VISION
Be a multidisciplinary cleft care resource for hospitals, associations and international cleft organizations.

MISSION
Transform the lives of children and adults with cleft lip and palate, and empower medical teams in developing countries.

OUR APPROACH
Deliver multidisciplinary care at the right time in the right place

Empower local medical teams through ongoing support and training

THE TRANSFORMING FACES DIFFERENCE

We are a small, Canadian charity committed to cost-effectiveness and sustainable partnerships
We work alongside local partner organizations, and leverage existing infrastructure and resources
We go beyond the initial cleft repair surgery to provide long-term, multidisciplinary care
100% of all donations go directly to our international programs

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Dear Friends,

I look back at 2015, my fifteenth and final year as Executive Director of Transforming Faces (TF), with immense pride. Thanks to your support, we have been able to transform the lives of 16,815 children born with cleft lip and palate, children who otherwise might have been left behind without a chance to reach their full potential. But, together, we’ve also achieved so much more! Our team of partners, patients, cleft professionals, volunteers, donors, staff and friends have worked together to ensure future generations of children born with cleft lip and palate have access to local, sustainable care.

Closing the Gap in Cleft Care

In many developing countries, multidisciplinary cleft care is not available. Patients may have access to an initial surgery, but lack the follow up care needed to improve their nutrition, speech, oral health, psycho-social well-being and more. During my tenure, we focused our efforts on providing these immediate, multidisciplinary services to patients, as well as empowering local medical teams through training and capacity building initiatives.

As you review this report, you will learn about many important achievements that helped to close the gap in care in 2015. We launched our first-ever nasoalveolar moulding (NAM) training, a medical technique that reduces the severity and quantity of patient surgeries; we had Ethiopia’s first university speech therapy curriculum approved to help address professional shortages; we sponsored regional collaboration initiatives for our partners in Africa, South America and Asia to meet, network and exchange ideas; and, we secured new medical equipment to strengthen the capacity of our surgical team in Ethiopia.

Advancing our Strategic Vision

In 2014, we turned to the Balanced Scorecard (BSC) strategic management tool to focus our efforts, improve our monitoring and evaluation, and better articulate our impact. This year, we concentrated on modifying our reporting templates, training our partners and implementing the tool internally. The next stage of this process will involve strengthening our evaluation indicators and migrating all data to a secure, online platform. With the help of this strategic framework, we strive to advance our vision of becoming a global multidisciplinary cleft care resource and ensure no donor dollar is wasted.

Moving Forward

It was also a big transitional year for TF and our partners. We moved into a new Toronto office space and added a few new faces to our team. We came to the end of one partnership in Ghana and are just at the start of another in Peru. And, I made the difficult personal decision to step down from my role as Executive Director at the end of the year to return to my home country, Ecuador. I want to thank my colleague, Laura Lewis-Watts, for stepping up as Interim Executive Director and I’m delighted to hear the news that, Ann Rosenfield, MBA, CFRE, has been appointed TF’s new leader as of March 2016 (see pg. 8).

Thank you for 15 wonderful years of collaboration and transformation. I look forward to seeing all that is possible to close the gap in cleft care under new leadership in 2016.

With gratitude,

Executive Director (2001-2015)
TF is fortunate to be supported by a global community of dedicated cleft care specialists, strategic partners, patients, families, volunteers and local supporters who share our vision.

**ETHIOPIA**

Our partners at Yekatit 12 Hospital supported 611 patients through 2,521 treatment interventions in 2015. The cleft care unit’s major challenges include shortages in qualified speech therapists and reliance on old, outdated surgical equipment. In 2015, the team made huge strides to address these gaps: they spearheaded the creation of the country’s first university-level curriculum in speech therapy and enrolled the first cohort of eight students. They were also able to purchase a new patient monitor and electrosurgery machine, thanks to overwhelming support from TF donors.

**GHANA**

In September 2015, TF’s partnership with Korle Bu Teaching Hospital came to its conclusion after completing a planned phase-out stage. Between January and September, Korle Bu supported 429 patients, including 65 surgeries and 980 treatment interventions. Korle Bu has since registered as a local charitable foundation and successfully applied to Smile Train for surgical care support. TF is incredibly proud of this team and all that has been accomplished to close the gap in cleft care in Ghana over the last 12 years.

