

## CURE International (CURE) Evaluation



strength





caution






weakness



### STRATEGY

-  **Clear Goals.** By June 2024, CURE plans to “double the number of pediatric surgical procedures to 16,000 and increase people reached to 97,000 annually.” Clear, numeric targets provide leaders with a measuring stick against which they can assess progress. CURE also hopes to improve efficiency and clinical outcomes through facility and equipment upgrades, staff recruitment, and hospital accreditations.
-  **Serving the Underserved.** CURE serves the “poorest third of the world’s population who receive only 3.5% of all surgical procedures.” By focusing on healing children with correctible disabilities in poor countries, CURE is preventing lifetimes of suffering that would not likely otherwise be prevented.



### LEADERSHIP

-  **Accountability Structure.** CURE’s Board has approved an up-to-date strategic plan against which it can assess the organization’s progress. The CEO and staff are evaluated annually. CURE is subject to independent financial audits and written financial controls. CURE recently modified or cut a program because of bad results for the first time in 5 years, so program accountability is improving.
-  **Management Responsibilities.** CURE’s new CEO has more than 10 direct reports, manages relationships with 12 Board members and several donors, and oversees ministry work in 8 countries. It is difficult for any leader to provide appropriate oversight to so many direct reports with all the competing responsibilities of running a large, international nonprofit.
-  **Term Limits.** CURE does not limit consecutive Board terms, and the Board Chair has served for 24 years. CURE has a separate advisory Board it could use to recruit and vet new Board members who bring fresh thinking and new perspectives.

### IMPACT

-  **Increased Capacity.** To increase its “surgical capacity” in FY2021, CURE hired 9 full-time medical professionals, including surgeons, anesthesiologists, and physicians. In April 2021, CURE opened a children’s hospital in Zimbabwe. With more medical staff and new facilities, CURE has a greater capacity to serve more patients in FY2022.
-  **Measuring Long-term Outcomes.** CURE tracks patient visits, medical procedures performed, Gospel presentations, and faith commitments. But CURE does not report the long-term success rates of medical interventions, like mortality rates. CURE does not follow up with new believers or connect them with local churches for discipleship. CURE notes a primary weakness is “monitoring & evaluation of outcomes to measure long-term success.”

### FINANCES

-  **Financial Position.** Since incurring a \$4.5M deficit in FY2019, CURE has recorded a 2-year, \$17.6M surplus. CURE has a healthy 3-6 months of cash on hand and a strong 182% reserve coverage.
-  **Gifts in Kind.** CURE’s gifts in kind have increased 599% from \$1.7M in FY2018 to \$11.6M in FY2021. CURE has received \$17.8M of donated medical equipment and health products over the last 2 years, compared to just \$3M from FY2018 to FY2019. Asking for gifts in kind can open up access to resources from donors who would not typically contribute cash.



# Nonprofit Analytics

## GENERAL

Organization Name	CURE International, Inc.			U.S. Tax ID#	58-2248383	Year Founded	1996
HQ Street Address	70 Ionia Ave SW, Unit #200			City & State	Grand Rapids MI	Zip	49503
Phone	616.512.3105	HQ Nation	United States	Website(s)	www.cure.org		
Primary Contact & Title	Becca Brunner-Caple, Program Manager			Contact Email	becca.caple@cure.org		
Organization Type	Independent Public Charity		Annual Report Link	https://cure.org/about/financial-accountability/			
Nonprofit Accountability Listings	<input type="checkbox"/> BBB (give.org) <input checked="" type="checkbox"/> Guidestar <input checked="" type="checkbox"/> ECFA	<input checked="" type="checkbox"/> Charity Navigator <input type="checkbox"/> Charity Watch <input checked="" type="checkbox"/> Ministry Watch	Strategic Partners	Beit Trust, BHI, CBM, Compassion, COOL, COSECSA, CURE UK, CURE Canada, EMI, Humanity & Inclusion, IFSBH, Smile Train, Tim Tebow Foundation, TriMedx Foundation, USAID, Word FM, World Vision			
Primary Program Area	Healthcare		Peer Group	Mercy Ships, Samaritan's Purse, Partners in Health			
Other Program Area(s)	Evangelism		Clients Served	People with Disabilities			

## GROWTH TRENDS

	FY 2018	FY 2019	FY 2020	FY 2021	% Change	Explanation
Paid Staff (FTE)	1,224.5	1,207.0	901.0	981.0	20 %	CURE Afghanistan separated FY20. COVID affected FY20-21.
Clients Served	81,481	84,866	79,624	73,676	10 %	People reached with the gospel. FY20-21 Afghan sep., Covid
Annual Income	\$31,887,596	\$31,738,704	\$35,291,091	\$41,344,443	30 %	FY21: Unaudited; Added CURE ZI. FY20 merger (IA) grew GIK
Donors	11,523	14,333	14,961	15,466	34 %	Efforts to grow donor base (mostly radio) in FY18-21
Key Activity	16,769	16,989	12,154	10,100	40 %	Surgical procedures. Decrease = Afghan separation & Covid.

