



**C.M.A**

Crisis Management Association



ANNUAL  
REPORT

2022

**Crisis Management Association (CMA)** is a Greek non-profit organisation that focuses on meeting the healthcare-related needs of refugees, asylum seekers and their host communities.

CMA currently operates in the emergency camp erected after the September 2020 fires in Lesvos, Greece. Through our Chronic Care and Dental Care clinics, we promote mutual economic integration by providing paid jobs to Greek healthcare specialists, refugees and asylum seekers, empowering both groups to take a leading role in our operation. We complement our local teams through collaboration with international volunteers working under the Greek health protocols. At the Medical Reception Area and Central Pharmacy, we collaboratively build capacity, by creating and implementing health protocols and operational processes, as well as supervising those areas.

We understand that the presence of asylum seekers and refugees has a direct impact on local healthcare systems, we try to provide medical care in close collaboration with these systems in order to mitigate this impact. CMA acts and will act in the communities, countries and sectors where it is requested.

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# Snapshot 2022



**4078 consultations & follow-ups**  
provided to chronic patients



**792 psychiatric consultations**  
provided to psychiatric patients



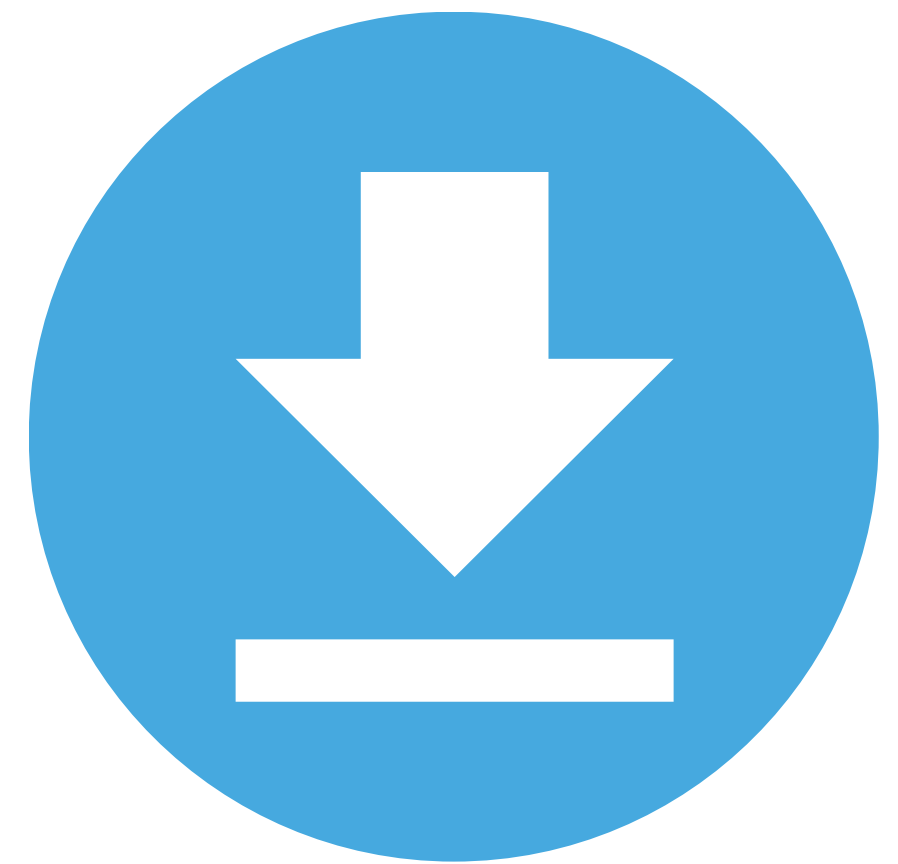
**1232 emergency dental care treatments**  
provided to patients of all ages



**10.904 visits**  
screened for COVID-19, triaged  
and referred to the right medical  
department



**6.084 prescriptions**  
from 6 different medical actors  
handled *in 2022*



**2 electronic applications**  
implemented for the Central  
Pharmacy & Chronic Care Clinic

\* Data collected by CMA.

