Annual Review
2016
In the operating room every moment counts - so you move quickly, but you don’t panic.

We take the same approach at Lifebox, in our work to make surgery and anaesthesia safer on a global scale.

Target the problem. Make a plan (but be prepared for plans b, c and d). Keep the patient at the centre but know that surrounding them with the right equipment, training and research can make all the difference. And most importantly: trust and support, reflect and celebrate with your team.

As the chair and honourary CEO of Lifebox - with a combined total of more than 30 years in a hospital setting - we’re proud to say that this approach works.

There’s a lot to celebrate this year, as we marked the 5th anniversary of Lifebox: the distribution of more than 14,000 oximeters across 100 countries; the launch of our Clean Cut programme to reduce surgical site infection; the partnerships we’ve built; donors who have gone to bat for us; and together, the estimated 10 million lives we’ve made safer.

We also begin 2017 with an exciting announcement: the appointment of our first Global CEO, Kristina M. Torgeson to start in the new year.

Kris is the founding executive director of The Alliance for International Medical Action, and former Secretary General of Médecins Sans Frontières (MSF) International. Her initiative, strength of vision and commitment to global health are exactly the qualities we looked for to lead Lifebox, and we hope you’ll get a chance to meet her in the coming year.

Kris saw something in Lifebox that we’ve always known to be special - our extraordinary global network of clinicians, advocates, philanthropists and administrators who quite simply ‘get it’. From inside and out of the OR, scattered around the world, they’re helping us make every moment count for millions more who can’t afford to wait any longer - they’re walking into surgery now.
From the pages of Noticias Sin in the Dominican Republic, to the Asomiya Pratidin in India and the Wall Street Journal in America, it’s exciting to see that word is spreading.

And from the House of Lords to Hong Kong, and the many Lifebox workshops and professional conferences we’ve met you at this year, our anniversary logo has been a constant reminder of our commitment to safer surgical care worldwide.

And a challenge - to see what we can achieve together by 2021.
The Lifebox Universe

A standard OR is about 480 square feet. The two Lifebox HQs are considerably smaller, as we focus our resources on supporting safer surgery and anaesthesia in thousands of ORs around the world.

But our small square footage leaves a giant footprint, with programmes and partners in more than 100 countries - and lives changed forever, far beyond the OR table:
Lifebox is an implementation organisation - we get things done. Our programmes weave around some of the most high risk moments in surgery and anaesthesia, providing hospital teams with a critical combination of equipment, education and peer support to safeguards millions of lives.

But we’re equally committed to impact evaluation, sharing research, and building alliances across specialties that can improve patient care worldwide.

Because partnership is essential for the world we want to see: where hospital teams have the tools they need to give their best care, and safe surgery is a right - not a privilege.

Our Programmes

- Checklist
  - Communications tool proven to reduce complications and mortality in surgery by 40%. The guidestar for all Lifebox programmes

- Safe Anaesthesia
  - Universal access to oxygen monitoring and integrated education

- Clean Cut
  - Tackling surgical site infection

- Innovation
  - Human-Centered Design to integrate equipment with our programmes - from optimising the Lifebox oximeter for children under 5, to identifying environment-appropriate devices that support sterile surgical practice

- Monitoring and Evaluation

- Partners and Volunteers
2016 at a glance

Countries worked in
64

Healthcare workers trained
844

Education workshops
14

Spare probes provided
1,726

New Lifebox trainers trained
85

People introduced to the WHO Surgical Safety Checklist
700

Patients having safer surgery
4,355,000
"Checklist use is about translating evidence into practice, but it's also about culture, the way people do things, and the way we learn from each other. We've seen the model really working when people share, communicate and work in a team – approaching adverse events together, and planning changes for the future."

**WHO Surgical Safety Checklist**

Supporting safer teams on the frontline of the crisis

**What?**

Think of the Surgical Safety Checklist as an expert script for the most important conversation a surgical patient will ever sleep through. It's a 19-step communications tool, inspired by aviation industry practice - and used correctly, it's proven to reduce complications and mortality in the OR by more than 40%.

