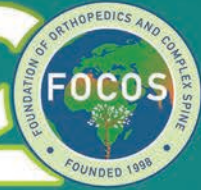


Celebrating **20** Years



2018 FOCOS ANNUAL REPORT

CEO, President & Founder Message

We celebrated the 20th anniversary of the founding of FOCOS in 2018, which was a year of considerable progress and transformation for the organization. We continued to save and improve the quality of lives of those afflicted with orthopedic maladies and expand capabilities at the hospital. Thanks to our generous donors, partners and friends, we were able to perform 474 surgeries, providing financial support to 65% of the patients.

It was incredibly heartwarming to see 17-year-old, Judith, regain her ability to walk after months of being confined to a wheelchair due to a paralytic spine deformity. Her parents did not have the resources to help their daughter and had lost all hope. They did not know if Judith would ever walk again. However, after an 8-hour complex spinal procedure, the skilled surgeons at FOCOS were able to rebuild Judith's spine and restore functionality to her back and legs. Judith is currently undergoing therapy and is on the road to recovery. To Judith's parents, this was a miracle. This life-changing surgery would not have been possible without your support and contributions.

2018 was also a year of very successful fundraising activities, where over \$3.3 million was raised from donors in the USA, Ghana and other countries. With the substantial support of two major contributors, Wayne and Claire Heyland and the Ghana National Petroleum Corporation (GNPC), we were able to acquire a much needed MRI machine and embark on a solar panel installation project at the hospital. This will allow us to considerably improve our service, delivery and reliability at the hospital.

We opened our ultra-modern 16-bed Children's Ward and Learning Center in March for our pediatric patients. The ward provides more room for the growing number of pediatric patients and the educational center provides them an environment for learning and developmental activities.

As we continue to cultivate and build new partnerships, we look forward to having an even greater impact on the African continent and beyond. FOCOS was represented at the international meeting of the Scoliosis Research Society in Bologna, where FOCOS attendees had the distinction of presenting papers on major clinical research projects. In addition, we developed a new strategic plan to help guide us as a nonprofit organization to be even more effective and impactful. We want to ensure that we consistently deliver great service and enrich the patient experience. It is our desire that our care and services have a lasting and positive impact on our patients, which lead to a maximized life.

We are very fortunate and grateful to have been able to assist many individuals in need of quality orthopedic care over the year – but our work is not done. As we set our goals for 2019, FOCOS is committed to reshaping and transforming the experiences and well-being of patients in need of orthopedic care. We are incredibly proud of our accomplishments over the past 20 years – treating over 55,000 patients and performing 3,000 surgeries. We want to thank our donors, partners, and friends for their continued support. And we want to thank our employees for their commitment, care and determination.



Prof O. Boachie-Adjei

2018 IN REVIEW



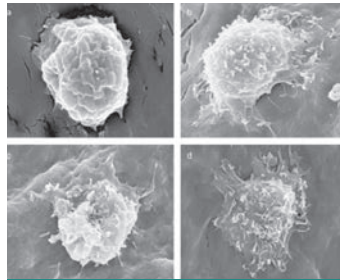
6,978 Patient Visits

We saw an increase of 3.29% in number of visits.



474 Procedures

Of the total procedures performed, 43% of the patients were children or young adults.



2.4% Infection Rate

Our infection rate is comparable to US Standards and we have one of the lowest infection rates in Africa.



65% Patients Received Support

Many patients need our support and thanks to you, we were able to provide financial assistance to many patients.



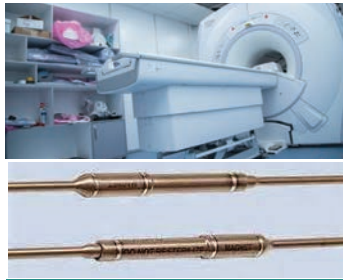
Well-Trained Surgical Staff

43 Doctors, 95 Nurses and other medical staff with outstanding experience and skills.



85% Self-Sufficient Power

FOCOS embarked on one of the largest private facility solar power installation projects in West Africa.



2 New Technologies Added

We acquired an MRI Machine and a Magnetic Expansion Control System as we continue to advance our technical capabilities.