# OVERVIEW

## 2022



# OVERVIEW 2022

CMA is currently active in Lesvos, Greece. The island of Lesvos faced a challenging year in 2020 during which several events have had a severe and remaining impact on asylum seekers, humanitarian workers and the local community on the island. In September 2020 a fire broke out in Moria camp. Around 13.000 asylum seekers and refugees fled trying to find safety. For ten days, thousands of people were forced to sleep on the streets without access to shelter, toilets or showers and minimal access to food, water and medical care. An emergency camp, RIC Mavrovouni, was erected.

CMA initially focused on emergency response in collaboration with the World Health Organisation (WHO), Norwegian Emergency Medical Team (EMT) and National Public Health Organisation (EODY). In October 2020 we set up a clinic for chronic and psychiatric care, a dental clinic and Central Triage, filtering and referring patients to medical departments. In 2021 the number of refugees and asylum seekers residing in Mavrovouni camp decreased from over 7200 in January to around 2100 in December. Averagely speaking the number of visits to medical services increased meaning that more people visited a doctor more often.

## Developments operating environment

With the end of this year we notice a huge change in the medical situation for the refugees living in camp Mavrovouni, this change unfortunately is quite negative and increases gradually while the recent data shows an increase of the new arrivals. Both the quantity and the quality of health care is falling fast with more Medical NGO's are leaving the camp due to funding and registration limitations.

Currently 5 out of the 8 medical actors who use to operate inside the camp are no longer available and no one is able to provide the medical need that they used to cover such as skin diseases, ophthalmology, medical examinations for severe cases, primary stopped also this month which means that a huge overload will be automatically directed towards the local hospital of Mytilini, furthermore the logistic challenges due to lack of translators, lack of medication coverage, lack of medical volunteers due to the sudden change of the media attention towards other locations. These challenges places a huge pressure on the remaining medical staff on the ground to maintain safe and quality care for a good percentage of the residents of the camp, currently in the medical area the only two medical NGO's are MDM in the morning shifts with only part time cover for paediatric and gynaecologist with no longer primary care, and CMA evening shifts with Chronic/psychiatric /dental and the Pharmacy that sustains the medications of the part time doctors of MDM. EODY is overwhelmed with registrations of the new arrivals while BRF is doing emergency late shifts with some primary but they are at the risk of being blocked from entering the camp due to registration new role by the beginning of 2023.



