“Of all the forms of inequality, injustice in health care is the most shocking and inhumane.”

– Martin Luther King Jr.
Introduction

PIH Engage Theory of Change

PIH Engage is building the right to health movement by recruiting, training, and empowering teams of dedicated volunteer community organizers. These teams drive year-long campaigns focused on building and directing power towards generating new resources, fostering public discourse, and advocating for effective policies.

We organize by building strong teams capable of hosting events, rallies, town hall meetings, and marches.

We educate by hosting discussion groups and public lectures about the right to health.

We generate resources to fund high quality healthcare for people living in poverty.

We advocate for global and domestic policies that further the right to health.

Together, we will demand the right to health be protected for all people, everywhere.

“There will be no equity without solidarity. There will be no justice without a social movement.”

-Dr. Joia Mukherjee MD, MPH, Chief Medical Officer - Partners In Health
Since PIH Engage launched in 2011, we’ve grown into a much bigger force. Starting with only 15 pilot teams, we grew in just four years to a network of 86 teams and more than 600 volunteers. Our network has raised over $800,000 through individual donations, bringing in thousands of new donors that allow PIH’s fundraising base to grow.

During PIH Engage’s third campaign year, we started to integrate advocacy into our approach. Volunteers learned how to meet with their members of Congress and publish letters in their local newspapers. Our network started to work closely with allies such as RESULTS and the Student Global AIDS Campaign to build our advocacy strategy.

In fall of 2015, we held our fourth annual Training Institute with nearly 200 attendees. After the biggest gathering of PIH Engage team members ever, we launched into the 2015-2016 campaign year with a strong base on which to build.
Jon Shaffer | Senior Strategist for Grassroots Organizing

Jon loves to think about and build volunteer organizations that generate power for the right to health. During the past three years with Partners In Health, he has led PIH to formalize and increasingly invest in the community organizing program, PIH Engage. Previous to Partners In Health, Jon served as the executive director of GlobeMed, an organization that partners student-led chapters with grassroots health organizations to address health disparities and advocate for global health equity.

Jon stepped down from his role in March 2016 to pursue a PhD in Sociology at Boston University.

Sheena Wood | Community Organizing Team Leader & Interim Program Manager

Sheena has been organizing with PIH Engage for the past four years, first as a Community Organizer based in the Boston office. As Community Organizing Team Lead, she works to support each PIH Engage community to drive forward their local campaign. She loves how, on any given day, she’s either on the phone, strategizing with individual teams on how to drive the movement forward, or working with the team in Boston to shape PIH Engage’s vision at the broadest levels. Sheena graduated from Brown University, and in her free time you can find her attempting to grow tomatoes on her new front deck, playing with her friend’s hedgehog, or eating dark chocolate.

Sheena stepped down from her role in August 2016 to begin a Fulbright Research Grant in India.
Ortal Ullman | Community Organizer

Ortal is a 2014 graduate from the University of Southern California, where they studied public health. Ortal has been deeply involved in and dedicated to building movements for social justice for years. At USC, they worked to build queer-friendly spaces in USC’s religious communities and create a safer environment for women on campus. They also helped lead GlobeMed at USC, which committed them to the fight for global health equity for life. After working as a Community Organizer for the Student Global AIDS Campaign and Health GAP in D.C., they joined PIH in the fall of 2014 to grow and strengthen the work of PIH Engage teams.

Justin Mendoza | Community Organizer

Justin graduated from the Yale School of Public Health with a master’s degree in Health Policy in 2015. He is driven to build up momentum for the movement for the right to health and help ensure that PIH Engage teams develop into strong and effective advocates. Justin built his passion for organizing and global health through organizing local, national and international campaigns with Universities Allied for Essential Medicines to fight for access to affordable, quality medicines. Justin’s history also includes working with public interest organizations in Washington, D.C. and Connecticut. Justin holds a Bachelor’s degree in biomedical science and neuroscience. He enjoys cooking new recipes and finding the best hidden restaurants in Boston.

