission to reach more children than we could have ever imagined possible those many years ago.

Serving Together,

A handwritten signature in dark ink, reading "Jerry Tubergen".

Jerry Tubergen  
CURE Board Chairman

## BOARD OF DIRECTORS

Jerry Tubergen  
*CURE Board Chairman*

Peter Schulze  
*CURE Board Treasurer*

Mike Houskamp  
*CURE Board Secretary*

Judy Bellig

Duane Cressman

Marcia McIntyre

Luke Nieuwenhuis

Dr. John O'Dowd

Dennis R. Schlosser

Edward L. Stillman

Dr. Joseph Stowell

Chris Tomlin

## MEDICAL ADVISORY COMMITTEE

Dr. Greg Bellig

Dr. Mary Bernard

Dr. Vaughn Frigon

Dr. Chris Lavy

Dr. Tim Mead

➤ Dr. Scott and Sally Harrison  
at the site of the future CURE  
Uganda hospital.





