

## CRUDEM Foundation, Inc. / Hôpital Sacré Coeur

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### Frequently Asked Questions

#### **What is CRUDEM?**

CRUDEM (Center for the Rural Development of Milot) is a multifaceted mission dedicated to helping impoverished people in and around the village of Milot in Haiti, the poorest country in the Western Hemisphere.

#### **What is its mission?**

CRUDEM's mission is threefold: 1) to provide accessible health care to the poor of northern Haiti regardless of their religion, economic status, or medical condition; 2) to train and nurture a competent Haitian medical staff, supplemented and supported by volunteer specialists; and 3) at all times, and in all endeavors, to practice Christian compassion and respect for the inherent dignity of every individual.

#### **Who does CRUDEM serve?**

CRUDEM serves the 225,000 people living in the Milot region of northern Haiti. The village of Milot itself has a population of about 25,000, and an additional 200,000 people live within a 12-mile radius. The area is made up of many small hamlets and rural communities, situated on rough terrain consisting of mountains and plains.

#### **What are the demographics of Haiti?**

Haiti has a population of 8 million. Some 80% of the population lives in abject poverty—per capita income is U.S. \$380 per year. Out of the 208 countries ranked by the World Bank, Haiti's position was 178 (based on 2004 gross national income per capita).

The life expectancy in Haiti is the lowest in the Western Hemisphere. For women, it is 54 years; for men, it is 51 years. Infant mortality before age one is 74 deaths per 1,000 (by contrast, the U.S. rate in 2002 was 6.8 deaths per 1,000 births, according to statistics from the CDC). Malnutrition affects 35% of children under the age of five, and 118 children out of 1,000 die before reaching the age of five. Some 5.6% of the adult population has HIV/AIDS. The incidence of diseases ranging from intestinal parasites to HIV/AIDS is extremely high. Only about 71 percent of the population has access to safe drinking water, and only 34 percent has access to sanitary sewer systems.

Haiti suffers from widespread unemployment and underemployment. More than two-thirds of the labor force does not have a formal job. In addition, illiteracy is extremely high: Only 54.8% of males and 51.2% of females over the age of 15 can read and write, and 46% of school-age children have never been to school.

## **What is the history of CRUDEM?**

Founded in 1968 by the Brothers of the Sacred Heart of the Montreal Province, CRUDEM was initially started to improve the infrastructure of Milot. By 1983, CRUDEM had brought many improvements to the area, including roads and potable water as well as four clinics, one in Milot and the others in adjacent hamlets. In 1986, the Brothers constructed a hospital in the area: Hôpital Sacré Coeur. Since that time, the hospital has served adults and children living in abject poverty—people whose basic health needs are exacerbated by their poverty.

## **Who operates CRUDEM?**

In 1993, the Brothers ended their involvement in CRUDEM and the Archbishop of Cap Haitien gave operating responsibility for Hôpital Sacré Coeur to The CRUDEM Foundation, a tax-exempt public charity established by Dr. Ted Dubuque, a surgeon, and Carlos Reese, a businessman, both of St. Louis. In January 2005, a Protocol Agreement between The CRUDEM Foundation, Inc. and the Archdiocese of Cap Haitien, Haiti, was signed to confirm this operating, fiscal, and management arrangement and to reaffirm that the organization would be focused primarily on health care provided by Hôpital Sacré Coeur.

## **Which services support the mission?**

Hôpital Sacré Coeur has 64 inpatient beds and an outpatient clinic. It has full maternity services, a pediatric wing, and a complete laboratory. Besides the medical care facility, a Nutrition Center on the hospital campus provides two free meals daily to malnourished preschoolers.

The hospital also does outreach through its Community Health Services department which includes a Mobile Clinic that travels to four villages on a regular schedule, each for five to six hours per day. Patients served are the poor and confined who are unable to make the trip to Hôpital Sacré Coeur because of illness, age, or pregnancy. Two of these clinics provide primary care services and two others offer pre-natal care. An average of 100 to 200 patients visit each clinic per week.

## **Does the hospital offer any special programs?**

Hôpital Sacré Coeur offers the following **Community Health Services**:

Six public health nurses and twenty 'health agents' serve three 'communes' in the Milot region, each with three dispensaries, and reach 150,000 people with vaccinations, pre-natal care, basic hygiene and nutrition training, and HIV/AIDS, tuberculosis, malaria, and filariasis treatment. They also train the LPN's (called 'auxiliaries') who staff the dispensaries. Community Health staff gives lectures in the eight secondary schools in the region. To date there have been 22 presentations on pregnancy, HIV/AIDS, and sexual behavior. The department also distributes dry food provided by the World Food Program one time per month to malnourished children, pregnant and breastfeeding mothers, and TB patients. Community Health also provides a full immunization and vaccination program (infant, early childhood, and adult) plus health education programs to outpatients with ongoing conditions (e.g., diabetes).