**Why?**

Launched in 2008, it's no longer new - and not nearly as universal as a proven safety tool should be. And whether due to limited access, to continuing education, to lack of paper for printing, hospitals in low-resource settings face even more barriers to effective Checklist use.

**How?**

We grew directly out of the World Health Organization’s safer surgery work - our trustees are some of the original Checklist authors, with more than 200 years of patient safety expertise between them.

**Where?**

Checklist principles are at the heart of every Lifebox programme, from oximetry to surgical site infection reduction. And this year And we’ve worked with the Penny W. Stamps School of Art & Design at the University of Michigan to distill this knowledge and experience into a more user-friendly Checklist introduction package.

**Who?**

Lifebox is committed to supporting Checklist champions around the world who are navigating these challenges for the sake of their teams and patients.

"Checklist use is about translating evidence into practice, but it's also about culture, the way people do things, and the way we learn from each other. We've seen the model really working when people share, communicate and work in a team – approaching adverse events together, and planning changes for the future."

**Senior Medical Officer, Namibia**

Dr Leonard Kabongo

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Safe Anaesthesia

100% perioperative access to pulse oximetry and essential training

What?
This is our flagship programme - a yellow box beeping out the sound of safer practice on a global scale, an education framework that integrates safer practice, and a commitment to long-term relationships that result in long-term change.

Why?
A pulse oximeter, used to monitor the level of oxygen in the bloodstream, is the only piece of equipment listed on the Checklist - it’s essential for safe anaesthesia, which means it’s essential for safe surgery. But more than 70,000 ORs worldwide are forced to work without one - the ‘pulse oximetry gap’ putting millions of lives at risk.

How?
With a multi-language education programme anchoring a portable pulse oximeter with a radical procurement story. The Lifebox oxygen monitor would be welcome in any OR worldwide, but it’s specifically designed for the challenges of a low-resource setting where power cuts are as frequent as biomedical engineers are scarce.

Where?
Since 2011 we’ve distributed more than 14,000 pulse oximeters across 100 countries, with nationwide workshops in more than 30.

Who?
We work with partners around the world to identify the OR and recovery setting oximetry gap, opportunities for training, distribution and that all important follow up. Our networks range from national societies to mission hospitals, international NGOs to ministries of health and private corporations - Anyone, really, with a vested interest in seeing safer surgical and anaesthetic care worldwide.

“Lifebox pulse oximeters don’t only save lives but make the anaesthetist and patient smile at the end of it all. With its loud alarm, I can now monitor the different operating rooms running concurrently, and recovery room by listening to any changes in tone.”

Anaesthetist, Somalia
Dr Richard Mwase

Animated guide to using your Lifebox pulse oximeter
A year in Lifebox oximetry: large scale workshops

Mar
- Country: Burkina Faso
- Local partner: Société d’Anesthésie, de Réanimation et de Médecine d’Urgence du Burkina

Apr
- Country: Côte d’Ivoire
- Local partner: Société Ivoirienne d’Anesthésie-Réanimation
- Country: Tanzania
- Local partner: Society of Anaesthesiologists of Tanzania

May
- Country: Malawi
- Local partner: Anaesthetic Officer Training Programme
- Country: South Sudan
- Local partner: International Medical Corps
- Country: Ethiopia
- Local partner: Ethiopian Anaesthesia Association

Jun
- Country: Kenya
- Local partner: Kenya Society of Anaesthesiologists, WPP-Scangroup

Jul
- Country: Tanzania
- Local partner: Kilimanjaro Christian Medical Centre

Aug
- Country: Namibia
- Local partner: Medical Doctors and Dentists Forum

Sept
- Country: Dominican Republic
- Local partner: Servicio Nacional de Salud, Physicians for Peace
- Country: Zambia
- Local partners: Zambian Anaesthesia Development Project/Mmed Programme
- Country: Kenya
- Local partner: Kenya Society of Anaesthesiologists, WPP-Scangroup

Oct
- Country: India
- Local partner: Indian Society of Anaesthesiologists

Nov
- Country: Bangladesh
- Local partner: Bangladesh Society of Anaesthesiologists

Dec
- Country: Ukraine
- Local partner: Kiev City Hospital no 17
- Country: Haiti
- Local partner: Citizens of the World Foundation
A closer look
We’re working in partnership to support safer surgery and anaesthesia worldwide:

Safer Surgery
India

What?
3-year, country-wide project.