2 Conferences & 2 Publications

FOCOS attended and presented at conferences in Italy and Portugal and published in 2 journals (Spine and in the Journal of Pediatric Orthopedics)



3 Mission Trips

We conducted 1 trip to Sierra Leone and 2 trips to Ethiopia as part of our outreach and follow-up with existing patients.

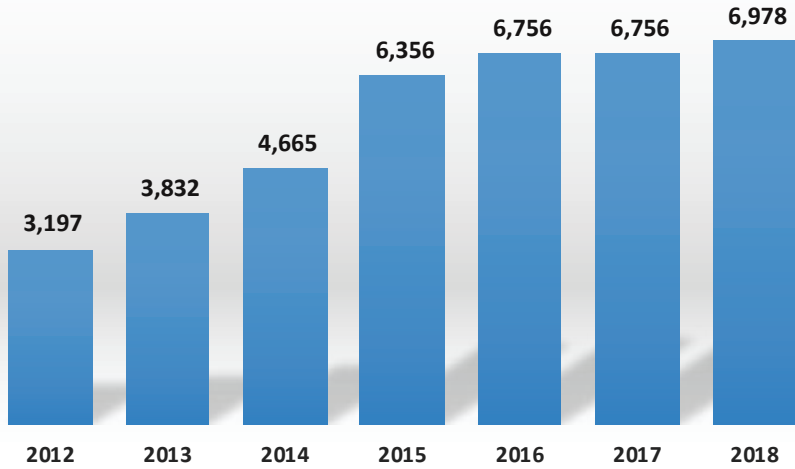


\$3.3 Million Raised

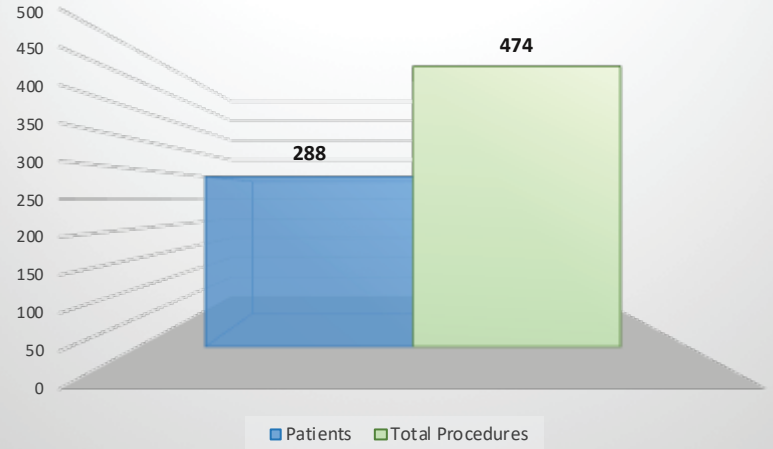
Money raised through various events, grants, proposals, donors and organizations.

FOCOS – Go Figure (2018)

PATIENT VISITS (2012-2018)

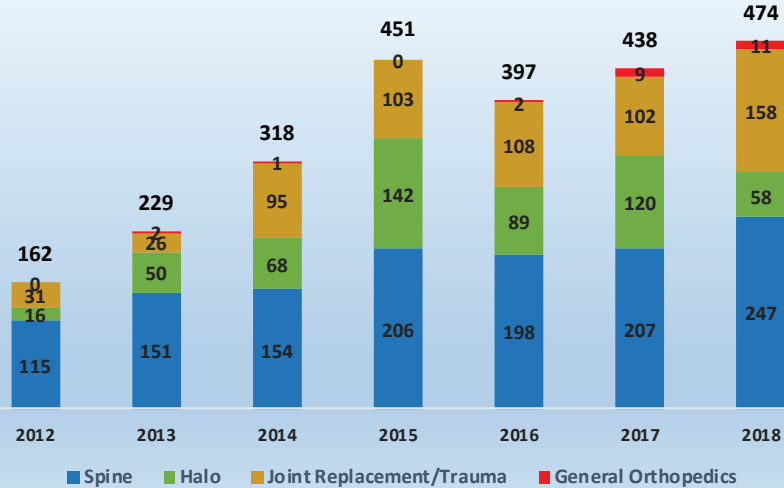


PROCEDURAL PATIENTS VS. TOTAL PROCEDURES (2018)