# Construction & development 2022

## Chronic Care



## Dental Clinic



## Central Pharmacy



START 2021 - Currently



START 2021 - Currently



START 2021 - Currently



# CENTRAL TRIAGE



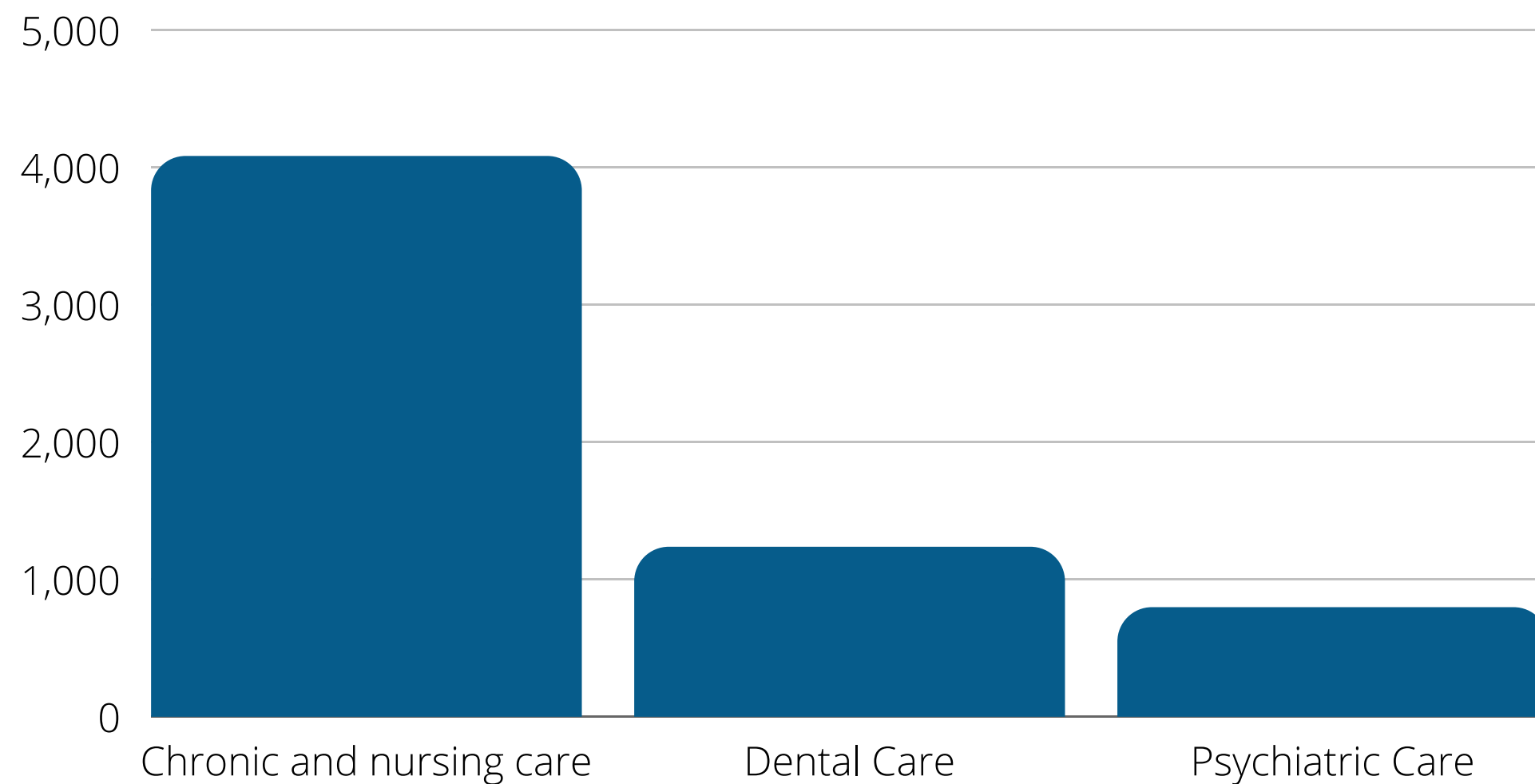


# Central Triage

## Central Triage

The Central Triage was established for the first time in the former Moria camp in 2020 as a response to the COVID-19 pandemic. Patients in need of medical care are screened for COVID-19 symptoms. In case of COVID-19 symptoms, patients are sent for a rapid test in the COVID-testing department. The medics inside the waiting area will check each patient's chief complaints and medical history in order for them to be referred to the right medical department. The different medical departments operate Monday-Friday between 08:00-20:00. There is an emergency entrance for emergency patients that arrive between 8:00-17:00. After 20:00 and in the weekends only emergency patients and patients in need of acute care are seen. The Central Triage is a joint operation where CMA is responsible for the coordination and logistics and other actors provide medical staff and interpreters for the operation.

## Patients flow for CMA department throughout the triage



## Visits medical area RIC Mavrovouni 2022

- Overall number of patients passed by the triage for 2022 is : 10.904 visits

## Covid Cases Central Triage 2022

- Total number of Covid -19 cases identifies by the triage for 2022 is: 8



## Operating environment

Following the latest updates regarding Ngo's leaving the camp and affecting the centralisation

operation, after MVI leaving and cutting the medical staff from the triage now Evdumonia also stopped working inside the camp which placed even a bigger pressure on our team due to the lack of translators. We are supported by two general staff members who helped in controlling the flow and translating, therefore helping to ease the pressure on the morning actors.

We also moved the dental clinic to the evening shift to lower the amount of visitors to the medical area in the morning and to balance all these sudden changes.

# CENTRAL PHARMACY



# CENTRAL PHARMACY

## Central Pharmacy

The Central Pharmacy aims to be the only place in the camp for patients to get the medication they need. The Central Pharmacy is open between 8:00-20:00 Monday till Friday to be able to serve all patients seen during the shifts in the medical area between 8:00-20:00. An exception is patients that are seen for emergency care and who need medication straight away. By distributing medication from the Central Pharmacy we aim to decrease the work load for the medical staff, to avoid duplication of prescriptions and medication, to get insight in the medication needs of the camp, to support medical actors to work together and to implement a more structured, efficient and safe way of ordering, organizing and distributing medication to patients in the camp.