**What is a Treatment Intervention?**

TF measures all patient treatment activities as separate interventions. Each time a patient meets with a member of one of our multidisciplinary cleft care teams for a treatment, consultation or assessment, it is recorded as a treatment intervention.
ARGENTINA

In 2015, our team at GAVINA supported 176 patients through 8,133 treatment interventions. As a result of television and radio awareness campaigns, they experienced a 19% increase in patients over 2014. They formed a partnership with the local maternity hospital to support improved newborn cleft care. GAVINA's oral health services were put on hold in 2015 in order to evaluate and strengthen their protocols. Current dental and orthodontics patients were referred to public hospitals and will resume oral health treatment at GAVINA in early 2016.

PERU

TF, Smile Train and the Universidad Peruana Cayetano Heredia (UPCH) worked to solidify a new partnership in 2015. As a leading medical training hospital, UPCH has the infrastructure and resources in place to support the growing demand for multidisciplinary cleft care in Peru. An initial program evaluation is scheduled for February 2016 and, if approved, this project will officially launch early next year. Our former partners in Peru, kusiROSTROS, also supported 338 patients through 6,354 treatment interventions at the beginning of the year.

THAILAND

Our partners at the Northern Women’s Development Foundation (NWDF) continue to provide multidisciplinary treatment for patients from northern Thailand, Laos and Myanmar. In 2015, they supported 154 patients through 1,314 treatment interventions. Their current challenges include patient retention, since many families must travel up to three or four days from bordering countries to access care, and a shortage of qualified plastic surgeons. An assessment of NWDF’s proposed surgical training program and regional facilities is scheduled for March 2016 to address this shortage.

INDIA

In an effort to make cleft care accessible in remote communities, our partners at Sri Ramachandra University (SRU) continue to offer mobile speech therapy and dental support in Cuddalore and Thiruvannamalai. In 2015, they supported 252 patients through 802 interventions and trained six new community rehabilitation workers. They also held 18 mobile dental camps, and trained 342 teachers and district coordinators on how to identify and refer patients with cleft lip and palate. Severe flooding in Cuddalore disrupted camp activities at the end of the year; the SRU team rallied to help, raising funds locally to support affected families.
PARTNERSHIP IN ACTION:
2015 HIGHLIGHTS

JANUARY / FEBRUARY
Social work assessment in India
Farah Sheikh, a social worker from the Hospital for Sick Children (SickKids) in Toronto, travels to India to conduct an assessment of our project and the team’s capacity in psycho-social support for patients and families.

FEBRUARY
NAM training in Toronto
Six South American orthodontists participate in nasoalveolar moulding (NAM) training in Toronto. As a result of the program, over 100 patients have since benefited from this life-changing treatment.

MAY
Mesay attends eLearning Africa
Mesay Gebrehanna, TF’s speech therapist in Ethiopia, attends the eLearning Africa Conference to help strengthen the design of a new, computer-based speech therapy course being developed by our partners in Thailand, Bangladesh, Ethiopia and Canada.

SEPTEMBER
Speech therapy curriculum approved in Ethiopia
Ethiopia’s first university-level speech therapy curriculum is approved by the Academic Commission. The first cohort of students are enrolled at Addis Ababa University by the end of the year.

OCTOBER
Ghana closing ceremony held
A closing ceremony is held in Accra to honour the longstanding partnership between TF and Korle Bu Hospital. For over 12 years, we have worked together to provide multidisciplinary care to over 3,600 patients.

NOVEMBER
Thai patients perform at Cleft Congress
Five longtime NWDF patients sing at the opening ceremonies of the 8th Annual Thai Cleft Congress in Khon Kaen. NWDF uses music as a way to improve the speech and confidence of their patients, and raise public awareness about the importance of speech therapy.