## FUNDRAISING

Donor Retention Rate	57 %	Gov't Funding %	1 %	Cost to Raise \$1 (NOT "GIK")	\$ 0.15	Self-sustainability %	13 %
Largest Gift for FY2021	\$3,500,000	Reliance on Largest Gift	14 %	Last Capital Campaign	2021 - 2023	Endowment Fund	\$0
Donors Listed by Gift Size for FY 2021	Gift Size:	< \$1,000	\$1K - 4,999	\$5K - 24,999	\$25K - 49,999	\$50K - 99,999	\$100,000 +
	# of Donors:	12,929	2,147	312	27	16	35
	Total Amount:	\$ 3,996,242	\$ 3,316,279	\$ 2,938,168	\$ 868,901	\$ 1,177,789	\$ 13,368,089

## FINANCIAL MANAGEMENT

\*Financial Management section excludes UAE Kanad Hospital, which transitioned to True Sojourners in Oct. 2020

Cash & Equivalents on Hand	3-6 Months		Near-term Expendable Net Assets	\$59,119,362	Total Current Debt	\$0						
Written Financial Controls	<input checked="" type="radio"/> Yes <input type="radio"/> No		Independent Financial Audits	<input checked="" type="radio"/> Yes <input type="radio"/> No		Reserve Coverage %	182 %					
Earned Revenue Sources	Patient revenue, Investments			Primary Types of GIK	Medical equipment, Health products							
FISCAL YEAR												
07/01 TO 06/30		FY 2018	FY 2019	FY 2020	FY 2021	2022 <input checked="" type="radio"/> BUDGET <input type="radio"/> ACTUALS	2018-2021 FY TRENDS					
INCOME	Earned Revenue	\$5,912,943	\$5,665,521	\$4,849,926	\$4,113,373	\$2,715,803	30 %					
	Gifts in Kind	\$1,654,828	\$1,318,697	\$6,243,751	\$11,565,601	\$2,000,000	599 %					
	Cash Donations	\$24,319,825	\$24,754,486	\$24,197,414	\$25,665,469	\$25,422,233	6 %					
	Total Income	\$31,887,596	\$31,738,704	\$35,291,091	\$41,344,443	\$30,138,036	30 %					
EXPENSES	Program Services	\$26,199,606	84 %	\$30,146,783	83 %	\$20,750,445	78 %	\$26,422,059	81 %	\$24,274,610	81 %	1 %
	Administrative	\$1,514,062	5 %	\$1,578,978	4 %	\$2,495,542	9 %	\$2,374,937	7 %	\$2,052,199	7 %	57 %
	Fundraising	\$3,555,601	11 %	\$4,509,945	12 %	\$3,263,018	12 %	\$3,741,579	11 %	\$3,811,227	13 %	5 %
	Total Expenses	\$31,269,269		\$36,235,706		\$26,509,005		\$32,538,575		\$30,138,036		4 %
SURPLUS/DEFICIT		\$618,327		\$4,497,002		\$8,782,086		\$8,805,868		\$0		

## LEADERSHIP

CEO Name & Tenure	Justin Narducci	1 yr	CEO Age	40-49 yrs	Total CEO Compensation	\$ 225,000	
CEO Annual Evaluation	<input checked="" type="radio"/> Yes <input type="radio"/> No	CEO has Board Vote	<input type="radio"/> Yes <input checked="" type="radio"/> No	CEO Successor Identified	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Total Paid Staff by Type	FT: 949 PT: 75	Staff Turnover Rate	9 %	Total Volunteers	91		
Yearly Staff Evaluations	<input checked="" type="radio"/> Yes <input type="radio"/> No	CEO Direct Reports	10+ staff	Annual Board Meetings	4		
Board Chair & Tenure	Jerry Tubergen	23 yrs	Board Size	12	Board Gender Diversity	Men:10 Women:2	
Donation % from Board	8 %	Board Committees	3	Term Length	3 yrs	Consecutive Term Limits	None
Additional Advisory or Development Board	<input checked="" type="radio"/> Yes <input type="radio"/> No	Number of Board Members Related to the CEO	0				