Adarsh Shah | Community Organizing Fellow

Adarsh graduated from Northwestern University in June of 2015 with a double major in Political Science and Theatre where he developed a deep passion for global health and social justice. While at Northwestern, he worked as a staff member of the National Office of an international global health non-profit called GlobeMed and as a Co-Chair of the Global Engagement Summit. Adarsh’s past work experience ranges from an income generating project in a rural South African village to the Health Systems department of the international headquarters of the World Health Organization. Besides the right to health, Adarsh also loves friends, tacos, his bed, and loud car sing-alongs.
At the start of the 2015-2016 campaign year, PIH Engage introduced a new shared leadership structure for all of our teams. This leadership structure features a Team Coordinator as the central leader of the team who communicates directly with the National Team on a regular basis. Working with the Team Coordinator are an Advocacy Lead, a Fundraising Lead, and a Community Building Lead, who each lead their own committees comprised of team members. This structure mirrors the three elements of a PIH Engage campaign and allows for accountability and collaboration that capitalizes on the unique strengths of each individual team member. Additionally, the creation of distinct roles allows the National Team in Boston to provide specialized training to each of the different leadership positions.
Community building is how PIH Engage generates power to drive the movement for the right to health. As the grassroots organizing arm of Partners In Health, PIH Engage believes strongly in the importance of relationships in building a people-powered movement.

**Retreats**
PIH Engage teams hold retreats as an opportunity to gather as an entire team and create a concrete vision for the rest of the year. During retreats, teams brainstorm and commit to measurable goals, imagine a series of campaign peaks to accomplish those goals, and delegate responsibilities to team leaders and members.

**External Education Events**
External education events are organized by PIH Engage teams in order to engage and educate their broader communities on global health issues. These efforts often take the form of public lectures, panel events, or discussion groups.

**Global Health Curriculum**
Developed by the PIH Engage National Team, the global health curriculum is a comprehensive set of readings and guides designed to lead teams through discussions regarding the history and work of Partners In Health as well as the field of global health more broadly. The entire curriculum is available for download on the PIH Engage website.
Duluth, MN Team Coordinator, Mike Rose, and Advocacy Lead, Augie Lindmark, show PIH some love at a community event.
The PIH Engage Philadelphia team hosted an educational event that brought in Dr. Salmaan Keshavjee to speak about his book, *Blind Spot: How Neoliberalism Infiltrated Global Health*. Christina Jordan, Philadelphia, PA Team Coordinator described the event:

“We had 200 people at the event the day after a thunderstorm. People appreciated the talk and it also allowed us to network and make connections, growing our community. Hosting community building and educational events both inside and outside of the team allowed people to build on internal relationships while forming new external ones.”

“Having a retreat gave us a chance to tell our stories about why we were moved by PIH Engage and helped us form relationships with fellow members.” - Myriam Shehata, Vanderbilt University Team
Advocacy

PIH Engage defines advocacy as political action designed to create change. Advocacy is how PIH Engage works towards long-term systemic change in the policies that inform global health. We do this by using the power of constituencies to influence political targets. By collectively mobilizing across our whole network in concert with a coalition of partner advocacy organizations (such as RESULTS, the Student Global AIDS Campaign, and the American Medical Student Association), we aim to influence global health policy. For the 2015-2016 campaign year, PIH Engage advocated for the U.S. government to increase federal funding for two important global health initiatives: the United States President’s Emergency Plan for AIDS Relief (PEPFAR) and the Global Fund to Fight AIDS, Tuberculosis, and Malaria (The Global Fund). We did this by leveraging three advocacy tactics: meetings with members of Congress, engaging presidential candidates, and writing letters to the editor.

