

## CURE International (CURE) Evaluation



strength



caution



weakness

### STRATEGY

- ✓ **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 (like clubfoot, bowed legs, cleft lips, untreated burns, and hydrocephalus), CURE is preventing lifetimes of suffering that would not likely otherwise be prevented.
- ✓ **Clear Goals.** By FY2025, CURE plans to "add plastics/reconstructive services at four hospitals to treat 1,000 additional children annually with cleft conditions and burn injuries" while simultaneously deploying "a new inventory management software and electronic medical system across the entire CURE network." CURE also hopes to add 164 ward beds across the network by renovating and expanding every hospital children's ward to help increase capacity for ministry and patients.
- ✓ **Leveraging Church Partnerships.** CURE conducted 32 Theology of Disability training events, reaching 1,366 pastors. These pastors, some previously unengaged in disability ministry, proceeded to reach 30,667 people with disability advocacy, referred 375 children to CURE hospitals, and included 435 families impacted by disability into their church through intentional evangelism.

### LEADERSHIP

- ✓ **Accountability Structure.** CURE's board is fully independent, meets quarterly, has an up-to-date strategic plan, and conducts annual evaluations of both the CEO and staff. CURE is subject to independent financial audits and written financial controls.
- **Term Limits & Direct Reports.** CURE does not have established board term limits, which has allowed the board chair to serve for 25 years, a tenure that is longer than 96% of board chairs in our database. The CEO has 10+ direct reports which can cause bottlenecks in decision making.

### IMPACT

- ✓ **Increased Capacity.** CURE increased surgical procedures by 17% in just 1 year, performing 17,701 in FY23 compared to 15,131 in FY22. This increase included an additional 586 plastic procedures in FY23 compared to FY22 as a result of CURE's growing plastic and reconstructive programs. CURE continues to grow capacity to serve more patients and reach them with the gospel.
- ✓ **Measuring Strategy.** In FY23, CURE implemented a network-wide M&E program to measure the success of its strategies. CURE developed a plan, hired and trained staff, and modified the hospital software to deploy WHODAS, EQ-5D, and spiritual ministry surveys. All hospitals had one external SafeCare assessment (an assessment that tracks, acknowledges, and certifies healthcare quality improvement using international clinical standards) in FY23—CURE's score increased from 46% to 62%.

### FINANCES

- ✓ **Major Donor Growth.** In FY23, CURE's largest gift was \$3.8M, and donors who contributed over \$100K almost doubled from FY22. As a result, budgeted donations in FY23 were exceeded by 10%.
- ✓ **Increased Cost Efficiency.** CURE's total cost per client surgery decreased 62%, from \$5.8K in FY20 to \$2.2K in FY23, while performing 76% more surgical procedures. Staff increased at a smaller percentage of 42% since FY20 to meet the increased patient demand and grow ministry outreach.
- **Cashflow.** Although CURE reached a 4-year \$24M surplus, and has \$63M in net assets, it operates with just 1-2 months of cash and cash equivalents on hand.

NOTE: Excellence in Giving's analysis is based on FY2023 data provided by the nonprofit in our Analytics report. Created: 9.25.2023



# Nonprofit Analytics

## GENERAL

Organization Name	CURE International, Inc.			U.S. Tax ID#	58-2248383	Year Founded	1996
Donation Street Address	70 Ionia Ave SW, Unit #200			City & State	Grand Rapids MI	Zip	49503
Phone	616.512.3105	Country	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://issuu.com/cureintl/docs/cure_fy22_annual_report			
Nonprofit Accountability Listings	<input checked="" 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	Mercy Ships, Build Health International, Tim Tebow Foundation, CBM, COSECSA, PAACS, CURE UK, CURE Canada, Engineering Ministries International, Hope Walks, Smile Train, TriMedx			
Primary Program Area	Healthcare		Peer Group	Mercy Ships, Partners in Health			
Other Program Area(s)	Evangelism		Clients Served	People with Disabilities			

## GROWTH TRENDS

	FY 2020	FY 2021	FY 2022	FY 2023	% Change	Explanation
Paid Staff (FTE)	901.0	981.0	1,115.5	1,283.4	42 %	FY23 increase for patient volume and ministry outreach.
Clients Served	79,624	73,676	181,991	201,229	153 %	# reached with the gospel. Increased mobile clinics FY23.
Annual Income	\$63,265,840	\$40,738,189	\$41,409,850	\$44,714,871	29 %	FY23 unaudited; capital giving growth. IA merger FY20.
Donors	14,961	15,466	12,824	14,859	1 %	FY23 new acquisition efforts with direct mail and radio.
Key Activity	10,038	9,414	15,131	17,701	76 %	Surgical procedures. Program shift FY22. COVID FY20-21.

## FUNDRAISING

Donor Retention Rate	75 %	Gov't Funding %	1 %	Cost to Raise \$1 (NOT "GK")	\$ 0.12	Self-sustainability %	9%
Largest Gift for FY2023	\$3,775,000	Reliance on Largest Gift	10%	Last Capital Campaign	2021 - 2023	Endowment Fund	\$0
FY2023 Donor Diversification	Gift Size	< \$1,000	\$1K - 4,999	\$5K - 24,999	\$25K - 49,999	\$50K - 99,999	\$100,000 +
	# of Donors	12,541	1,823	369	51	28	47
	Total Amount	\$ 3,894,552	\$ 3,073,686	\$ 3,426,980	\$ 1,676,594	\$ 1,817,096	\$ 25,737,099

<sup>1</sup> FY 2020-2021 Income and Expenses exclude UAE Kanad Hospital, which transitioned to True Sojourners in Oct. 2020

## FINANCIAL MANAGEMENT

<sup>2</sup> 2024 Budget excludes capital campaign finances.