## Medication divided per actor

Medical care for refugees and asylum seekers in Lesvos is divided among different actors, each providing a different type of healthcare. Some of them actively send patients to the Central Pharmacy, some of them continue to give medication directly to the patients.

## Dispense of medication in RIC Mavrovouni

The Central Pharmacy aims to be the only place in the camp for patients to get medication they need. The Central Pharmacy is open between 14:00-20:00 Monday Friday to be able to serve all patients seen during the shifts in the medical area. By distributing medication from the Central Pharmacy we aim to decrease the work load for the medical staff, to avoid duplication of prescriptions and medication, to get insight in the medication needs of the camp, to support medical actors to work together and to implement a more structured, efficient and safe way of ordering, organizing and distributing medication to patients in the camp.

6.084 prescriptions were handled by the Central Pharmacy in 2022

## Costs

MVI covers primary medication for their own patients, who generally make up for half of the visits. Every month they provide a stock of basic most prescribed primary medication as well. CMA covers medication for chronic, psychiatric and dental patients. Besides that CMA orders medication on a daily basis that is prescribed by other actors that is not in stock in the pharmacy.

## Partnerships

CMA orders medication from the main supplier of medication in Lesvos, which decreases the overall cost with at least 25%. Small pharmacies are supported by the supplier, so overall ordering this way is an overall win-win situation.



# CHRONIC CARE



# CHRONIC CARE

## Chronic care

The Chronic care department is operating in the medical area in RIC Mavrovouni camp in Lesvos. We aim for creating a sustainable healthcare system in the camp and a bridge between the local healthcare system and the international NGOs. We provide a team of 2 specialized Greek doctors, and 2 Greek nurses who are responsible for identifying and treating all chronic patients. Our specialized doctors are part of the Vulnerability Committee (EASO, UNCHR, National Public Health Organisation) to review vulnerable medical cases in need of transfer for medical treatment.

## Visits

During the morning shift our nurse is available for new patients and chronic patients in need of vital checks or with complaints. When needed consultations are booked with our doctors or referrals made to other departments. During the evening shift our doctors provide consultations for all chronic patients.

## Treatments

Chronic patients suffer from incurable conditions, our team therefore focuses on:

1. examination
2. diagnosis
3. treatment
4. stabilization < **complicated by living conditions and exposure to stress due to asylum process**
5. follow-up

This year >250 new patient new patientsts were registered and treated;

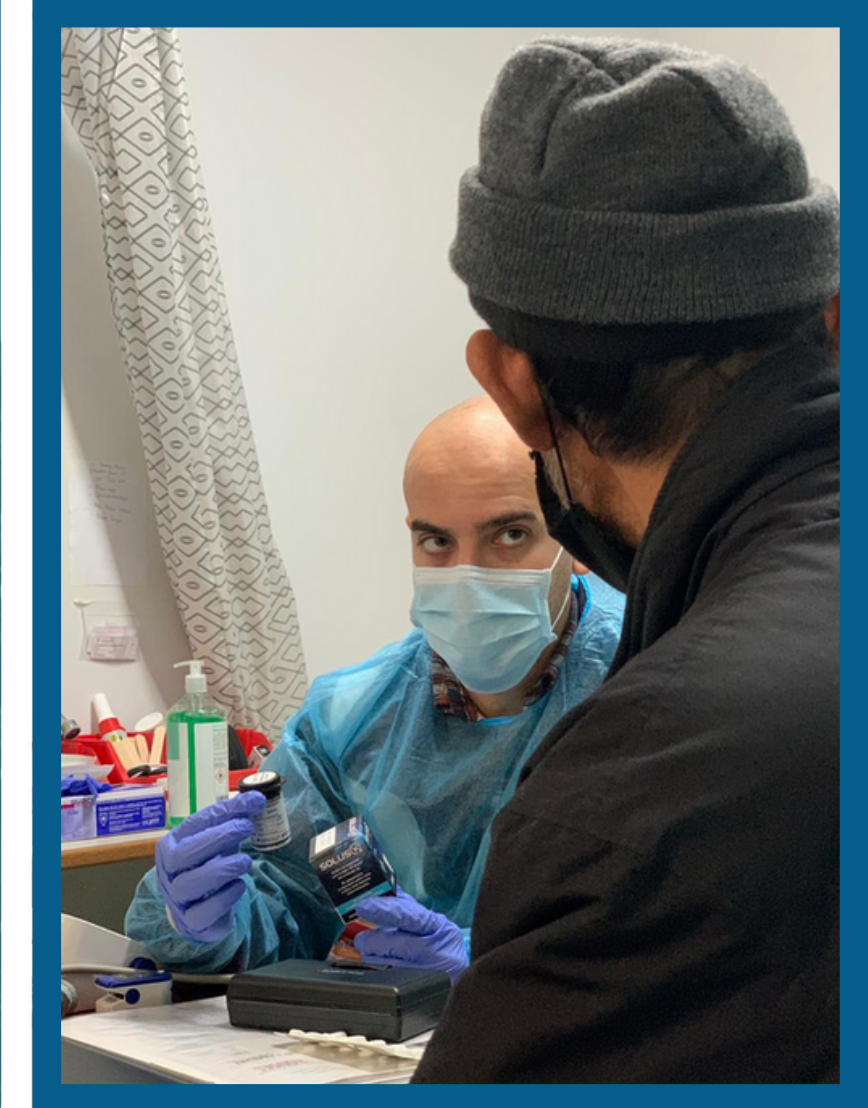
>3100 blood pressure and blood glucose checks00 blood pressure and blood glucose checks00 blood pressure and blood glucose checks00 blood pressure and blood glucose checks were done during the morning shifts;