Why?
More than 7000 of India’s 15,500 ORs are missing a pulse oximeter.

Where?
Launched with a training workshop for 70 providers in Assam State, and a free train-the-trainers course in London to build a dedicated faculty.

Who?
Funded by the Stavros Niarchos Foundation, in association with the Indian Society of Anaesthesiologists and the British Association of Indian Anaesthetists.

“Thanks to Lifebox for donating to us a pulse oximeter. My trainee anaesthetist was scared for post op but I assured him. The patient was sent directly to the recovery ward with a Lifebox pulse oximeter for monitoring. This gave my trainee a sense of security and at the same time improved the patient’s safety.”

Anaesthesiologist, India
Dr Surajit Giri

Safer Surgery
Tanzania

What?
139,100 safer surgeries a year from 2017.

Why?
Tanzania has just 13 specialist anaesthetists for an entire country. We’re working together to improve the training curriculum and provide equipment, fellowship and faculty support.

Where?
Based at the Kilimanjaro Christian Medical Centre.

Who?
Funded by Johnson & Johnson through the Tropical Health and Education Trust, we’re working with the Society of Anaesthesiologists of Tanzania (SATA).

“We didn’t have monitors, just a precordial stethoscope – you’d stand near the heart and listen to it beat during the operation. I asked the hospital what was happening and they said ‘they are broken’ – and it’s true, they showed me a lot of oximeters that weren’t functioning, kept in a room full of dust. I told the visitors we couldn’t afford to buy one. And they would say: ‘Do you know about Lifebox?’”

Anaesthetist, Tanzania
Dr Mwemezi Kaino
Safer Surgery
Dominican Republic

What?
Training and equipment for 220 anaesthesia providers.

Why?
With that critical combination of high level government and frontline provider perspective, we’re closing the countrywide pulse oximetry gap.

Who?
With support from the ASA Charitable Foundation and in partnership with Physicians for Peace and the DNHS.

"Lifebox and our partners were excited about undertaking a very large donation and training mission that would equip more than one hundred public hospitals in the nation with critical patient monitoring equipment for their surgical patients”

— Lifebox Trustee
Dr Alexander Hannenberg

Lifebox Trustee
Dr Angela Enright

"The last time we were here two years ago, hardly anyone had heard of an oximeter much less used one. Yesterday and today in every session when asked about monitoring, everyone answered – I would use a pulse oximeter.”

— Lifebox Trustee
Dr Angela Enright

Safer Surgery
Burkina Faso

What?
Building a Francophone Lifebox faculty who can provide training year-round

Why?
Access to safer surgical care is essential for reducing the devastating maternal mortality rate

Who?
Local partners Société d’Anesthésie, de Réanimation et de Médecine d’Urgence du Burkina and support from American and Canadian visiting faculty

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— Lifebox Trustee
Dr Alexander Hannenberg

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— Lifebox Trustee
Dr Angela Enright

#MyLifesavingOximeter shows the immediate impact we’re making

Lifebox Trustee
Dr Angela Enright
Clean Cut

Data-driven processes to reduce risk of surgical site infection

What?
Our Safe Anaesthesia programme gives a voice to the sleeping patient. And by targeting surgical site infection (SSI), a critical threat to surgical safety, our new Clean Cut programme gives them the chance to heal.

Why?
Infection in surgery is devastating to patients and costly to health systems. Risk in low-resource settings is more than double the rate of higher-resourced countries. GE Foundation gave Lifebox a $500,000 grant to take our next programmatic step in tackling this crisis.

