



## Mobilizing Against COVID-19 and Ensuring a Healthier Future for All

May 2020

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*A global public health crisis demands a global response in every country, every community, and every home. Partners In Health is committed to the long fight against COVID-19. Together, we will flatten the curve through an equity agenda that reaches the most vulnerable, creates the pathway for full pandemic control, and ensures a healthier future for all.*

### Executive Summary

COVID-19 continues to spread around the world, demanding diligent global action to contain the spread, stop transmission, and ensure care for all. To put the world on a path free of the disease will also require a long-term plan, solidarity with the most vulnerable, and a commitment to investing in solutions that enhance public health capacity to better protect citizens in the future. With a network of over 17,000 health care workers in 11 countries and a proven dedication to long-term government accompaniment, Partners In Health (PIH) is committed to the extended fight against COVID-19. We are uniquely positioned to provide global leadership for pandemic control, having led successful responses to Ebola, cholera, tuberculosis, and HIV outbreaks on four continents over the past three decades. PIH will lead targeted interventions in the United States and across the globe to respond to urgent needs and enhance global capacity to respond to future pandemics. Specifically, PIH will:

- Roll out comprehensive, preventive responses to COVID-19 across PIH's network of supported countries around the world,<sup>1</sup> including activities to: 1) mobilize wide-scale testing, contact tracing, and surveillance systems; 2) protect health care workers and patients; ensure safe health facilities; 3) provide supportive care, treatment, and social support to vulnerable populations; and 4) continue to deliver essential health services.
- Accompany and advise public health entities in the United States and around the world to increase the uptake, scale, and effectiveness of comprehensive COVID-19 responses.
- Accelerate long-term global solutions to COVID-19 and other pandemics through advocacy, evidence, education, and innovation, including initiatives to: 1) lead operational research to inform and disseminate evidence-based responses; 2) amplify advocacy efforts for enhanced pandemic control and resource mobilization; 3) disseminate key learnings, promote global collaboration, and enhance social cohesion; and 4) launch innovative education programs to build a global expertise in pandemic response and preparedness.

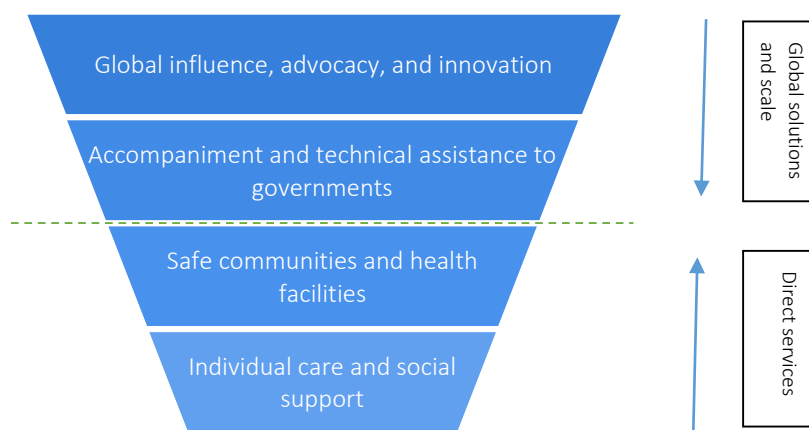
PIH's unique experience implementing nimble and effective public health interventions all over the globe positions us to serve as a catalytic global partner in ending the COVID-19 pandemic and ensuring that the world is prepared to respond to future health emergencies. Through the support of our partners, PIH will save lives, positively change the course of the pandemic globally, demonstrate to the world what aggressive, preventive action in pandemic settings can achieve, and ensure a healthier future for all.

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<sup>1</sup> PIH-supported country programs include Haiti, Lesotho, Liberia, Malawi, Mexico, Peru, Rwanda, Sierra Leone, Kazakhstan, Russia, and a collaboration with its affiliate program, COPE, working in Navajo Nation.