DECEMBER
Argentinean partner receives government award
Our partner in Argentina is recognized for their commitment to the country’s non-profit sector with a certificate and $10,000 CND from the Tucumán provincial government.
LIVES TRANSFORMED

2015 INTERVENTIONS
20,104 Total Interventions (2015)
276,790 Total Interventions Since 1999
285 Total Surgeries (2015)

PATIENTS
2,044 Total Patients Treated (2015)
16,815 Total Patients Treated Since 1999
416 New Patients (2015)

HUMAN RESOURCES
8 Canadian Staff
185 Field Professionals

FINANCIALS
$55* Average Cost / Intervention
$230* Average Cost of Rehabilitation for 1 Child

* Varies by country due to scale and scope of projects.

Iniya’s Story

“Without this treatment, I would have not come out of my home, not attended school, not made friends and not spoken clearly. But now I have gained the confidence to move out and socialize with others as they can understand my speech.”

– Iniya, nursing student, age 21, India

Carlos’ Story

17-year-old Carlos from Argentina receives multidisciplinary treatment at GAVINA. Despite living with an unrepaird cleft for many years, our team notes that he is a very confident, social teenager, and a great role model for other patients.

CLOSING THE GAP IN CLEFT CARE 2015 Annual Report 5
Creating ongoing opportunities for our comprehensive cleft care teams to develop their skills, exchange ideas and achieve self-sufficiency is central to TF’s strategic vision.

The NAM Technique: Transforming Patient Care in South America

In late 2014, TF launched a small-scale initiative to improve the orthodontic capacity of our partner organizations in South America. The results achieved since have far surpassed our expectations.

The project focuses on nasoalveolar moulding (NAM), a proven, cost-effective technique used to reshape the nose, gums and lips of an infant with cleft lip and palate prior to surgery. For many patients, it helps reduce the severity of the cleft pre-surgery and, as a result, can significantly reduce a child’s facial scarring and the need for follow-up surgeries.

From September to December 2014, an assessment of TF’s orthodontic programs in Peru and Argentina was conducted by TF Consultant, Dr. Sandra Fastlicht. She identified key gaps, including the use of NAM, and worked with TF to design a training program at SickKids and the University of Toronto.

Following this, five orthodontists and one paediatric dentist from TF partner organizations in Peru, Argentina and Chile were sponsored to participate in a three-day training course in February 2015. They worked alongside some of Canada’s leading cleft care specialists and were tasked with training another person at their respective health facilities upon returning home.

Rapid progress was made in the months that followed. By October 2015 when follow up evaluations were completed, 15 professionals at nine health institutions were already practicing the technique, and over 100 babies had received NAM treatment.

Since the training, the original participants have remained in close contact, sharing best practices and lessons learned as they integrate the NAM technique and modify their treatment protocols. They have also worked diligently to educate patients and medical professionals about the importance of using NAM.

This initiative demonstrates the true power of training. By training six people, this initiative has since transformed the lives of over 100 newborns, improved the long-term capacity of our medical partners and helped them establish an invaluable regional professional support network.

Building Capacity in Ethiopia

Facilitating access to the best equipment and care facilities, and supporting innovative, sustainable solutions
for our medical partners are two of TF’s core strategic objectives. This year, TF and Yekatit 12 Hospital made big strides to help achieve these goals. Two new pieces of major medical equipment were purchased to enable Yekatit 12 to perform safe, complex surgeries and to improve their surgical training capacity. After a three-year collaborative effort, TF and Yekatit 12 also finally got Ethiopia’s first university speech therapy curriculum approved by the Academic Commission in August. This is a huge step to combat the country’s shortage of qualified speech-language professionals.

Bringing Cleft Professionals Together in Thailand

Over 400 delegates from around the world gathered in Khon Kaen for the 8th Annual Thai Cleft Congress organized by our partners at the Tawanchai Cleft Center. The November 2015 conference focused on comprehensive cleft care and how to improve the quality of life of cleft patients. By bringing together cleft professionals from all disciplines, their aim was to increase the availability of quality care, and foster improved collaboration among multidisciplinary teams in the region. TF sponsored the participation of 30 professionals from Thailand, Laos, Myanmar and India.