most chronic patients are diagnosed with **2 or more chronic conditions**;

the most treated conditions in our clinic are **diabetes, hypertension, epilepsy and asthma**;

**cold weather, heath waves and the quality of food** provided in the camp affect the condition of many of our patients and change the effect of their medication;

for some patients the **needed medical care is not available in the island** of Lesvos.



## Access to healthcare

A majority of the patients that were seen did not have a formal diagnosis, despite the fact that some of them were receiving medication. To confirm diagnosis, many patients had to be referred to the local hospital and clinics for blood tests and other examinations. With the ongoing COVID-19 pandemic and already existing pressure on the local healthcare system this was challenging due to long waiting times.

## Lack of access to specialized care

The lack of certain types of specialized care is a continuous challenge for our chronic patients. When patients need to be diagnosed or treated we can't always arrange appointments within Lesvos. Since our patients are not allowed to leave the island due to their asylum status, they cannot always access the medical care they need and/or their situation deteriorates due to the delay in access.

## Travel restrictions

The Vulnerability Office assesses vulnerable cases submitted by medical, mental health and legal actors. They are sometimes able to lift geographical restrictions allowing people to travel, for example when necessary for medical reasons. This takes time however, leading to patients waiting longer for urgent medical care. Our doctors join their weekly committee to assess submitted cases.



# PSYCHIATRIC CARE

# PSYCHIATRIC CARE

## Psychiatric care

Psychiatric care is provided by a Greek psychiatrist, incorporated in the Chronic care department operating in the medical area in RIC Mavrovouni camp in Lesvos. We aim for creating a sustainable healthcare system in the camp and a bridge between the local healthcare system and the international NGOs. She takes part in the Vulnerability Committee based on request, meaning that she is invited to share her medical opinion about specific cases that are submitted.

## Visits and referrals

In 2022 she was the only psychiatrist working inside of the camp. Other medical and mental health actors work with private psychiatrists in the city of Mytilene. The psychiatrist see patients referred to us in need of non-acute psychiatric care.

- **492 consultations psychiatrist**
- **317 consultations nurse** (*booking appointments, picking up medication*)
- **43 new cases.**

Changing our referral pathway decreased the pressure on the nurse working in the morning shift. When the Central Pharmacy opened the workload for the nurses and psychiatrist decreased further.