## Priority Objectives and Initiatives

PIH's multi-tiered COVID-19 response leverages its unique experience in delivering high-quality care to some of the most vulnerable communities around the globe, and partnering at national and global levels to innovate solutions to address the world's most intractable health challenges. PIH's response includes a diverse and comprehensive array of interventions for ending the pandemic—from direct care for vulnerable populations around the world, to scalable, global solutions for pandemic control. Through this approach, PIH will draw on its deep implementation experience and the lived expertise of colleagues around the world to promote and accelerate solutions to fight COVID-19 and prepare for future pandemics everywhere, ensuring that the right to a healthy future is assured for all.<sup>2</sup>



*Objective 1: Roll out comprehensive, preventive responses to COVID-19 across PIH's network of supported countries around the world.*

PIH knows that COVID-19 will disproportionately affect the world's poorest communities and will hit countries with weak health systems the hardest. Across the Global South, countries are preparing for a long fight, recognizing that the looming threat is likely to overwhelm frail health systems and lead to grotesque rates of mortality. Currently reported case fatality rates cannot be used to predict how this virus will devastate many areas globally where high functioning, well-resourced health systems that can respond to an aggressive infectious disease do not exist, and where the population suffers from conditions such as malnutrition, HIV, and tuberculosis. Already cases are rapidly increasing in many locations where PIH works, and current data on the spread of the virus indicates that devastating surges in the countries where PIH works are imminent, requiring urgency in rapidly mobilizing against the threat.

In partnership with government partners around the world, PIH is rolling out and scaling comprehensive responses to COVID-19 within some of the world's most vulnerable communities to contain and control the spread of disease, while also ensuring that patients are provided with dignified care. Specific response activities are based on the needs identified by the Ministries of Health (MOH) within each PIH-supported country, ensuring that we are responding to the most urgent needs and positioning our response within a larger framework led by our government partners.<sup>3</sup> PIH is leveraging its extensive global networks of over 200 public health facilities supported by PIH, 17,000 local health care workers, and sophisticated logistics, laboratory, and supply chain systems to rapidly mobilize comprehensive response plans.

<sup>2</sup> Additional details about PIH's global operational framework for its COVID-19 response can be found in Annex 1.

<sup>3</sup> Highlights from PIH's COVID-19 response efforts from around the world can be found in Annex 2.

*Mobilizing wide-scale testing:* Testing is the lynchpin for an effective response to COVID-19, as it is critical for identifying clusters, breaking chains of transmission quickly, and containing the spread of the disease. Testing is currently limited in many countries around the world, which in turn limits accurate data on rates of infection and case fatality, thereby skewing the global view of COVID-19's spread around the world. PIH's testing strategy includes the utilization of the WHO-approved COVID-19 tests (called RT-PCR) and leveraging an extensive laboratory and diagnostic network to scale-up critical molecular testing, as well as the roll out of rapid testing, including point-of care and antibody testing. PIH's clinical and diagnostic experts are closely following all global developments on testing to refine PIH's strategy for optimal testing reach and efficacy.



*An individual receives a test for COVID-19 in Navajo Nation.*

*Protecting health workers and patients:* With limited human resources for health in the countries where PIH works, protecting all health workers is paramount. PIH is ensuring the provision of personal protective equipment (PPE), including masks, gloves, and gowns. PIH will also ensure availability of hand sanitizers and all necessary health facility cleaning agents and supplies required to maintain clean facilities and protect against facility-based transmission. PPE protections are paired with training in standard Infection Protection and Control (IPC) measures for COVID-19 for all health care workers and provision of general education to patients at health facilities. PIH will also work with MOH colleagues to establish robust and consistent standard operating procedures (SOPs) for handwashing, ensuring constant access to soap and clean water at all handwashing stations.

*Ensuring safety at health facilities:* Proper infrastructure and space are critical components of PIH's COVID-19 response. As needed, PIH will create infrastructure enhancements to reduce the risk of facility-based transmission and to ensure proper triage. At the PIH-supported University Hospital of Mirebalais in central Haiti, which is the principal COVID-19 treatment facility for the country, PIH has constructed an isolation unit for COVID-19 patients to ensure that they are kept at a safe distance from other patients. PIH is constructing triage areas for safe screenings at other PIH-supported sites, and improving our patient intake procedures to allow for better social distancing while patients wait for their appointments.

*Implementing contact tracing and surveillance systems:* As with any outbreak response, epidemic control relies on finding index cases before significant transmission occurs, and is critical to flattening the spread when outbreaks are surging. Across PIH-supported sites, PIH draw on its extensive network of highly-trained community health workers to trace the contacts of positive cases of COVID-19, provide community support, and promote social cohesion. PIH's approach is built off of its 35-year history and experience in successfully responding to other disease outbreaks, including Ebola in West Africa and cholera in Haiti. PIH also supports local and district level health surveillance to integrate all efforts into central response plans.