“At first, we had little faith in our advocacy effort goals being reached. But by the end of the year, with several large pushes, we went to numerous candidate engagement events, met with senators’ staff multiple times, and even got letters to the editor published in a couple different papers.” –NaYoung Yang, Harvard University Team Coordinator

Photo by PIH Engage Boston, MA
Boston, MA Team members before meeting with Congressman Ed Markey to discuss U.S. global health policy
Meeting with Members of Congress
The primary advocacy tactic that PIH Engage teams employed was in-person meetings with members of Congress and their staffs. By utilizing their power as constituents, our teams were able to meet with the offices of their elected officials and advocate for the allocation of federal funds for PEPFAR and the Global Fund. Over the course of the 2015-2016 campaign year, 34 teams spoke with 30 members of Congress at 61 meetings.

Engaging Presidential Candidates
The 2016 presidential election presented PIH Engage with a unique opportunity to access candidates for political office. In the context of PIH Engage’s advocacy work, candidate engagement involves asking a political candidate pointed questions about a specific issue in order to gain a public commitment of support. These actions can take place anywhere that the public has access to a political figure, including rallies, town halls, or hearings. 23 PIH Engage Teams, more than a quarter of the PIH Engage network, participated in candidate engagement trips all over the country.

Writing Letters to the Editor
A Letter to the Editor is a published opinion piece written by a publication's reader. As an approach to advocacy, these letters include a call to action for voters and elected officials. Speaking through the media to people in power is an important method of putting pressure on political decision makers. Over the course of the year, our network submitted 57 Letters to the Editor to a variety of publications, of which 17 (30%) were published.
“What surprised me most about how our advocacy efforts were received was the meeting we had with our congressman in DC. I didn’t expect the amount of support we got. [The Congressman] wanted to work with us and was willing to start a letter of support. We got multiple other [Congresspeople] to also sign on to the letter. It was both very fulfilling and very surprising. It was nice to see how we could actually have influence.

Working on the campaign taught me a lot more about advocacy - how to make a difference through policy change. To win enough people over and get them on your side is not easy.”

–Mike Rose, Duluth, MN Team Coordinator

13 candidates were spoken to, including presidential nominees Secretary Hillary Clinton and Donald Trump as well as Senator Ted Cruz, Senator Marco Rubio, Governor Chris Christie, Governor Jeb Bush, and Senator Bernie Sanders. Secretary Clinton verbally committed to achieving 30 million people on HIV/AIDS treatment globally by 2020.
By raising funds from our grassroots network, PIH Engage helps to support the life-saving work of PIH in ten countries around the world. Additionally, fundraising provides an opportunity to engage people in the movement for global health equity with an immediate contribution. During the 2015-2016 campaign year, the National Team orchestrated two major, network-wide fundraising initiatives, Ten Days to Zero and Strides in Solidarity, to bookend the campaign year. Apart from these coordinated efforts, teams also organized their own creative fundraising events that ranged from garage sales to social justice formals.
Fundraising Highlights

Kick-Off Event: Ten Days to Zero

From November 13-22, the PIH Engage network participated in a structured personal fundraising campaign called “Ten Days to Zero” to raise money for PIH’s strategic goal of achieving zero TB deaths at our sites around the world. Team members used personalized videos and letters to request donations from family and friends. These efforts doubled as consciousness-raising tactics, as new donors were introduced to the organization through their giving.

**Total Amount Fundraised: $114,059**

Stanford Dance Marathon

Stanford University students host an annual “Dance Marathon” fundraiser, a 24-hour dance and performance event and fundraising challenge. For the 2015-2016 campaign year, the proceeds from this event benefited Partners In Health, and the organizing team received support from PIH Engage and other PIH staff. Although this event was not organized by a formal PIH Engage team, it was a valuable addition to PIH Engage’s fundraising efforts for the 2015-2016 campaign year.

**Total Amount Fundraised: $100,076**

Culminating Event: Strides in Solidarity

To finish off the campaign year, teams all over the country organized and executed 5K walk/runs called “Strides in Solidarity.” In addition to fundraising, these events also focused on educating participants on the important work of Community Health Workers. As the name suggests, these events ask attendees to walk in symbolic solidarity with PIH’s Community Health Workers. Community Health Workers travel miles on foot in order to deliver lifesaving medicines and care to some of the world’s poorest and most marginalized populations.