Other Community Health Services are:

- **Blood Bank**

In the spring of 2005, the hospital began operating a blood bank, serving patients from area dispensaries and a smaller area hospital. The Red Cross provides the hospital with the necessary equipment, supplies, staff training, and funds required to pay the salary of one technician.

- **HIV/AIDS Prevention**

A program to prevent the transmission of HIV/AIDS from mother to child, as well as provide voluntary counseling and testing programs, began in September 2005 in conjunction with the Catholic Medical Mission Board (CMMB). In August 2005, Hôpital Sacre Coeur began participating in the anti-viral treatment program called the AIDS Relief Project to treat entire families affected by HIV/AIDS. Under this grant program (funded by Catholic Relief Services and the CMMB), Hôpital Sacré Coeur's program is limited to serving 200 individuals.

- **Filariasis Project**

The Filariasis Project addresses the prevention and treatment of the secondary effects of the microfilaria parasite, which causes the disease more commonly known as elephantitis. Filariasis has been found in 20% of the student population living in the region. Hôpital Sacré Coeur is the referral center for this program, treating 1,100 people per year.

- **Nutrition Center**

If they show signs of malnourishment, children visiting the hospital as outpatients are referred to this program by a physician or nurse professional. Each child receives two balanced meals plus nutritional snacks and vitamin supplements. On Fridays, the children are sent home with the same two meals per day for Saturday and Sunday. There are organized games, physical exercise, singing, dancing, and storytelling; children are also toilet trained and coached in proper hygiene. Progress is tracked closely and regularly to prevent any recidivism, and mothers or guardians take part in monthly health education programs. The program serves 30 children per day.

For the past 6 months, 35 children in the Nutrition Center program have been given a specially developed, vitamin and mineral enriched peanut butter known as "Medika Mamba". This Ready-to-Use-Therapeutic Food (RUTF) is part of a therapeutic model for malnourished children developed by Meds & Food for Kids of St. Louis. Dosage is based upon each child's weight and translated into number of spoonfuls per day. Mothers/guardians are trained to administer proper dosages. Every two weeks children are weighed and dosage is adjusted accordingly. A usual therapeutic cycle is 6- to 8-weeks. Results to date have shown that one-third of the 35 children were restored to full health. A second one-third showed improvement. The final one-third did not respond because dosage instructions were not followed. This program will be continued on-site and expanded through the Community Health Department to area towns and hamlets

- **Immunization and Vaccination**

The hospital conducts an immunization and vaccination program (infant, early childhood, and adult) plus health education programs for outpatients suffering from specific medical conditions (e.g., diabetes).

**How is the organization staffed?**

In the U.S., The CRUDEM Foundation, Inc. employs a full-time executive director who is responsible for overseeing the foundation's operations, fund raising, and strategic planning and who serves as the board's liaison with the hospital. There is also a part-time administrative assistant.

In Haiti, the hospital employs 228 people: 181 full-time and 47 part-time. Non-medical staff number 120. There is a Haitian physician who is the executive and medical director of the hospital. There are also two full-time internists, two general practitioners, one family practitioner, two full-time and one part-time pediatricians, two full-time and one part-time obstetricians, one full-time, one part-time ophthalmologist, two part-time surgeons, and three full-time residents. There are 68 people on the nursing staff, 53 of whom are full-time, including the nursing services director, five nursing services managers, 32 staff nurses, 2 midwives, 12 nurse auxiliaries, and three nurses' aids. In addition, three sisters of the Daughters of Charity have worked at CRUDEM since August 1998.

The CRUDEM Foundation also recruits medical volunteer teams from the U.S. who travel to Milot at their own expense. These teams help the Haitian medical staff provide both primary and specialty medical care, including surgeries, from September through June. The hospital has hosted as many as 170 medical volunteers in a year.

### **What are the hospital's results?**

For the 12 months ending December 31, 2005, Hôpital Sacré Coeur served 60,463 people on an outpatient basis. It admitted 3,675 patients, delivered 1,257 newborns, performed 1,096 surgeries, filled 158,030 prescriptions, completed 73,015 laboratory tests, and performed 3,865 other diagnostic tests (e.g., EKG, radiology, and endoscopy). In addition, it served an average of 30 children per day in its Nutrition Center and treated 3,305 patients through its mobile clinic.