<sup>3</sup> Near-term Expendable Net Assets include fixed assets.

Cash & Equivalents on Hand	1-2 Months	Net Assets	<sup>3</sup> \$63,159,832	Total Current Debt	\$0
Written Financial Controls	<input checked="" type="radio"/> Yes <input type="radio"/> No	Earned Revenue Sources	Inherent Contributions, Insurance		
Independent Financial Audits	<input checked="" type="radio"/> Yes <input type="radio"/> No	Primary Types of GK	Medical Equipment and Supplies, Donated Leases		

	FISCAL YEAR		FY 2020	FY 2021	FY 2022	FY 2023	2024	BUDGET <sup>2</sup>		2020-2023 FY TRENDS	
	07/01 TO	06/30						ACTUALS			
INCOME -	Earned Revenue		\$12,005,521	\$8,669,996	\$3,220,645	\$3,387,478	\$2,066,140			72 %	
	Gifts in Kind		\$24,771,947	\$7,018,978	\$1,692,694	\$1,701,387	\$2,000,000			93 %	
	Cash Donations		\$26,488,372	\$25,049,215	\$36,496,511	\$39,626,006	\$35,691,150			50 %	
	<i>Total Income</i>		\$63,265,840	\$40,738,189	\$41,409,850	\$44,714,871	\$39,757,290			29 %	
EXPENSES -	Program Services		\$52,094,239	89 %	\$26,422,059	83 %	\$30,810,439	84 %	\$32,384,297	82 %	38 %
	Administrative		\$3,005,574	5 %	\$2,374,937	7 %	\$1,896,019	5 %	\$2,258,056	6 %	25 %
	Fundraising		\$3,376,821	6 %	\$3,125,325	10 %	\$3,874,254	11 %	\$4,828,305	12 %	43 %
	<i>Total Expenses</i>		\$58,476,634		\$31,922,321		\$36,580,712		\$39,470,658		33 %
SURPLUS/DEFICIT			\$4,789,206		\$8,815,868		\$4,829,138		\$5,244,213		\$248,886

## LEADERSHIP

CEO Name & Tenure	Justin Narducci	3 yrs	CEO Age	40-49 yrs	Total CEO Compensation	\$ 268,109	
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: 1,214 PT: 114	Staff Turnover Rate	7 %	Total Volunteers	347		
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	25 yrs	Board Size	10	Board Composition	8 Men   2 Women	
Donation % from Board	11 %	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 by operating a global network of pediatric surgical hospitals that serve children living with disabilities with high-quality medical care and intentional ministry outreach.					
CLIENTS SERVED	CURE serves children living with treatable disabilities and their families while training church leaders and health workers in underserved countries 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, and poverty. The most vulnerable kids 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. Its pediatric charitable teaching hospitals operate in eight low- and middle-income countries (LMICs).					
1-3 year PLAN	1) Add plastics/reconstructive services at four hospitals to treat 1,000 additional children annually with cleft conditions and burn injuries by FY2025. 2) Add 164 ward beds across the CURE network by renovating and expanding every hospital children's ward to help increase our capacity for ministry and patients. 3) Deploy a new inventory management software and electronic medical record system across the entire CURE network by 2025.					
Up-to-date Board-approved STRATEGIC PLAN	<input checked="" type="radio"/> Yes <input type="radio"/> No	CUT (or Modified) PROGRAM in last 3 years	<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	1.) Serve More Children: CURE performed 17% more surgical procedures in FY23 (17,701 procedures) compared to FY22 (15,131 procedures). This includes an additional 568 plastic procedures in FY23 compared to FY22 (3,928 from 3,360) as a result of CURE's growing plastic/reconstructive programs. 2.) Ensure Quality Care: All hospitals have had one external SafeCare assessment in FY23, CURE's score has moved from 46% to 62%. 3.) Partnership with Local Churches: CURE conducted 32 Theology of Disability training events reaching 1,366 pastors. Pastors previously unengaged in disability ministry then reached 30,667 people with disability advocacy, referred 375 children to CURE hospitals, and included 435 families impacted by disability into their church through intentional evangelism and outreach.					
Measure outcomes against benchmarks	<input checked="" type="radio"/> Yes <input 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	Completed a Theory of Change	<input checked="" type="radio"/> Yes <input type="radio"/> No	
Impact STORY	CURE Malawi was struggling with effectiveness using a hybrid private pay and charitable operational model that was inefficient, underutilized the facility, and treated very few children. In three years, under new management, CURE Malawi has ended its private practice, refocused its services to serve children, and now performs nearly three times the number of surgeries in FY23 compared to FY21.					
Recent Program IMPROVEMENT	Monitoring & Evaluation: CURE identified the need to measure our long-term impact and implemented a network-wide M&E program in one year. CURE developed the plan, hired and trained staff, and modified our hospital software to deploy WHODAS, EQ-5D, and spiritual ministry surveys.					

## 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				

## S.W.O.T. ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
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 evaluating outcomes to measure long-term success (addressing). Lack of a system for enterprise resource planning to manage all of CURE's activities and improve its resource utilization.	Invest in facility improvements to increase patient volumes and the overall quality of care. Integrate enterprise software systems to improve operational efficiency and ministry follow-up opportunities.	Global supply chain delays impacting the procurement of medical supplies. Impact of volatility in global economic conditions and inflation on hospital operations. Social and political instability in LMICs.

SOURCE	Name: Rebecca Brunner-Caple	Title: Grants Compliance Manager	Date: 09/15/2023
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