Health care workers share public health messages outside PIH's Mirebalais University Hospital in Haiti.

*Providing supportive care and treatment:* PIH will prepare and provide care and treatment for COVID-19 across its network of care delivery sites and supported health facilities around the world. PIH will ensure critical needs are provided, such as oxygen supply, supportive clinical treatments, and fuel for generators (necessary to ensure that monitors and oxygen concentrators are connected to stable electricity). PIH will also enhance its staffing capacity across its network of care delivery sites to ensure surge staffing is set up to prepare for influxes of cases.

*Providing social support to the most vulnerable:* PIH will provide social support to help ease the burdens of vulnerable populations affected by COVID-19. While COVID-19 can make anyone sick, some populations are more susceptible to infection and developing severe complications due to their health, social, and economic

circumstances. Social support enables individuals and families to safely quarantine or isolate, ensuring they have what they need, and eliminates movement that would further spread the virus. Elements of social support packages vary based on the needs identified by each country team, but can include household, sanitary, and food items.

*Ensuring the continuation of essential health services:* While necessary attention is placed on controlling the spread of COVID-19 in the communities in which we serve, PIH will also work to ensure that essential health services are not impacted during our preparedness and response efforts. PIH is procuring a buffer supply of essential medications and oxygen, recognizing that the global market for medications and medical supplies has already been greatly impacted by slowed production globally. We know that maintaining the availability of essential health services is critical, as we saw during the West Africa Ebola response that more people died from HIV, TB, malaria, and maternal death than from the Ebola itself as routine health services were all but closed in many locations, leaving patients with chronic diseases without access to their medications and leaving pregnant women without access to lifesaving cesarean sections and other critical care.

*Objective 2: Accompany public health units and government entities in the U.S. and around the world to increase the uptake, scale, and effectiveness of comprehensive COVID-19 responses.*

PIH's organizational model is one of public health accompaniment. In addition to direct care delivery and program implementation around the world, PIH seeks to support local and national governments through technical advisement, targeted assistance, and supportive accompaniment that brings effective clinical and public health programs to scale while also bolstering long-term capacity into public health systems for sustained impact.

*Strengthen national COVID-19 responses within PIH's network of supported countries around the world:*

PIH's programs are carried out in direct partnership with governments around the world to effectively roll out and scale comprehensive COVID-19 responses. In response to the needs identified by MOH leadership across many PIH-supported country programs, PIH will enhance direct accompaniment to partner with governments by seconding staff in MOH offices to deeply accompany and support needs at the national

level. In addition to direct accompaniment at ministry levels, PIH will also deepen its collaborations with national technical working groups and other key partners working to prevent the spread of COVID-19, thereby enhancing a coordinated response at the highest levels. Specific accompaniment and technical assistance will depend on the needs of each government and may include support to:

- Develop guidelines for community- and facility-based prevention, screening, and case management;
- Support use of global best practices;
- Establish training curricula and training clinicians;
- Reinforce supply chains;
- Access available funding;
- Reinforce data surveillance systems; and
- Document and publish the outcomes to share evidence with other countries.

Based on targeted requests, PIH will specifically enhance accompaniment and technical assistance to design or scale contact tracing programs. PIH will leverage the strength of its existing partnerships and its current clinical and programmatic footprints to rapidly enhance country-wide programs that are critical to stopping community transmission and controlling the pandemic in these vulnerable settings. Already, PIH is collaborating with the governments of Rwanda, Sierra Leone, Liberia, and Peru to enhance their national contact tracing programs. Through PIH's long-term approach to partnership, these efforts will not only enhance national control and containment of COVID-19, but also build capabilities and resilience into public health systems to respond to future COVID-19 surges or other infectious disease outbreaks. By effect, these efforts will create models of excellence in local public health responses to epidemic control and maximize protections for citizens against all future health emergencies.