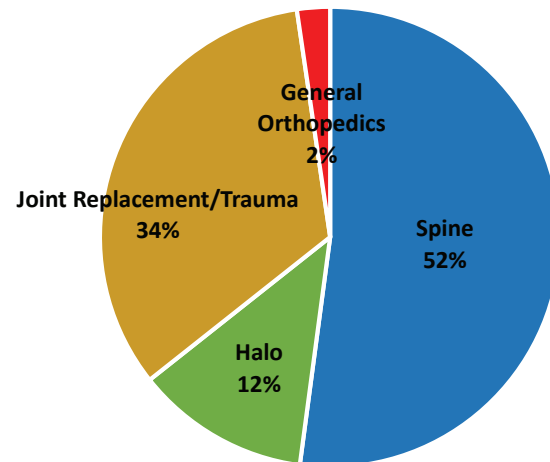


*Some patients receive multiple procedures depending on the severity of the case.

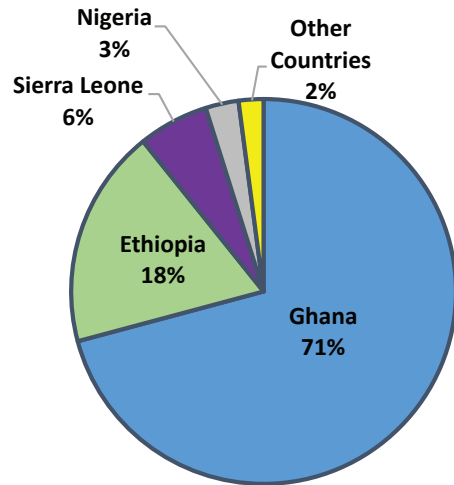
TOTAL PROCEDURES BY TYPE (2012-2018)



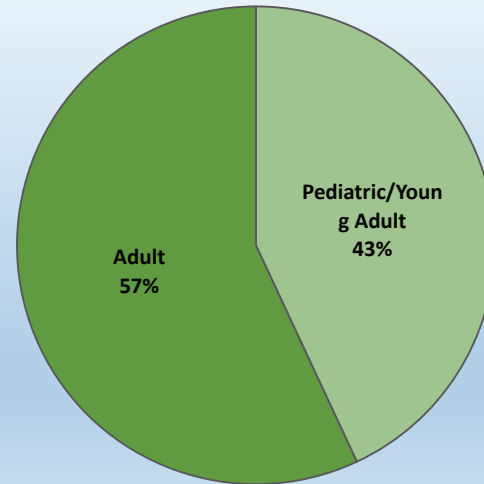
PROCEDURES BY TYPE (2018)



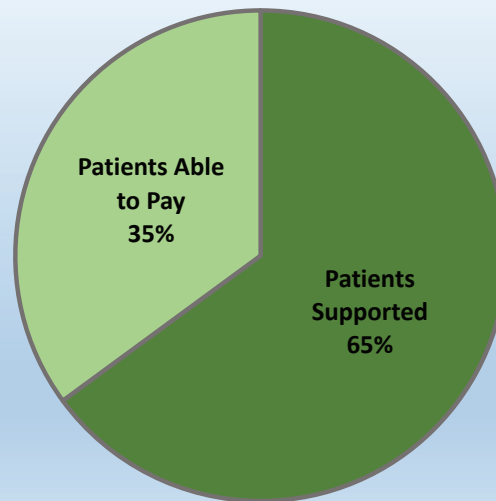
**PROCEDURAL PATIENTS BY COUNTRY
(2018)**



**PROCEDURAL PATIENTS BY AGE
(2018)**



**% OF PROCEDURAL PATIENTS RECEIVING
FINANCIAL SUPPORT (2018)**



Patient Story - Judith



Judith, a 17-year-old student, came to FOCOS after months of being confined to a wheelchair. Her condition was first noticed by her parents when Judith collapsed on her way to the market. Thinking it was a stroke, Judith's parents took her to several hospital facilities for treatment, but none were able to provide a proper diagnosis until she was referred to FOCOS. Judith was diagnosed with congenital kyphosis, which is a condition caused by abnormal development of the spine. This type of spinal defect is inherited and can lead to paralysis of the lower part of the back.