## Organisation of care

- **Referrals** - psychiatrist & nurse
- **Booking appointments** - nurse
- **Consultations** - psychiatrist
- **Medication** - Central Pharmacy

## Lack of access to specialized care

Patients in need of acute psychiatric care and those suffering from addiction struggle to get their needs met. The local hospital is the only location that can admit and treat acute psychiatric patients, but often doesn't. This concern continues to be raised by multiple medical, legal and mental health actors. CMA is deeply concerned about the amount of patients sharing suicidal thoughts, self-harming and suffering from severe panic attacks.



# DENTAL CARE





# DENTAL CARE

## Dental clinic

CMA's dental clinic in RIC Mavrovouni was set up to respond to the need for emergency dental treatment for asylum seekers and refugees in Lesvos. Due to the lack of dental care inside the camps, many people have tooth aches or infections. The dental clinic is fully equipped and dental care is provided free of charge to any refugee, asylum seeker, Greek or international staff working in the camp in need from Monday to Friday. The clinic is staffed by fully licensed and qualified international volunteer dentists and our on the ground team of interpreters and trained assistants.

## Developments 2022

- Due to the fast transfers for the asylum seekers to the mainland we are having difficulties relying on volunteers from the Community for suitable team.
- High need emergency dental treatments - some patients had to wait several days.
- We provided dental hygiene promotion to unaccompanied minors in the safe zone.
- Since 2021 we started working with 2 new dental units and 2 new dental chairs;
- Since 2021 we set up the clinic with new cabinets, improving efficiency, safety and comfort.