*Deliver public health accompaniment and advisement in the United States:*

In the United States (U.S.), PIH has established a U.S. Public Health Accompaniment Unit (PHAU) designed to accompany U.S. states, cities, and community partners in rapidly scaling up effective contact tracing programs and building more equitable and effective public health responses to COVID-19 in the U.S. This work leverages PIH's experiences, expertise, and lessons learned from its 35-year history responding to disease outbreaks and enhancing public health capacity.

This initiative began in March 2020 at the invitation of the Commonwealth of Massachusetts to deploy PIH's experience in epidemic control to spearhead a significant expansion of the Commonwealth's plan to prevent community-based transmission of COVID-19. The effort, known as the Massachusetts COVID-19 Community Tracing Collaborative (CTC) moves beyond "flattening the curve," seeking to bend it downward to reduce the number of new cases being generated at the community level. This collaborative between the Commonwealth of Massachusetts and PIH is the first large-scale contact tracing effort for COVID-19 in the U.S. In coordination with partners and in support of the Commonwealth, PIH has training and deployed over 1,000 contact tracers, case investigators, and care resource coordinators. Collectively, this workforce is providing individuals with information of their test results, following up with known contacts, sharing information about quarantine and hygiene practices, and connecting individuals with support services. The CTC is leveraging PIH's lessons from our work around the world on the importance of providing support services to ensure a safe and dignified isolation.

Since the start of this collaboration, PIH has received many inquiries from state departments of public health, city governments, NGOs, and private sector partners across the U.S. who are interested in catalyzing their own wide-scale contact tracing programs. In response to this demand, and through a catalytic partnership with the Audacious Project, PIH's PHAU is providing needs-based technical and implementation advising to rapidly ramp up preventive COVID-19 responses and build public health systems capacity to serve those most in need. Partnerships to date include North Carolina, Illinois, Ohio, and the City of Newark, NJ, and continues to expand in response to the growing demand. Decisions on forthcoming partnerships will be reviewed with an equity lens, prioritizing communities most heavily impacted by high-rates of poverty and inequity. Recognizing that for many, safe isolation and quarantine is not feasible or realistic given the demands of work and socioeconomic disparities, PIH will also provide targeted assistance to vulnerable groups within the geographies of our partnerships, based on urgent needs identified from government partners or other community groups. Through these efforts, PIH seeks to enable rapid responses to address urgent local and state needs, fill critical gaps in current response efforts, and transform the course of action in the U.S. to flatten the curve and achieve full pandemic control.



*Dr. Joia Mukherjee, PIH's chief medical officer and lead on the new U.S. Public Health Accompaniment Unit, at the announcement in early April of PIH's collaboration with Mass. Gov. Charlie Baker (background) in statewide contact tracing efforts.*

### *Objective 3: Influence, Advocate, and Innovate—Enhance measures to accelerate long-term, scalable solutions to COVID-19 and other pandemics.*

PIH is committed to the long fight against COVID-19 and recognizes that fully eliminating the threat of this deadly disease will require systemic solutions for ending COVID-19 now, and protecting the world against future pandemics and global health emergencies. PIH will lead the following targeted initiatives to accelerate scaled solutions for ending the pandemic.

#### *Lead operational research to accelerate data availability and inform evidence-based responses:*

PIH will draw on its unique platform of integrating clinical care with innovative research and training, and its unique partnership with leading academic institutions such as Harvard Medical School to lead operational research through its care delivery platforms around the world. PIH will prioritize research that addresses immediate and critical questions for the current response. Priorities will include syndromic surveillance data analysis to detect hot spots, sero-surveillance to understand herd immunity, and risk factors of severe disease in low- and middle-income countries to assess readiness and plan responses. PIH's operational research priorities are intended to reduce disease and death during this pandemic by providing an evidence base that will inform our specific responses in the countries where we work. PIH will disseminate data among national government partners and through research platforms to inform global response efforts and future policies.

#### *Amplify advocacy for enhanced pandemic control and deeper investments in public health globally:*

PIH has long recognized that bold solutions for global health are the best defense against pandemics and are a critical investment for achieving a healthier, more productive, and just world. PIH will deepen its efforts to increase investments in public health systems around the world that will enable enhanced

capacity in areas such as disease surveillance, pandemic preparedness, and laboratory capacity while also capacitating health systems that can care for all the health needs of its population. PIH will augment its current policy and advocacy team to infuse additional health policy expertise to carry out these efforts.