How?
Antibiotics, antisepsis, clean instruments, sponge counts: sterile surgery sits at a complicated intersection of process and communication. Clean Cut uses the WHO Checklist as a framework to identify process failures that lead to SSIs. We’re developing simple and scalable interventions that apply the Lifebox model - equipment, training, monitoring and evaluation - to improving perioperative practice.

Where?
At our pilot site in Ethiopia, with data collection underway.

Who?
We’re working with an incredible team, including Dr Abebe Bekele (of Addis Ababa University and the Federal Ministry of Health) and Stanford University. Focusing on systemic improvements, our goal is partnerships across the perioperative ecosystem - and a strategy for scaleable change.

“A simple wound infection can be catastrophic. So when it comes to the essential preventative steps, having a more organised approach which also supports team coordination - that actually resonates.”

Surgeon, Ethiopia
Dr Abebe Bekele

#SafeSurgicalHands video celebrating WHO’s Save Lives: Clean Your Hands:
Fellowships

Working together for safer communities

What?
Part clinical and part systems strengthening, Lifebox Fellowships are supervised opportunities for high-resource setting physicians to support safer care at a low-resource setting hospital.

Why?
Because safer surgery is a partnership, not a product. Lifebox Fellows are young clinicians who understand our practical and collaborative approach to safer surgical and anaesthetic care, the urgency of the global safety crisis, and the value of teamwork in the OR.

How?
By committing to at least six months teaching and project-planning in a low-resource setting hospital. As faces become colleagues and colleagues become friends, quality improvement follows: from curriculum support to pulse oximetry, individual coaching and team-wide Checklist introduction.

Where?
We’ve got four fellows in place this year: Tanzania, Uganda and two in Ethiopia (one surgical, one anaesthetic).

Read full interviews with all the Fellows
**Role:** Data collection and project development to drive Lifebox’s Clean Cut programme

**Training:** 3rd year surgical resident, Stanford University

**Sponsor:** GE Foundation

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**Jared Forrester**
*Jimma University Teaching Hospital, Ethiopia*

“I’m surprised how a small group of people can have such a large impact. To deliver 14,000 oximeters around the world with such a small team is impressive. It’s inspiring, really. It’s reinforced the fact that I can hopefully make a difference myself, as just one person.”

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**Ben Parsons**
*Jimma University Teaching Hospital, Ethiopia*

“Anaesthesia without an oximeter doesn’t make sense. It’s a basic piece of equipment that was always available during my training in the U.K. I’ve never been somewhere where there wasn’t an oximeter available — and I don’t think any colleague I’ve worked with would think about giving an anaesthetic without one. You just wouldn’t do it.”

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**Lara Herbert**
*Mbarara University Teaching Hospital, Uganda*

**Role:** Lifebox Safe Anaesthesia Fellow: quality improvement work includes facilitating set up of a PACU, and coordinating departmental M&M meetings

**Training:** ST6 Anaesthetics Registrar

**Sponsor:** Association of Anaesthetists of Great Britain and Ireland, Difficult Airway Society, the Royal College of Anaesthetists and the World Anaesthesia Society

“The anaesthetics team has taught me far more than I could ever hope to teach them. I have so much admiration for their persistence and good humour in such a challenging work environment. It has been an absolute privilege for me to work alongside them.

One of the most valuable lessons I have learnt here is that, as a visitor, it is important to stand back and to try to understand why something is done in a certain way before criticising or trying to change it, as there is usually a very good reason.”

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Ruth Tighe  
*Kilimanjaro Christian Medical Centre, Tanzania*

**Role:** Implementing Lifebox safe anaesthesia partnership project at KCMC and 6 neighbouring facilities in Moshi, Northern Tanzania  
**Training:** ST6 Anaesthesia and Intensive Care Medicine  
**Sponsor:** Johnson & Johnson through the Tropical Health and Education Trust (THET) Africa Grants Programme

"In the U.K. we get so fixed on training. 'I can't leave'; people say — but you can! I've taken five years. If you feel you can't, perhaps you haven't asked enough, or found the right place."
Innovation

Saving a million lives with a better probe

“In industry, we make a prototype, evaluate it on a small group of subjects, possibly have a focus group then go to product. We hope that our single shot approach results in something good. This project has already allowed us to fine tune the design for the application far more than any industry project can ever achieve.”