**Total Amount Fundraised: $31,974**

**TOTAL AMOUNT RAISED 2015-2016: $295,987**
The University of Delaware team poses for a photo at their coffeehouse event.

Participants at the Boston-wide Strides in Solidarity event gather at the starting line.
National Team Support

The PIH Engage National Team is headquartered at the Partners In Health office in Boston. From there, staff members provide training, coaching, and support to every PIH Engage team throughout the campaign. This support comes in the form of an annual Training Institute, individual coaching calls, group leadership calls, webinars, written resources, and in-person trainings.

Training Institute
Once a year, the PIH Engage National Team plans and hosts a three-day conference where PIH Engage team members from all over the country gather to kick off the campaign year. During this conference, participants hear from guest speakers from PIH and our partners, attend workshops, and are trained on specific campaign skills in advocacy, fundraising, and community building. There were nearly 200 participants at the 2015 Training Institute.

Coaching Calls
Coaching calls are the primary method the National Team uses to communicate with the entire network throughout the year. Every Team Coordinator is assigned a coach on the National Team with whom they have a 30 minute call every two weeks. The purpose of these calls is to check in on the team’s campaign progress, answer any questions, help brainstorm solutions to challenges as they arise, and communicate pertinent information about the annual campaign.
Lead Calls
Lead calls are video conference calls hosted by National Team members once a month that bring together Advocacy, Fundraising, and Community Building Leads from all over the network. On these calls, Leads have the opportunity to share best practices, build relationships, and discuss with one another various Lead-specific challenges that may emerge throughout the year.

Webinars
Webinars are live videos recorded by National Team staff members designed to train network members on specific campaign skills ranging from meeting with a member of Congress to personal fundraising. During the webinar broadcasts, PIH Engage team members are able to engage with presenters and ask questions in real time. Recordings of the webinars are hosted online for later trainings.

Written Resources
In addition to a comprehensive manual for every leadership position, the National Team also provides various toolkits, briefs, guides, campaign one-pagers, and other materials online. These resources are sorted into advocacy, fundraising, and community building resource pages, and are specifically tailored to campaign actions in each of those respective categories.

In-Person Trainings
Throughout the course of the year, PIH Engage National Team staff members take trips across the country to visit with PIH Engage teams in person. The purpose of these trips is to build relationships and run specifically tailored, in-depth trainings depending on the needs of each team. These trainings are also important to demonstrate investment in individual teams and to strengthen their ties to the network.
Voices from the Network

Why is PIH Engage important to you?

“PIH Engage opened up another side of health care that I never really considered. It also provided a community of friends that shared the same ideas of health equity and were just as passionate in pursuing goals. The Harvard PIH Engage team was inspiring as coworkers, fun as friends, and supportive as family.” –NaYoung Yang, Harvard University Team Coordinator

“PIH Engage is an incredible movement that provides a platform for anyone to be a part of (whether you are a professional, a student, or a politician). It’s an organization that gives you an opportunity to speak out and be a part of something bigger than yourself.” –Cyril Patra, Memphis, TN Team Coordinator

“PIH Engage has been the best way for me to get involved in the movement to make health a human right. It gives me a way to give back and play a role in something important.” –Mike Rose, Duluth, MN Team Coordinator
Looking back on your year, what are you most proud of?