Building from the lessons learned in Massachusetts, PIH is amplifying its efforts to advocate for critical inputs to be included in the next COVID-19 stimulus package, and is actively informing legislation to advocate for the specific inclusion of funding that will enable the rapid hiring of case investigators, contact tracers, and social support coordinators for all states within the country, directed by and integrated with local boards of health/departments of health and federally qualified community health centers. This funding will further enable the strategy of rebuilding the U.S. public health work force, thereby creating jobs and also ensuring that public health systems are strengthened to provide ongoing disease surveillance against future surges and other disease outbreaks. Additionally, PIH will augment its community organizing arm, *PIH Engage (PIHE)* to further propel these efforts. Through a dedicated group of community organizers, PIHE drives campaigns focused on building and directing power towards generating new resources, fostering public discourse, and advocating for effectively policies.

With the emergence of increased global discussions on the topics of pandemic control and health security, this is a pivotal moment for PIH and other partners to influence national and global agendas towards more effective solutions for a healthier and safer world for all. This work particularly enables PIH to nurture a shift in the paradigm of global public health towards inclusive and equitable solutions that prioritize the right to health for all.

*Disseminate key learnings, promote global collaboration, and enhance social cohesion:*

PIH will codify its lessons learned in the fight against COVID-19 into a virtual platform called the *PIH Learning Collaborative*. It is an open partnership between PIH and U.S. public health entities aimed at sharing lessons, developing custom frameworks, and rapidly mounting contact tracing efforts and effective public health responses to fight the COVID-19 pandemic, focusing on the needs of the most vulnerable. The Learning Collaborative will also evolve into a vibrant cadre of global health allies with the common goal of strengthening local health systems and shaping inclusive health policies.

Partners will have access to the online toolkit to develop, rapidly share, and utilize best practices in contact tracing and design of a broader COVID-19 public health response. The toolkit is accessible by all public entities wishing to make use of these insights as they design their own programs. Additionally, periodic learning sessions will gather all members of the collaborative to share best practices and essential tools for effective contact tracing and overall response to COVID-19. PIH experts will provide ongoing support through real-time feedback and coaching to members of the collaborative.

Over the next year, PIH aspires to expand this initial U.S.-based, COVID-focused learning community. Lessons learned from the U.S. and global members of the collaborative will be critical for future pandemic prevention and control. Individual members of the collaborative will form a cadre of leaders not only for contact tracing, but also for holistic response to pandemics. PIH envisions sustaining this workforce through a structured community of practice for emergency preparedness and response.

PIH will also disseminate messaging to the broader public about the importance and effectiveness of contact tracing and other critical strategies that require public buy-in and community participation. Specific efforts will include social media campaigns for public awareness and education, development and dissemination of curated content through media outlets, and the development of an online landing page where the public can access information and find answers to frequently asked questions about containing

COVID-19. Through this component, PIH seeks to deepen public discourse, increase knowledge and awareness for controlling COVID-19 within the general public, and enhance social cohesion towards collective action within our societies.

*Launch innovative education programs to infuse new global expertise in pandemic preparedness:*

PIH's accredited University of Global Health Equity (UGHE) in Rwanda is building the next generation of global health professionals, with a mission to reimagine health education and solve the most pressing health challenges across the globe. Leveraging this innovative educational platform, PIH intends to train the next generation of leaders and professionals in Emergency Preparedness and Pandemic Response. PIH will work through its established collaborations with partners across multiple sectors to design and deliver innovative, equitable, and evidence-based solutions to complex challenges in Africa and beyond.

UGHE is developing an Executive Education Course on Emergency Preparedness and Pandemic Response. Select modules will be available online for subsequent Executive Education cohorts, and will inform curricula for a future Master's program. UGHE will also develop and launch a concentration in Emergency Preparedness and Response in UGHE's ongoing Master of Science in Global Health Delivery program to begin in September 2021. Modeled after a similar program at Harvard Medical School, UGHE currently has almost 100 alumni who have come from 13 countries and are now global health leaders in organizations around the world. These programs will play a pivotal role in bridging the gap in global capacity to effectively respond to pandemics and health emergencies, and will infuse a pipeline of highly trained health professionals into global efforts to better protect the world against future health risks.

