

CONEXÃO  
SAÚDE

DE OLHO NA COVID

# MARÉ AND MANGUINHOS: AN EXPERIENCE OF INNOVATION AND MOBILIZATION IN HEALTH DURING THE PANDEMIC

redes  
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CONEXÃO  
SAÚDE  
DE OLHO NA COVID

# INNOVATION AND TECHNOLOGY IN HEALTH AT THE SERVICE OF SLUM RESIDENTS



Rodrigo Méxas / Fundação Oswaldo Cruz

When Conexão Saúde - De Olho na Covid was created, in June 2020, the expectation was that the project would last four, five months at most. A prognosis that proved too optimistic: the pandemic not only lasted much longer, but challenges, crises and urgent demands were a constant during its almost two-year duration.

Structured in two slum territories located in the North Zone of Rio de Janeiro, Maré and Manguinhos, the project was marked by the need for rapid responses to problems constantly arising. And so, from challenge to challenge, full of doubts, mistakes, successes, and lessons learned, the project was built on a daily basis, in a collective and collaborative process between people and institutions.

At that time, when there was no vaccine and the number of deaths from covid-19 was increasing, extreme situations demanded solutions that did not yet exist. It was necessary to create effective responses to new problems, with no inspiring models or patterns and no time to waste.

This challenging dynamic, imposed by reality, became one of the main hallmarks of the project and can be summarized in one word: INNOVATION. Conexão Saúde - De Olho na Covid became innovative by nature due to its participative governance, its ability to provide rapid and customized solutions for each territory, at all times, and the agility in detecting errors and changing course.

In all actions, the use of technologies demonstrated the innovative aspect in health to fight the pandemic in slum and peripheral territories. Molecular testing, use of applications in data production and monitoring, use of telehealth, implementation of telemedicine cabins, creation of territorial diagnostics, invention of the Safe Home Isolation Program, introduction of an innovative management model - bringing together NGOs, academia, public and private sector - and application of inventive actions of mobilization and communication in a context of crisis are some examples of digital and social technologies applied during the process.

The project, however, could not handle all the complexity of the moment. Many died from Covid-19 in Maré and Manguinhos, widening the limits of action of an initiative led by civil society at a time of global health crisis exacerbated by the absence of effective public policies - especially for the slums.

But the results achieved, the drastic decrease in the death rate of residents, the words of gratitude from the people assisted, the patients recovered, the involvement and dedication of the team, and the public acknowledgment of the project show that a unique experience was built and that it can inspire new initiatives in times of health crisis and emergency in peripheral territories.

**It is the history, learning and memory of this experience that we present below.**

## SUMMARY

Innovation and technology in health at the service of slum residents

In the absence of public policies, civil society mobilizes to fight the pandemic

Health Connection in numbers

Mass testing and real-time virus monitoring in the territories

Recovery at home, with support and guidance: a model that worked

Online doctors: presence and daily care for patient recovery

Mobilization and communication: an experience of innovation and listening

Data science turned into action across territories

Partnerships inside and outside the territories: support and care network for residents

Vacina Maré: engagement and immunization

Pioneering and legacy in the territory

Timeline

Reports from who followed the work closely

Team

Interactive editing, click and browse pages



## HISTORY

# IN THE ABSENCE OF PUBLIC POLICIES, CIVIL SOCIETY MOBILIZES TO FIGHT THE PANDEMIC

With the rapid spread of the new coronavirus, it did not take long for hunger, loss of income, illness, the death of beloved ones, and the uncertainty about the future to dominate the daily lives of slum and peripheral territory residents. The expectation was that the Public Authority, in all spheres, would act to meet the emergency demands that emerged.

However, especially in vulnerable territories, the Public Authority delayed to arrive or was simply absent. In the vacuum of fast and effective public policies, projects and initiatives by civil society organizations and collectives had to cope with the chaotic scenario, overcome emergencies, and fill the gaps left by governments and authorities.

In Maré, the Maré diz Não ao Coronavirus-campaign (Maré Says No to Coronavirus, in english) – organized by Redes da Maré – distributed staple food basket, homemade masks, and hand sanitizers (alcohol gel) to residents, meals for homeless people and Personal Protection Equipment (PPE) for healthcare professionals, in addition to actions such as disinfection of the streets of the slum, in an effort aimed at responding to emergencies that knocked on everyone's door.

The extension and worsening of the pandemic caused the number of cases and deaths in Maré to jump ahead. It became clear that it would be impossible to make the long journey through the uncertainties that arose every day without articulating a broader action, focused on the health of the population.