Due to her inability to walk and the pain she experienced, Judith had to drop out of school. In addition, her mother had to stay at home to care for Judith. With her father approaching retirement and the only working member of the family, they did not know if they would ever secure the funds to pay over \$12,000 for Judith's surgery, which is 90% cheaper than if surgery was done abroad. They were extremely concerned about their daughter and did not know if she would ever walk again. If left untreated, kyphosis can become progressively worse and result in lung problems and worsening deformity.

Moreover, as a teen, there are additional stresses, difficulties and feelings that may be experienced from such a condition, such as social acceptance, feeling self-conscious, and feeling anxious or depressed. Losing a sense of independence can crush a person's self-esteem and Judith was struggling with this. And with her desire to become a teacher, her outlook was becoming dim.

Through sponsorship, Judith was able to secure funding towards her surgery. As a result of her successful surgery and therapy, Judith was able to regain functionality in her back and legs and is currently going through therapy, so she can walk again. This was a complete restoration for her and her family.

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P. O. Box KD 779, Kanda – Accra, Ghana

Patient Story - Martin



Twenty-two-year-old Martin had been suffering from idiopathic kyphoscoliosis, where the spine curves both to the side and forward and backward, since he was 13 years old. By the time Martin came to FOCOS in 2018, his condition had deteriorated so badly that he was on the verge of paralysis. He was experiencing severe pains in his neck, back, and waist, and emotionally, he was feeling completely shunned by the community.

Martin's father had passed and his family could barely make ends meet, yet alone come up with enough money for his surgery. With a grant from the Ghana National Petroleum Corporation (GNPC), FOCOS was able to perform the surgery and correct the deformity without any cost to Martin.

Emotional Effects of Scoliosis – According to a study noted on the Clear Scoliosis Institute website (Payne et al, Spine 1997), “Scoliosis patients have been shown to be 40% more likely to have suicidal thoughts.” And, this rate is probably much higher in Ghana and other countries in Africa.

Patient Story - Vanessa



Vanessa is a 13-year-old girl, who suffered from adolescent idiopathic scoliosis, which is an abnormal curvature of the spine that appears in late childhood or adolescence. Due to this condition, Vanessa suffered from severe back pain, was unable to stand up straight, and could not walk long distances. She also felt bashful playing with her friends and classmates.

With their \$100 a month income, Vanessa's parents could not afford the cost to correct the spinal deformity. However, through the support of our partners and donors, FOCOS was able to provide the monetary assistance that Vanessa's parents needed in order for her to have surgery. The doctors were able to correct Vanessa's spine and stop the pain. Through this experience, Vanessa now aspires to become a doctor so she can help children.

Magnetic Expansion Control (MAGEC) Rod



In October, FOCOS received a Magnetic Expansion Control (MAGEC) System from the San Diego Spine Foundation that enables us to offer another level of care for patients with early onset scoliosis.

- Regulates the length of a patient's spine through magnetic, adjustable growing rods that are controlled by an external remote control.
- Allows patients to achieve outcomes similar to traditional rods, without having to undergo multiple surgeries.
- Can be done in an outpatient setting.
- Minimizes the exposure to risks (i.e. anesthesia and infection) from repetitive surgeries.
- Leads to an improved experience.

Magnetic Resonance Imaging (MRI) Machine



Through the benevolence of Ghana National Petroleum Corporation (GNPC) and the Heyland Family from the US, FOCOS was able to acquire a Magnetic Resonance Imaging (MRI) machine at the hospital, which will do the following:

- Assist physicians in diagnosing and treating medical conditions and enable them to detect abrasions, contusions, abnormalities, diseases and injuries in the spinal cord and muscles that would not be spotted with ultrasound and X-ray.
- Provide a non-invasive procedure that causes no exposure to radiation.
- Offer convenience for patients and save them time and money.
- Provide faster turnaround for results.
- Allow patients to remain in the full care of FOCOS Hospital.
- Serve the greater community.
- Feasibly generate revenue in excess of \$250,000 annually.



Aiming to shape the future, FOCOS officially opened its new Children's Ward and Classroom facilities on March 7, 2018. The Wayne and Claire Heyland block, named in recognition of this US-based philanthropic couple, consists of two buildings. One building contains an extensive 16-bed children's ward, which helps improve the capacity to admit pediatric patients, and the other building houses a well-equipped, modern children's education center, where instructors help children to continue their studies, as they rehabilitate after surgery.