## Conclusion

For PIH, mobilizing against COVID-19 is rooted in a moral mission of responding to burdens of disease and ensuring the right to health for all. PIH is currently seeking funding to catalyze the launch of this ambitious initiative, which will enable rapid responses to save lives, support the broader global effort in containing COVID-19, and bolster long-term efforts to strengthen health systems that can fulfill the right to health for all. PIH is deeply grateful for your consideration of partnership towards this critical work, which will catalyze a transformational shift in the global response to COVID-19, create the pathway for a future without the devastation of this terrible disease, and ensure a healthier future for all. On behalf of citizens throughout the world who will benefit from this work, thank you for your consideration of partnership.



## Annex 1 - Global Operational Framework

The central tenants of PIH's global COVID-19 response include:

### *A preferential option for the poor and an equity-based response framework:*

PIH's deep experience in the prevention, containment, and care of many infectious diseases (including Ebola, HIV, TB, cholera, and Zika) has taught us that the provision of care as a human right is the most important aspect of infection control. PIH will execute our response to COVID-19 in a way that prioritizes dignified care for the most vulnerable—who face the greatest risk—alongside efforts to contain the spread of the virus. The stark inequities in health care are illuminated through this crisis, and PIH will work diligently to support the fullest response to this threat, which includes ensuring that care is available for the most vulnerable among us.

PIH will also continue to prioritize its efforts to sustain the care it provides to millions of people around the world throughout the pandemic. We know outbreaks disproportionately affect the most marginalized, exacerbating inequities that long existed. This was tragically obvious during the 2014 Ebola outbreak, for example, where the maternal mortality in Sierra Leone—already the highest in the world—was estimated to have increased by 22 percent due to reduced access to health services.<sup>4</sup> PIH will continue to prioritize staff and patient safety while doing everything possible to ensure that access to cancer care, maternal health services, family planning, and care for all disease burdens remains accessible to all who need it. PIH's deep experience in responding to infectious disease outbreaks and building entire health systems enables the effective integration of a COVID-19 response into health systems that can provide the continuation of other essential health services.

### *Partnering with governments to respond to urgent needs, while strengthening public health systems for long-term impact:*

PIH's COVID-19 response, like all of our work globally, will be embedded within broader public responses led by Ministries of Health in the countries we support, thereby responding to urgent needs identified by the countries themselves while also strengthening public sector capacity, instead of creating a parallel system. PIH will address the urgent, emergency needs identified through our public sector partners to support care response initiatives such as care delivery, contact tracing, and safe quarantine. PIH is also committed to fighting COVID-19 for the long-term, and will lead solutions – no matter the timeline – to fully end the pandemic and enhance future preparedness. This framework properly emphasizes the necessity of integrating a COVID-19 response into broader efforts to build up comprehensive care delivery platforms around the world, thereby strengthening public health systems that are required to meet the health care needs of the population and effectively respond to emergency epidemics for the long-term. Designing and implementing a robust response to this emergency could transform how the world responds to such health crises and ensure that, along with this response, we simultaneously strengthen public health systems to be better equipped to respond to the next health emergency and all the health needs of citizens.

### *An evidence-based, experienced, and nimble approach:*

PIH is well-positioned to lead in the global fight against COVID-19, drawing on evidence-based best practices in public health and infectious disease control, and deep experience and lessons learned from PIH's 35-year history in containing disease outbreaks around the world. PIH is a trusted partner of governments and communities around the world, expanding new treatments for tuberculosis, providing

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<sup>4</sup> [MOHS and UNFPA 2015](#)

models of care and thought leadership in the global AIDS pandemic, and helping to turn the tide toward recovery in the West African Ebola epidemic.

PIH has considered the lessons learned from other epidemics, and studied the response to COVID-19 from other countries to hone the development of our strategy in the global fight against the pandemic. From the earliest reports of this novel virus, PIH worked expeditiously with our teams around the world to prepare comprehensive response plans that embed the same principles from all previous experiences in responding to disease outbreaks.

PIH's global clinicians and operations staff are working closely with their respective ministries of health to ensure preparedness in all the communities we serve. We are also conferring with global health colleagues and experts within and outside of PIH to ensure that our organizational strategy and response is informed by the most up-to-date evidence. Our response planning and activity will flex accordingly, and as often as needed, to ensure that we stay up front on all global learnings and local developments, to maximize our effort to contain the spread of the virus, and to maximize care and support for the most vulnerable.