A comparison with the same period in 2004 shows the following rates of increase: outpatients, up 18.4%; hospital admissions, 36.1%; newborn deliveries, 49.6%; surgeries, 28.9%; prescriptions, 47.7%; and laboratory tests, 9.0%. The results for the Nutrition Center and the mobile clinic services were on par with 2004.

The hospital has experienced unprecedented growth over the last four years. The following chart provides detail:

<b><u>Growth:</u></b> <b>Patients, Patient Visits, &amp;/or Units of Service)</b>	<b><u>2002</u></b>	<b><u>2003</u></b>	<b><u>2004</u></b>	<b><u>2005</u></b>
Outpatients	29,692	37,267	53,223	60,463
Inpatients	2,419	2,939	2,821	3,675
Newborn deliveries	580	581	832	1,257
Surgeries	846	1,149	859	1,096
Prescriptions	68,418	83,757	106,992	158,030
Lab & Radiology	34,110	52,891	73,527	76,884
Dental Services	641	1,464	1,820	2,686
Community Health	1,750	1,664	3,256	6,279

Patient statistics for 2006 will be published shortly. Hôpital Sacré Coeur management in Haiti indicates that increases for 2006 as compared with 2005 can be expected due to higher patient demand.

### **What is the financial status of the foundation?**

- The CRUDEM Foundation, Inc. is a federally designated tax-exempt 501(c)(3) organization.
- The annual audits of the corporation have resulted in unqualified opinions without management letters.

### **What is the fundraising responsibility of The CRUDEM foundation?**

For fiscal year 2007, the hospital's annual budget will be between US\$1.7 million and \$2.0 million (the 2006 budget was \$1.6 million), excluding the \$1.5-\$2 million in donated supplies, medicines, and equipment that are needed.

Annual salary expense in 2007 is US\$ 1,009,981. Of that total, 62.5% is paid to the hospital's physicians, dentist and nursing staff. In 2007, The CRUDEM Foundation is responsible for raising a minimum of \$756,000.00 in operating funds to support the hospital's operating needs. Patient fees, though nominal, are projected to cover from 28% to 44% of hospital expenses; this is due to increasingly high patient volume.

The CRUDEM Foundation has additional expenses of \$337,110, 92.3% of which directly support hospital operations in Haiti. The Foundation also identifies and solicits the \$1.5-\$2 million in donated supplies, medicines, and equipment.

### **How is the CRUDEM board structured?**

CRUDEM has a volunteer board of directors responsible for all aspects of governance, including operations, fiscal, and fund raising. The board convenes three times per year (one of those meetings is via teleconference). Board terms are three years, and board members may serve two consecutive terms.

### **What strategic planning has the board undertaken?**

The CRUDEM Foundation has begun to explore the hospital's need for renovation and expansion over the next years. This need is due to the following:

- The significant increase in people seeking outpatient services over the past three years (for example, primary care, maternity, pediatric, and laboratory services).
- The growing need for upgraded hospital facilities for laundry and storage of supplies, medicines, and records.
- The critical need for adequate housing for hospital physicians with families.
- The Haitian Ministry of Health's request that Hôpital Sacré Coeur become a "reference" hospital (an official referral site) in Haiti and therefore increase its inpatient capability to a minimum of 100 beds.

In response, the board of The CRUDEM Foundation began a strategic planning process that encompasses:

- A comprehensive review of the hospital campus and its physical capabilities, including land availability, condition and potential use of current buildings, water drainage, septic system issues, and ample electricity generation.
- A plan to reorganize and renovate the present buildings on campus and increase the number of inpatient beds.
- The construction of a Primary Care Center that would serve growing outpatient demand, provide expanded pharmacy and storage capability plus administrative offices, and alleviate the crowding occurring on the inpatient campus.
- The necessary renovation or reconstruction of adequate laundry facilities.

- The critical need for ample, affordable housing for staff physicians and their families.

The immediate next steps, currently in progress, are for professionals in engineering and architecture to provide recommendations and cost estimates. Concurrently, discussion at the board level continues to ensure:

- Quality and adequacy in planning and design.
- Efficiency of development costs and any additional operating costs.
- Adequate levels of funding.
- Continued support of the basic and very necessary services Hôpital Sacré Coeur currently provides.