Leveraging Local Funds

Part of TF’s sustainable model is to encourage our partners to raise funds locally. Some of their noteworthy achievements this year include:

- $8,545 CND dollars raised by NWDF through local fundraising efforts
- $2,200 CND raised by SRU to support patients and partners affected by the Cuddalore floods
- $10,000 CND bursary awarded to GAVINA from the Tucumán provincial government for their outstanding work

Fostering Professional Development

Supporting our partners’ professional development is key to closing the gap in cleft care. In May 2015, Berhane Abera, TF’s assistant speech-language pathologist in Ethiopia, participated in a speech therapy exchange program in Ireland. The purpose of the two-week training was to upgrade her skills and support her re-entry into the profession. Berhane gained essential knowledge that she will use to strengthen care at Yekatit 12, and the speech therapy curriculum at Addis Ababa University.

In October 2015, Mirta Palomares, a speech and audiology professional from Chile’s Fundación Gantz, participated in training at health facilities in Toronto and Hamilton. Under the wing of leading cleft care specialists, she was able to observe patient assessments, participate in multidisciplinary team meetings and better understand patient evaluation protocols.

Medical Volunteers

TF relies on the time and expertise of skilled volunteers to keep our costs low and improve the capacity of our partner organizations. In 2015, we were very fortunate to have ongoing project development, training, and monitoring and evaluation support from healthcare specialists from the SickKids Hospital Cleft Lip and Palate Program, University of Toronto and more.

A special thank you to these individuals who collectively supported TF’s work through over 170 hours in 2015.
We are committed to upholding the highest standards of industry accountability, transparency and efficiency in all aspects of our work.

Our Team
Board of Directors
• Ms. Jackie Elton (Chair & TF Co-Founder)
• Rev. Dr. Nan Hudson
• Ms. Cindy Guernsey, RN
• Ms. Jill Martin
• Dr. Ronald Zuker
• Dr. Michel Grupper

All TF international projects are managed by our dedicated, local partner organizations:

• Yekatit 12 Hospital in Addis Ababa, Ethiopia
• Korle Bu Teaching Hospital in Accra, Ghana
• Sri Ramachandra University in Chennai, India
• Fundación GAVINA in Tucumán, Argentina
• Fundación Gantz in Santiago, Chile
• Northern Women’s Development Foundation in northern Thailand and Laos
• Tawanchai Cleft Center at Khon Kaen University, northern Thailand
• Asociación Splendor’s KusiROSTROS program in Lima, Peru (until March 2015)

Our dedicated 2015 staff was made up of: Esteban Lasso, Executive Director (until December 2015), Laura Lewis-Watts, Abdon Aguillon, Courtney Mollenhauer, Irene Costello, Anum Dhalwani, Melanie Meloche (P/T), Susana Munarriz (P/T) and Sylvia Guerrón (until May 2015).

Throughout the year, TF receives fundraising, event and office support from wonderful volunteers. A special thank you to our fundraising committee: Karen Sparks (Chair), Gerry Carlino, Suzy Wilcox, Petra Lasso, Yeshi Eyassu, Dina Pantaleon and Jeri Paul, and dedicated volunteers: Brendan Ashcroft, Randall Van Gerwen, Vanessa Denov, Veronika Medeiros, Meaghan Morales, Chantelle Grant, Karl Barmania, Natalia Vega and Daniela Lasso-Neufeldt.

To ensure the highest standards of patient care, all TF’s international projects are screened and assessed by our Medical Advisory Committee. Thank you to the five dedicated members who contributed their time and expertise to our work in 2015: Dr. David Fisher, MD, FRCSC, FACS; Dr. Bryan Tompson, D.D.S., DIP, ORTHO; Dr. Tim Bressmann, Ph.D.; Ms. Cindy Guernsey, RN, BScN; Ms. Farah Sheikh, MSW, RSW.