## Annex 2: Highlights from PIH's Programs around the World:

### *Leading access to care for COVID-19 in rural Haiti:*

Leveraging its 35-year history and extensive clinical footprint in Haiti, PIH's sister organization in Haiti, Zanmi Lasante (ZL) quickly responded to the Haitian Ministry of Health's request to rapidly mobilize against COVID-19. PIH/ZL is leveraging its extensive network of health facilities and laboratories to lead the country in critical testing, contact tracing, and care. PIH's specific response initiatives include conducting testing at strategic points such as the border of the Dominican Republic and establishing safe isolation zones at health facilities to ensure the safety of patients and staff. PIH's flagship hospital, the internationally-accredited University Hospital of Mirebalais, served as the first in the country to treat COVID-19 positive patients. In addition, PIH/ZL is following the Ministry's strategy to establish networks for contact tracing at the community level to ensure early detection of cases and to stop the spread of the virus. PIH/ZL is also serving as the leading partner to the MOH, participating in the COVID-19 Task Force and as a member of the Ministry's Scientific Committee. As of May 2020, PIH/ZL is the only organization in the country to actively treat COVID-19 patients.

### *Responding to urgent gaps in Navajo Nation:*

Navajo Nation has one of the highest per capita COVID-19 infection rates in the United States, and a higher mortality rate than the rest of the country. The Community Outreach and Patient Empowerment (COPE) program, PIH's affiliate organization in Navajo Nation, is providing critical support in Navajo Nation by: providing social support and emergency relief to families in quarantine; bolstering supplies of protective equipment for health care workers; providing clinical surge staffing; training and equipping community health representatives to facilitate contact tracing and telehealth; and staffing respiratory shelters that provide essential care coordination among vulnerable homeless populations. COPE is also providing critical support to ensure access to water during this critical time. Over 30% of households do not have access to running water and, at a time when hand washing is critical, COPE is enhancing its work to provide households with water that is critical to daily life and protecting against infection during this pandemic.

### *Innovative solutions for maintaining life-saving care in Rwanda:*

PIH's sister organization in Rwanda, Inshuti Mu Buzima (IMB) is serving as a core partner to the Ministry of Health's COVID-19 response, enhancing testing and contact tracing to support the country's strong

efforts to contain the spread. Additionally, in recognition of the devastating impacts that the pandemic can have on those who require ongoing treatment for life-threatening conditions, PIH/IMB has prioritized innovative solutions for maintaining critical health care during the pandemic. Patients who require daily medications are being provided with a three-month supply of medications to ensure continuity of treatment, while reducing unnecessary movement during lockdown measures. In addition, PIH/IMB is innovating solutions for those with chronic conditions, such as cancer. PIH/IMB has set up an additional infusion center in Kigali that enables patients to reduce extensive movement while still ensuring that critical care is accessible. Through a partnership with Zipline, an American logistics firm, drones are delivering oral cancer medications to maintain patients on life-saving treatment. These efforts are a critical component of a holistic COVID-19 response, providing solutions for those who are most vulnerable to continue receiving treatment through measures that keep patients and care providers safe.

*Strengthening Sierra Leone's COVID-19 response at national scale:*

Since responding to the West Africa Ebola outbreak in 2014, PIH has remained committed to a long-term partnership to rebuild and strengthen the country's health system, and has remained a leading partner to the MOH. PIH has been requested by the MOH to support its rapid mobilization against COVID-19. In addition to providing clinical care and a full-scale response to COVID-19 in rural Kono District where PIH provides direct health services, PIH is serving as a trusted advisor and partner of the MOH to support targeted elements of its response at a national scale. PIH is providing training to health care workers across the country to respond to COVID-19 and deploying contact tracers in every district across the country. PIH is also providing support and advisement within the laboratory pillar of the country's response, and supply chain support to the case management pillar. Already, PIH has worked in partnership with the MOH to train over 100 frontline health workers, and trained and mobilized over 1,500 contact tracers. Sierra Leone's weakened health system remains vulnerable to the potential impacts of COVID-19, but support to the government's efforts to launch an early, effective, and comprehensive preventive COVID-19 plan will reduce transmission and reduce the deadly outcomes that would result from undetected spread.