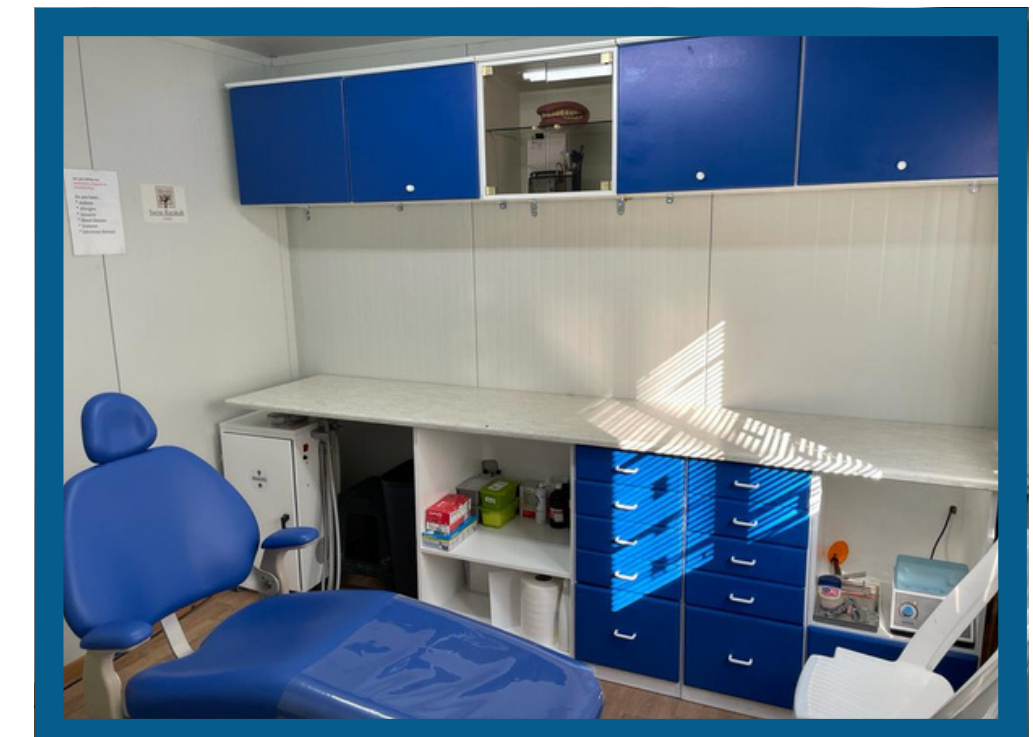
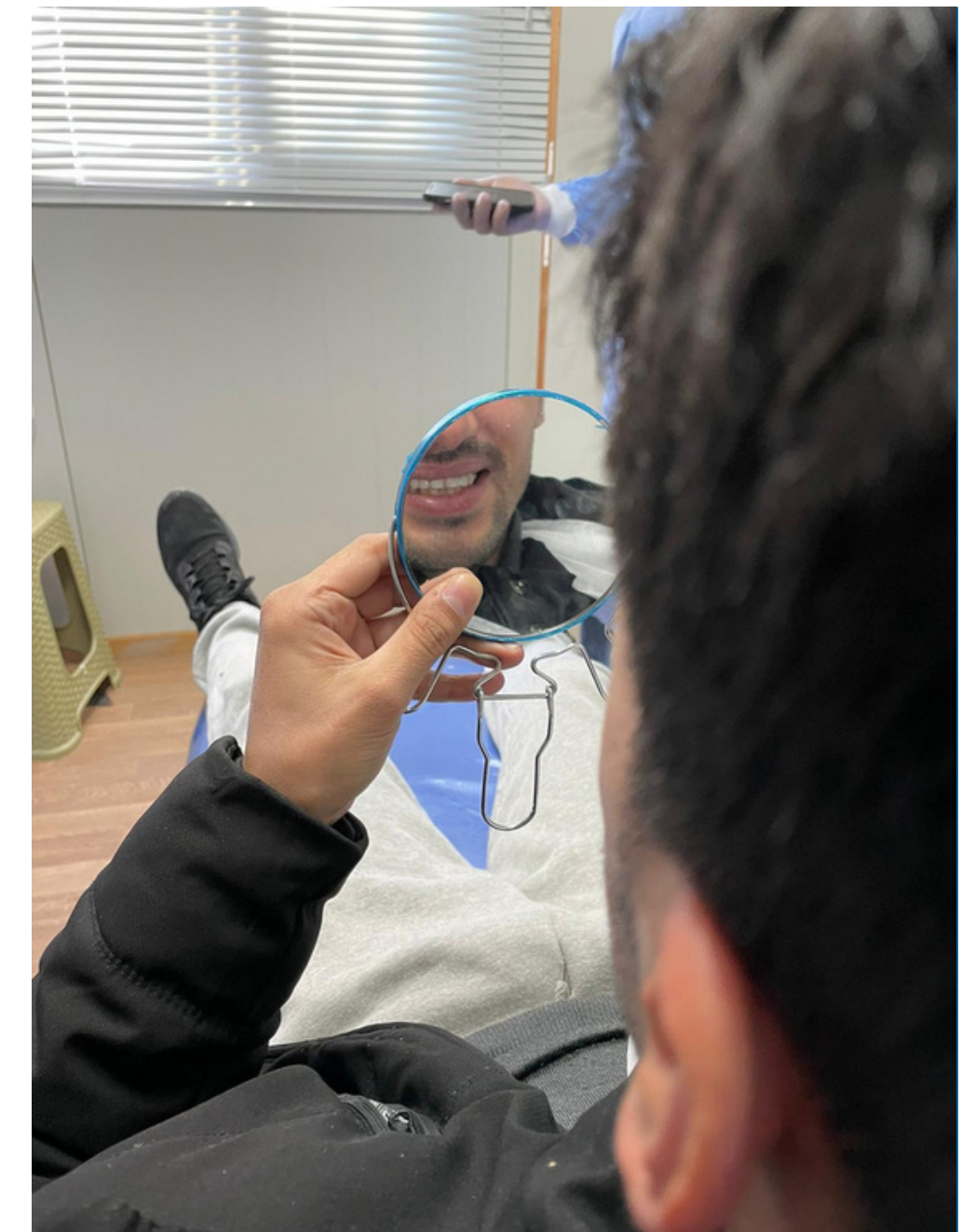
## Emergency dental care

Many of our patients were not able to access dental care for years; for example due to lack of financial resources and lack of access during their journey. Combined with often poor dental hygiene, many of our patients' teeth are in a bad condition. For patients living in the camp a closed dental clinic means that they have to rely on doctors who can only treat the symptoms of their complaints with painkillers and/or antibiotics.

## Treatments

- **>65%** of the patients were **in pain** when they came in for treatment;
- Due to the high demand we only treated **1 tooth per visit** during the visits.