Pulse Oximetry Developer, Physio Monitor
Michael Bernstein

“Why?”

Pneumonia is the leading infectious killer of children under 5, and pulse oximetry is a vital tool in diagnosis and treatment. It’s no surprise that some of the world’s leading institutions are on the hunt for the ideal oximeter to help tackle this crisis. Global surgery is about systems strengthening, not silos, so we’re thrilled to have an opportunity to link our environment-appropriate equipment and distribution process with a wider global health need.

“How?”

Through Human-Centered Design, aka the same way we believe all our programmes are best developed and delivered: alongside local experts who know the local need and challenges better than anyone else.

“What?”

Designing an upgraded Lifebox pulse oximeter and new probe specifically for children 0-59 months - suitable for both community worker and hospital use in low-resource settings and costing less than $25.

“Where?”

Starting in Malawi and Bangladesh, where we’re in formal consultation with healthcare workers, an expert design group and a manufacturer to ensure that the optimised Lifebox oximeter and probe reflects the specific requirements of the communities who’ll be using them.

“Who?”

We’re working with a generous grant from the Bill & Melinda Gates Foundation, and some brilliant partners: Great Ormond Street Hospital, University College London, Johns Hopkins University, Parent and Child Health Initiative (Malawi), Physiomonitor and Acare Technology Co., Ltd.

Power of pulse oximetry with the Pneumonia Innovations Team
Community

The people v. unsafe surgery and anaesthesia

A safe operation takes place inside an operating room - but you don’t have to wear scrubs to play a life-changing role.

We’re proud to be part of an incredible community that supports, inspires and challenges us to make a bigger and better difference.

Some of the events we’ve hosted this year...

- Celebrating our 5th anniversary at the House of Lords, hosted by Lifebox Patron the Lord Ribeiro KT CBE
- Launching our Clean Cut programme to reduce surgical site infection
- Co-hosting BeyondBORDERS, the UK’s first ever student-led global surgery conference
- Introducing doctors of the future to Lifebox and safer surgery advocacy, at the Lifebox-Medsin Rep induction day
- Training new Lifebox trainers to expand long-term access to safer surgery and anaesthesia education
...and others we’ve been proud to participate in:

- Hosting our popular Lifebox Masterclass education series at the American Society of Anesthesiologists’ annual conference, ANESTHESIOLOGY 2016
- Consulting global surgeons at the College of Surgeons of East, Central and Southern Africa conference
- Putting safer anaesthesia on skates at the European Society of Anaesthesiology conference, EUROANAESTHESIA 2016
- Watching Atul Gawande’s keynote and hosting a global anaesthesia consultation at the World Congress of Anaesthesiologists
- Advocating for safer surgery and anaesthesia alongside governments and global agencies at the World Health Assembly
- Taking questions on safe surgery and anaesthesia at a United Nations General Assembly side event
- Premiereing The Checklist Effect at the Global Health Film Festival, in Europe’s largest arts venue
- Discussing safe anaesthesia in surgery with surgeons at the West African College of Surgeons meeting
- Cheering on Lifeboxes 4 Rio cyclists and a new President at the Association of Anaesthetists of Great Britain and Ireland’s annual congress
We’ve run campaigns from the online picket fence...

- #IWDSurgery - interviews with extraordinary women in surgery, to mark International Women’s Day and the ‘pledge for parity’ theme

- #GawandeBdayGoal - sharing our favourite Atul Gawande pieces to celebrate his 50th birthday with funds for Lifebox

- #WCACountdown, celebrating a world of global anaesthesia partnerships with members of the World Federation of Societies of Anaesthesiologists

- #LifeboxSquared, doubling donations through the Stavros Niarchos Foundation Challenge

...and found new ways to put surgery and anaesthesia in headlines and on screens around the world.