## STRATEGY

MISSION	To heal the sick and proclaim the Kingdom of God. CURE operates a global network of pediatric surgical hospitals that serve children living with disabilities.					
CLIENTS SERVED	CURE serves children living with treatable disabilities and their families while training pastors and health workers in underserved countries (LMIC) and sharing the inclusive gospel message of God's love with communities.	LENGTH of Primary Client Relationships	1 Year(s)			
The PROBLEM	The poorest third of the world's population receives only 3.5% of all surgical procedures, which results in minor, treatable disabilities becoming permanent debilitating conditions, often with a lifetime of physical pain, shame, isolation, & poverty. The most vulnerable children in the world are affected as a result.					
Your SOLUTION	CURE provides access to surgical and rehabilitative care to children with treatable disabilities in our hospitals and trains local health workers, all while sharing the Good News about Jesus. Our teaching hospitals and CURE Neuro partner treatment locations currently operate in 13 countries.					
1-3 year PLAN	CURE will double the number of pediatric surgical procedures performed to 16,000 and reach 97,000 people annually by June 2024, emphasizing improved efficiency and clinical outcomes through facility and equipment upgrades, clinical staff recruitment, and international accreditation for its hospitals.					
Up-to-date Board-approved STRATEGIC PLAN	<input checked="" type="radio"/> Yes <input type="radio"/> No	CUT (or Modified) PROGRAM in last 3 years for bad results	<input checked="" type="radio"/> Yes <input type="radio"/> No			

## IMPACT

Long-term VISION	CURE envisions a world where children with disabilities reach their full potential through God's hope and healing.					
RESULTS Report outcomes not activities	CURE Children's Hospitals are world-class facilities where children receive comprehensive, transformational care from highly trained surgeons and caregivers that provide specialized care to children with disabilities. In FY 2021, CURE ministered to the needs of patients and families through more than 124,800 patient visits and 10,100 procedures at its charitable hospitals around the world. CURE also shared the gospel with 73,676 people and witnessed over 12,100 expressions of faith in Jesus Christ.					
Measure outcomes against benchmarks	<input type="radio"/> Yes <input checked="" type="radio"/> No	Track Key Performance Indicators	<input checked="" type="radio"/> Yes <input type="radio"/> No	Completed independent impact evaluation	<input type="radio"/> Yes <input checked="" type="radio"/> No	
Completed program logic model(s)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Survey program beneficiaries	<input checked="" type="radio"/> Yes <input type="radio"/> No	Conducted randomized controlled trial (RCT)	<input type="radio"/> Yes <input checked="" type="radio"/> No	

Impact STORY	Shantel is a 6-year-old Zimbabwean girl who has bowed legs, which severely limits her mobility. Her family could not find any affordable treatment options in Zimbabwe, so in 2018, they traveled all the way to CURE Zambia in Lusaka. In 2021, she no longer needs to travel to another country for treatment because she can be treated and receive follow-up surgery at CURE's new hospital in Zimbabwe.
Recent Program IMPROVEMENT	1.) CURE added 9 full-time equivalent (FTE) surgeon, anesthesiologist, and physician positions to the network to increase its surgical capacity over the past year. 2.) CURE rolled out an electronic medical record system, OpenMRS. 3.) CURE launched the CURE Children's Hospital of Zimbabwe in April '21.

## GEOGRAPHY

Where do your programs operate?	<input type="radio"/> Local <input type="radio"/> Regional <input type="radio"/> National (USA) <input checked="" type="radio"/> International (List nations or regions served below alphabetically)
CURE Hospitals:	Ethiopia, Kenya, Malawi, Niger, Philippines, Uganda, Zambia, Zimbabwe
CURE Neuro Partner Treatment Locations:	Ghana, Kenya, Mali, Myanmar, Tanzania, Uganda, Vietnam

## S.W.O.T. ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
New strategic plan. Long-term physical presence with training for health systems strengthening. Excellent reputation for global surgery. Unique approach to integrated spiritual ministry/clinical care	Monitoring and evaluation of outcomes to measure long-term success. Donor retention rates are below industry standards.	Improve quality and consistency of care by pursuing SafeCare Accreditation. Improve patient data collection, consistency, and availability by way of network-wide EMR platform. Research partnerships.	COVID-19 affecting hospital operations and local transportation. Impact of volatility in global economic conditions and economic downturn on fundraising. Social and political instability in LMICs.
SOURCE	Completed By: Becca Brunner-Caple	Date:	11/04/2021