**Total of 1232 teeth were treated.**



TEAMWORK



COLLABORATION



COMPASSION



QUALITY HEALTHCARE



CENTRALIZATION



# CMA HIGHLIGHTS 2022



TRAINING

## **TEAMWORK**

We have welcomed dental assistants and cultural mediators with refugee backgrounds and 2 Greek pharmacy assistants in our team. Our mixed team of local Greek medical professionals and staff with refugee backgrounds work closely together to provide healthcare to the asylum seekers and refugees in Lesvos.

## **COLLABORATION**

We believe that collaborating with other actors in- and outside the field can further improve our operations. The partnerships with IRC Hellas and Medical Volunteers International were successfully renewed .

## **COMPASSION**

Our diverse team is driven by compassion and willing to take the extra mile for our patients. They book medical appointments, accompany them to doctor's visits, and visit patients that did not show up to check up on them.

## **HIGH QUALITY HEALTHCARE**

We aim for creating a sustainable healthcare system in the camp and a bridge between the local healthcare system and the international NGOs. We improved our dental clinic and have strengthened our collaboration with the Vulnerability Office.

## **CENTRALIZATION**

We upgaded the Central Pharmacy for the camp, providing medication for free to any asylum seeker or refugee with a valid prescription. We created an electronic system that keeps track of the inventory, supply-chain and dispense of medication.

## **TRAINING**

Our team participated in training sessions focused on first aid, humanitarian negotiation and took part in a simulation exercise. Together with students of the Masters Course in Global Health - Disaster Medicine, the army, and paramedics they practiced dealing with boat landings and pre-hospital management of refugee populations.

# ACTIVITY PLAN 2023



# Activity plan 2023

CMA started operating in September 2020 with an emergency response operation and small team. During the last months of 2020 we were setting up the Central Triage and our clinics for chronic, psychiatric and dental care. In 2021 we continued improving our services by working on team structures, electronic applications, purchasing additional or new medical equipment and by setting up the Central Pharmacy. Some of our staff members grew into leading roles and we complemented our teams with additional staff members and international volunteers.

In 2022 CMA continued coordinating the Central Triage and Central Pharmacy and providing chronic, psychiatric and dental care. Being aware that we are operating in a context that continuously rapidly changes, we have set our goals for 2023 with the mindset of evaluating them each quarter.

## Central Triage

- The triage will no longer be needed, since the actors are now only 3 and the number of the residents dropped down, with less covid risk we decided to close this department for 2023 and open it only if the covid outbreaks risk raises.

## Central Pharmacy

- Engaging more medical actors to dispense their medication through the Central Pharmacy to decrease the duplication of medication.
- Improving the reporting options in the electronic system we work with, to gain more insight in the supply-chain. And trying to achieve more partners for the pharmacy of the camp.

## Chronic care

- Providing sustainable support with transportation and interpretation for patients with doctor appointments outside of the camp.
- Increasing funding to be able to sustainably cover the costs for salaries and medication.

## Psychiatric care

- Implementing a new referral pathway.
- Recruiting a psychiatric nurse or social worker to support the psychiatrist in her work.

## Dental care

- Implementing an electronic health record system.
- Hire a local greek nurse in the dental clinic and not having it relying on volunteers only.



# Thank you

Working together with other actors in- and outside of the field is something that is important to us. We believe that collaborating with other organisations can further improve our operations. As CMA we strive for providing the best healthcare for vulnerable populations. We would like to thank our partners, donors and other actors and other individuals that are supporting us in reaching this goal.

## Partners & donors

Choose Love

Help International

Aid Hoc

Health Point Foundation

Swiss Barakah Charity

Medical Volunteers

International Humanity Now

Dental Mavericks

International Rescue Committee

A-dec

One Happy Family

St. Elisabeth University

Hands on Global

## Actors on the ground

National Public Health Organisation

Médecins Sans Frontières

Médecins du Monde

Boat Refugee Foundation

Refugee 4 Refugees

Watershed

Zaporeak Proiektua

Movement on the Ground

Eurorelief



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**Author:** Tayna Diniz, Reporting Officer 15-10-2023

**Date:**

**Signed by:** Radwan Faashtol, *Executive*

**Date:** *Director* 17-10-2023

**Signature:**

A handwritten signature in black ink, consisting of several fluid, overlapping loops and lines, positioned below the text of the signature.