“Seeing the way the whole team came together and unified around a common goal.” – Myriam Shehata, Vanderbilt University Team Coordinator

“The 10 Days to Zero Campaign. It was an intense ten days to fundraise, but it pushed us to reach our goal. We were not expecting the success we had; it was an amazing feeling when we reached our fundraising goal. We set an initial goal of $3,000 and went on to surpass it and raise even more.”
– Katie Irwin, Colby College Team Coordinator

“The team working together and creating a structure. Our group had monthly meetings, and it was great that everyone was individually committed to that. Our efforts to be a diverse group in both age and occupation (medical student, undergrad, and professional), made the group stronger because we all came in with different resources. For example, some of the medical students formed mentoring relationships with under- grads.” – Christina Jordan, Philadelphia, PA Team Coordinator
Has PIH Engage changed how you think about movement building and the right to health?

“‘Yes, it was a challenge at first because we didn’t believe we could change peoples’ priorities. But being a part of PIH Engage has taught me to be persistent and inspiring.’” -Nick Seymour, Harvard University Team Coordinator

“I didn’t really know what the right to health meant before I joined PIH Engage. My team provided me with the tools to learn about the right to health and teach others. PIH Engage also showed me how one-on-one conversations work to help bring a movement together.” -Christina Jordan, Philadelphia Team Coordinator

What was your biggest area of personal growth over the past year?

“Learning how to communicate with the other PIH Engage Leads and having honest and productive conversations. We weren’t all on the same page about what our goals were as a team, so I learned about the need to constantly assess where people were and what they were thinking.” – Nick Seymour, Harvard University Team Coordinator

“Learning how to set high expectations and realizing that sometimes things work out and sometimes things don’t. I had to learn to look at things positively even when they didn’t go as well as we wanted or expected.” –Mike Rose, Duluth, MN Team Coordinator
PIH Engage By the Numbers

- **86 teams**
- **607 team members**
- **5,861 supporters**
- **17 LETTERS TO THE EDITOR PUBLISHED**
- **61 CONGRESSIONAL MEETINGS**
- **169 FUNDRAISING EVENTS**
- **51 CANDIDATE ENGAGEMENTS**
- **111 EDUCATIONAL EVENTS**
- **5,935 DONATIONS**
- **$295,986 TOTAL AMOUNT RAISED**
HIGH SCHOOL TEAMS
10% of the Network

UNDERGRADUATE TEAMS
51% of the Network

GRADUATE TEAMS
4% of the Network

PROFESSIONAL TEAMS
35% of the Network

FUNDRAISING NUMBERS

HIGH SCHOOL TEAMS
- Fundraising Total: $19,300
- Number of Donations: 356
- Teams That Fundraised: 6 of 9 (67%)
- Average Team Contribution: $3,217
- Average Donation Size: $54
- Most Successful Team: Carrboro High School

UNDERGRADUATE TEAMS
- Fundraising Total: $190,661
- Number of Donations: 4210
- Teams That Fundraised: 37 of 43 (86%)
- Average Team Contribution: $2,669
- Average Donation Size: $45
- Most Successful Team: Harvard University

GRADUATE TEAMS
- Fundraising Total: $9,496
- Number of Donations: 195
- Teams That Fundraised: 3 of 3 (100%)
- Average Team Contribution: $3,165
- Average Donation Size: $49
- Most Successful Team: Duluth, MN

PROFESSIONAL TEAMS
- Fundraising Total: $48,275
- Number of Donations: 897
- Teams That Fundraised: 26 of 31 (84%)
- Average Team Contribution: $1,857
- Average Donation Size: $54
- Most Successful Team: Boston Young Professionals

ADVOCACY NUMBERS

HIGH SCHOOL TEAMS
- Meetings with Members of Congress: 0
- LTEs Submitted: 2
- LTEs Published: 0

UNDERGRADUATE TEAMS
- Meetings with Members of Congress: 39
- LTEs Submitted: 40
- LTEs Published: 13

GRADUATE TEAMS
- Meetings with Members of Congress: 7
- LTEs Submitted: 5
- LTEs Published: 3

PROFESSIONAL TEAMS
- Meetings with Members of Congress: 17
- LTEs Submitted: 10
- LTEs Published: 1
University of Wisconsin, Madison Team members celebrate a successful Strides in Solidarity event.