- Provides more space for recovery and learning.
- Provides a more comforting environment for children who may have to come to the hospital along or without family.
- Allows the children to interact with others their age, meet children from different countries, and form lasting friendships during their road to recovery.



With a very generous donation from Wayne and Claire Heyland, longtime friends and supporters of FOCOS, and matching funds from the Ghana National Petroleum Corporation (GNPC), FOCOS was able to procure a hybrid solar system to support the electricity needs of FOCOS Orthopedic Hospital. This is one of the largest solar power installation projects launched at a private facility in West Africa. This solar power project will allow the hospital to achieve the following:

- Allow the hospital to generate more than 85% of its own power.
- Drastically reduce the monthly electricity bill.
- Avoid surgical and life-threatening complications that could result from power failure.
- Ensure surgeries are performed on schedule with all other factors remaining equal.
- Create a positive impact on the environment.
- Produce an annual savings of \$200,000 in power costs, where the savings could go towards patient care and other critical operational needs.

Solar Power Project

Conferences

In 2018, FOCOS participated in two marquee conferences, where we presented on various topics regarding orthopedics and complex spine and were able to converse with other researchers.

Scoliosis Research Society, 53rd Annual Meeting & Course – Bologna, Italy

4 presentations

- Paper #10: Sagittal Balance in Hyperkyphotic Patients with Growing Rods and the Effect of Preoperative Halo Gravity Traction
- Paper #64: The Safety and Efficacy of Intraoperative Acute Normovolaemic Haemodilution (ANH) in Complex Spine Surgery at an SRS GOP Site in Ghana: A Prospective Study.
- Paper #139: Postoperative Pulmonary Complications in Complex Paediatric Spine Deformity: A Retrospective Review of Consecutive Patients at SRS GOP Site in Ghana.
- Paper #140: Halo Gravity Traction Can Mitigate Pre-Operative Risk Factors and Surgical Complications in Severe Spinal Deformity.

12th International Congress on Early Onset Scoliosis (ICEOS) – Lisbon, Portugal

1 presentation, 1 free paper

- Presented – Paper #6: Sagittal Balance in Hyperkyphotic Patients with Growing Rods and the Effect of Preoperative Halo Gravity Traction.
- Free – Paper #4: The Use of Halo Gravity Traction in the Treatment of Severe Early Onset Scoliosis.

Publications

As we seek to add knowledge and effectively influence the field of orthopedics and complex spine, FOCOS published two papers in 2018.

Iyer, S., Boachie-Adjei, O., Duah, H. O., Yankey, K. P., Mahmud, R., Wulff, I., ... & FOCOS Spine Research Group. (2018). Halo gravity traction can mitigate pre-operative risk factors and early surgical complications in complex spine deformity. *Spine. An International Journal for the study of the spine*, Publish Ahead of Print DOI: 10.1097/BRS.0000000000002906.

Verma K, Slattery C, Duah H, Yankey KP, Mundis G, Boachie-Adjei O. Comprehensive Assessment of Outcomes From Patients With Severe Early-onset Scoliosis Treated With a Vertebral Column Resection: Results From an SRS Global Outreach Site (FOCOS) in Ghana. *Journal of pediatric orthopedics*. 2018 Apr.

Employee Spotlight

In 2018, FOCOS promoted two longtime doctors to the roles of Medical Director and Associate Medical Director. Both Dr. Ogyaadu and Dr. Wulff have been instrumental in helping FOCOS deliver quality orthopedic care to underserved communities, and their commitment and hard work are greatly cherished and appreciated. Their immediate responsibilities will be to propel FOCOS to consolidate the hospital's status as a Centre of excellence and increase the hospital's global footprint.



Dr. Joseph Ogyaadu
Medical Director

- Joined FOCOS Hospital in 2011 as an Orthopedic Surgeon from Korle-Bu Teaching Hospital.
- Received a scholarship to participate in a Fellowship program at the world-renowned Hospital for Special Surgery in New York.
- Returned to FOCOS in January 2014, as a Specialist Orthopedic Surgeon (Joint Replacement), and in the same year, he was appointed Associate Medical Director of the Hospital.
- Currently head of the Orthopedic Department at FOCOS Hospital.
- Has performed over 1,000 successful joint replacement surgeries.
- Member of several professional organizations, including the West Africa College of Surgeons (WACS) as a fellow, and the American Association of Orthopedic Surgeons (AAOS) an international affiliate.