Transition in Leadership

After nearly 15 years serving as Executive Director, Esteban Lasso made the difficult decision to step down from his post and return to Ecuador at the end of 2015. With big shoes to fill, TF’s Board of Directors mobilized to find the best possible candidate to lead the organization and ensure a smooth transition. With the help of a recruitment firm, Ann Rosenfield, MBA, CFRE, was appointed TF’s new Executive Director commencing March 1, 2016.
YOUR GIFTS AT WORK

We guarantee that 100% of all donations are directed to our international programs.* These funds are used to provide comprehensive treatment for patients like Daungkaew, and medical training for global cleft care teams.

HOW YOUR DOLLAR TRANSFORMED LIVES

A private charitable foundation covers our overhead costs, allowing us to direct 100% of donations to cleft care. This foundation also matches donations of $200 or more.

REVENUE & EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants, donations &amp; other income</td>
<td>$1,482,323</td>
<td>$1,194,422</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td></td>
<td></td>
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<tr>
<td>Surgery and rehabilitation</td>
<td>$717,356</td>
<td>$561,240</td>
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<tr>
<td>Training</td>
<td>$272,840</td>
<td>$274,681</td>
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<tr>
<td>Project management</td>
<td>$206,321</td>
<td>$168,147</td>
</tr>
<tr>
<td>Administration, governance, communications and fundraising*</td>
<td>$262,827</td>
<td>$189,512</td>
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<tr>
<td><strong>Excess of revenue over expenses</strong></td>
<td>$22,979</td>
<td>($142,655)</td>
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* A private charitable foundation covers all TF overhead costs. This ensures 100% of every donation goes directly to cleft care.

NET ASSETS

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<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td>Balance, beginning of the year</td>
<td>$340,572</td>
<td>$483,227</td>
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<tr>
<td>Excess (deficiency) revenue over expenses</td>
<td>$22,979</td>
<td>($142,655)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$363,551</td>
<td>$340,572</td>
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</table>

For our complete audited financial statements, please visit www.transformingfaces.org/about/accountability/ or call us at 416-222-6581.

We are proud members of Imagine Canada’s Ethical Code Program.

CLOSING THE GAP IN CLEFT CARE. 2015 Annual Report
Thank you!

In Good Company
We are fortunate to have the support of caring groups that believe strongly in our work.

Blossom Foundation
The Abbysinnian Foundation

TF extends our deepest gratitude to everyone who supported our work in 2015! A special thank you to the following individuals who contributed major gifts:

- Ann Kaplan
- Barry Cromarty
- Brendan Ashcroft
- Bruno Vendittelli
- David & Marilyn Gluskin
- Grace LaSorda
- Javier & Petra Lasso
- Jim Louttit
- Jo-Ann D’Sylva
- Karen Sparks
- Linda Doran
- Marilyn Berson Cohen
- Nan Hudson
- Norm & Anne Klassen
- Natalie & Claude Brunette
- Robert & Tania Francki

We also extend a huge thank you to our many generous supporters who have made a contribution to our work and wish to remain anonymous.

Fundraising
It was a record year for funds raised and we couldn’t have done it without you. Thanks to everyone who came out to support our annual events! With your help, Beautiful Before & After and Salsa for Smiles raised over $77,000 for cleft care. As always, 100% of all funds raised at our events go directly to our international programs, thanks to a private foundation that covers our overhead costs.

In Good Company
We are fortunate to have the support of caring groups that believe strongly in our work.

Terence & Svea McKillen Foundation
Dekker Family “Shalom” Charitable Foundation
Rotary Club of Toronto Eglinton
Iginla & Company
Peterborough K.M. Hunter Charitable Foundation
The Norman Black Foundation
The Philip Smith Foundation
The Congregation of the Sisters of St. Joseph in Canada
Rotary Club of East York
The Desert Belles
Fidelity Investments
BMO Nesbitt Burns
Toronto Earlscourt Rotary Club (Angels’ Ball)
Noah Ripstein Bar Mitzvah
Husain Family Golf Tournament

A special thanks to McMillan LLP for providing pro bono legal support.

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Transforming Faces
Cleft Champions

We respectfully thank those whose images appear in this report.

All photos, unless otherwise stated, taken by Transforming Faces staff, volunteers or partners.