- An oximeter in the dark - safer anaesthesia in Haiti

- 5 Years of Lifebox: 10 million stories of safer surgery

- Global Surgery and anaesthesia: from resolution to reality

- Noticias Sin: our partnership with the ministry of health in the Dominican Republic makes national news

- Nyomiya Barta: leading paper in Assam State, about Lifebox training and oximeter distribution

With a lot of help from our incredible supporters, who have helped carry us along the way - from the concert hall to the Andes mountains!
Documentary: The Checklist Effect

Safer surgery and anaesthesia on the big screen

The Checklist Effect is an extraordinary new feature length documentary that weaves together some of the stories behind the 359 million operations taking place globally each year. And Lifebox is proud to be a part of it.

Surgically treatable conditions kill more people each year than HIV, Malaria and TB combined, with millions of lives at risk from unsafe care. It’s the global health crisis of our era - but where’s the outcry?

The Checklist Effect lets you see for yourself: the life-changing impact of surgery, the power of communication and community in the operating room, and most importantly, the faces behind the masks.

Mexico, Guatemala, Haiti, USA, UK, Moldova, Mongolia and Uganda – The Checklist Effect was filmed across eight countries over two years. It had its UK premiere at the Global Health Film Festival, and you can catch it at a festival or conference near you (or host a screening at your own institution!)

With the support of our partners, who graciously opened their hospitals and their communities; their patients who allowed their stories to be told; and the tireless work of pro bono director Lauren Anders Brown (Collaborate: ideas & images) and the talented, generous crew.

Watch the trailer and download the screening pack.
Finance

The cost of safer surgery and anaesthesia

What?
Lifebox is a small organisation with a big mission, so we’re strategic about how we spend our limited resources. Information about our financials going back to our formation in 2011/2012 (UK) and 2013 (USA) can be found on our website.

Why?
We’re investing in the fundamentals of safer surgical care - ‘equipment with training and advocacy with action - the four elements that we think result in the biggest impact when combined’, as the Stavros Niarchos Foundation so eloquently put it. This kind of support isn’t a cheap fix - it creates change that lasts a lifetime. And we’ve set ambitious targets for funding as well as programmes over the next three years, as we strive to make surgery and anaesthesia safer for millions more.

How?
We fundraise from many sources: from community events that create awareness as much as they provide much-needed donations, through to applications for large grants from philanthropic foundations that support targeted programmatic work. Generous funding from founding partners and long-term major supporters helps to meet essential capacity needs.

Where?
We’re a registered charity in England & Wales, and a 501(c)(3) based in the Commonwealth of Massachusetts, USA.

Who?
The bulk of our supporters are individuals and professional membership societies. We’ve also been fortunate to receive funding from commercial organisations and private and charitable foundations. We’re enormously grateful to our donors, and to the many organisations who have given their support pro bono.
Special thanks to:

Meet some of our adventurous, talented, dedicated supporters:

- AAGBI Foundation
- GE Foundation
- Bookmark Content
- Brigham & Women’s Hospital
- Chipotle Mexican Grill, Inc
- Collaborate: ideas & images
- Janice and Stan Abshier
- Kessler Trust
- Kirkland & Ellis
- Lifebox: Australia & New Zealand
- Mersey School of Anaesthesia
- Michelle & Howard Kessler
- Newton Wellesley Foundation
- Penny W. Stamps School of Art & Design
- precisioneffect
- Rothera Trust
- Teleflex Incorporated
- The ASA Charitable Foundation

Our co-founders:

- The Bill & Melinda Gates Foundation
- The Flatley Foundation
- The Stavros Niarchos Foundation
- The World Federation of Societies of Anaesthesiologists
- Tropical Health and Education Trust
- Wilmer Hale

Our Patron:

- The Association of Anaesthetists of Great Britain & Ireland
- Brigham and Women’s Hospital
- Harvard T.H. Chan School of Public Health
- World Federation of Societies of Anaesthesiologists

“When it comes to organisations supporting safer anaesthesia and surgery - the operations taking place right now - there’s nothing else like Lifebox.”

Lifebox Fellow
Dr. Ruth Tighe

The Lord Ribeiro
KT CBE
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