Dr. Irene Wulff
Associate Medical Director

- Seasoned specialist in anesthesia with over 15 years of experience.
- Member of several professional organizations, including the West African College of Surgeons (WACS) and the American Society of Anesthesiologist.
- Became involved with FOCOS, through the FOCOS surgical program at the Korle-Bu Teaching Hospital in 2008, where she was in charge of administering anesthesia for surgeries.
- In 2014, Dr. Wulff joined the full-time faculty at FOCOS Hospital as the Chief of Anesthesia.
- Also manages the ICU and the perioperative services at the hospital, including the detailed preoperative preparation, complex intraoperative management and the postoperative care of patients.
- To date, she has facilitated the perioperative care for over 3,000 complex spine and orthopedic procedures.

Please join us in recognizing and applauding Dr. Ogyaadu and Dr. Wulff for their new appointments and for their outstanding involvement and merit towards the service and care of our patients.

Statement Of Financial Position As Of December 31, 2018

ASSETS

Cash and cash equivalents	\$ 118,093
Investments	262,273
Contributions receivable, net	129,920
Cash surrender value of life insurance	314,952
Security deposits	2,580
Furniture and equipment, net	<u>2,190</u>
Total assets	<u><u>\$ 830,008</u></u>

LIABILITIES AND NET ASSETS

LIABILITIES:	
Accounts payable and accrued expenses	<u>\$ 50,468</u>
Total liabilities	<u>50,468</u>
NET ASSETS:	
Without donor restrictions	236,341
With donor restrictions	<u>543,199</u>
Total net assets	<u>779,540</u>
Total liabilities and net assets	<u><u>\$ 830,008</u></u>

Statement of Activities And Changes In Net Assets For The Year Ended December 31, 2018

	Without Donor Restrictions	With Donor Restrictions	Total
OPERATING REVENUES:			
Contributions	\$ 340,992	\$ 1,901,485	\$ 2,242,477
Donated materials	347,860	-	347,860
Special events, net	179,177	-	179,177
Other income	20,248	-	20,248
Net assets released from restrictions	1,969,470	(1,969,470)	-
	<u>2,857,747</u>	<u>(67,985)</u>	<u>2,789,762</u>
OPERATING EXPENSES:			
Program services	2,620,938	-	2,620,938
Administration	319,122	-	319,122
Fundraising	211,740	-	211,740
	<u>3,151,800</u>	<u>-</u>	<u>3,151,800</u>
DECREASE IN NET ASSETS FROM OPERATING ACTIVITIES	<u>(294,053)</u>	<u>(67,985)</u>	<u>(362,038)</u>
NONOPERATING ACTIVITIES:			
Investment income, net	2,446	-	2,446
Unrealized gain on investments	3,882	-	3,882
Transfer of asset to FOCOS Ghana	(4,057)	-	(4,057)
	<u>2,271</u>	<u>-</u>	<u>2,271</u>
INCREASE IN NET ASSETS FROM NONOPERATING ACTIVITIES	<u>2,271</u>	<u>-</u>	<u>2,271</u>
CHANGE IN NET ASSETS	<u>(291,782)</u>	<u>(67,985)</u>	<u>(359,767)</u>
NET ASSETS, BEGINNING OF YEAR, AS RESTATED (SEE NOTE 12)	<u>528,123</u>	<u>611,184</u>	<u>1,139,307</u>
NET ASSETS, END OF YEAR	<u><u>\$ 236,341</u></u>	<u><u>\$ 543,199</u></u>	<u><u>\$ 779,540</u></u>

Vision for 2019

- ◆ Mobilize financial resource base to support more patients in need.
- ◆ Launch MRI service and provide access to the greater community.
- ◆ Complete implementation of the Solar Power Project for the entire hospital.
- ◆ Increase the number of doctors embarking on medical missions to FOCOS Hospital.
- ◆ Make progress towards the establishment of FOCOS Institute to advance research and training and local skills capacity.
- ◆ Continue to bring the latest innovative solutions to the practice of orthopedic medicine in Africa.

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(overlap to ensure alignment in strategy)

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FOCOS Over The Years





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