From this understanding, combined with a long-standing relationship between the Oswaldo Cruz Foundation (Fiocruz) – a reference institution in public health in the country – with the territories of Maré and Manguinhos, the Health Connection – Keeping an Eye on Covid project was created. The project, which emerged from a daring idea and mobilized the organizations' leaderships to implement it in record time, brought together different partners in a common strategy: to create a health surveillance model that would assist the residents of Maré and Manguinhos during the pandemic, especially people diagnosed with covid-19.

Initially funded by Instituto Todos pela Saúde (All for Health Institute in english), the organizations Fiocruz, Redes da Maré, Dados do Bem, SAS Brasil, Manguinhos Community Council and União Rio joined forces in a partnership that yielded many results and became a reference in health care and surveillance, and project governance.



Douglas Lopes/Redes da Maré



At that time, in June 2020, tests were scarce and the underreporting of cases in slums and peripheries made it difficult to create strategies to fight the disease. Long lines formed at basic health units, and the idea was to create large isolation centers for infected people.

With this diagnosis in hand, the Conexão Saúde - De Olho na Covid was conceived based on the tripod Mass Testing - Telehealth - Safe Isolation, with the goal of providing support to residents in fronts considered fundamental to providing assistance to patients with covid-19.

It didn't take long for another work front to become prominent and join the main actions: mobilization and communication. Given the spread of fake news in the territory, it became urgent to clarify doubts and refute fake news that emerged every day. It was also necessary to inform the residents about the severity of the disease, the care to be taken, and the services offered for free by the project.

A Steering Committee was formed and, from the beginning, was challenged to provide rapid responses and effective solutions to the many daily problems and emergencies arising during the implementation and execution of the project. Periodic meetings were held, and an innovative management model was implemented, based on the autonomy of action of the partners within their expertise, on timely decisions, and on the adaptability to the many changes in reality during the course of the pandemic.

Douglas Lopes/Redes da Maré



In the midst of a wave of denial, with anti-vaccination movements, lack of reliable data on the number of cases and deaths, especially on the part of the federal government, and the absence of public policies commensurate with the health crisis installed in the country, a unique healthcare experience for slum residents during the pandemic was born in Maré and Manguinhos.



**COMMUNICATION**

- Mobilization and Community Engagement
- Informative content on social media, newsletters and press releases
- Fighting misinformation and fake news



**HEALTH CARE**

- Supplies for protection
- Home isolation for patients
- Online medical and psychological appointment Health



**SURVEILLANCE**

- Mass testing
- Use of technologies in detection and monitoring cases
- Identification of patients contacts



**MANAGEMENT**

- Research Institutes, NGOs, public and private sectors
- Integration with basic health services
- Partnerships inside and outside the territories



# HEALTH CONNECTION IN NUMBERS

MORE THAN 600 TELEHEALTH VOLUNTEERS,  
INCLUDING HEALTH PROFESSIONALS AND STUDENTS,  
WORKING IN MARÉ AND MANGUINHOS

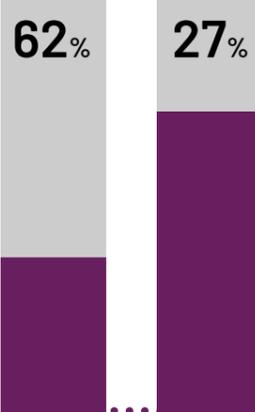
## MARÉ

Lethality rate\* in  
Maré drops  
**89%**  
since July 2020

\*number of deaths  
among infected  
people

When compared to Rocinha,  
Cidade de Deus and Mangueira  
slums (which together have  
similar demographic and social  
characteristics to Maré), the  
decrease in the number of deaths  
in Maré was 62%, while in the other  
slums this percentage was 27%.

\*number of deaths per  
100,000 inhabitants



## MANGUINHOS

Manguinhos lethality  
rate\* drops  
**67%**  
since July 2020

\*number of deaths  
among infected people



MORE THAN **15,000**  
online medical and  
psychological appointments  
carried out

ABOUT **44,000** tests  
for covid-19 carried out

AROUND **1,400**  
PEOPLE assisted by the  
Safe Home Isolation Program

MORE THAN **500**  
ARTICLES published  
in local, national, and  
international press

MORE THAN  
**500,000** accounts  
reached in the project  
posts on social networks

**65** PERMANENT EMPLOYEES



ABOUT **350** online medical and  
psychological appointments carried out

ABOUT **7,000 TESTS**  
for covid-19 carried out

**One of the few permanent community  
communication actions in confronting  
covid-19**

**20** PERMANENT EMPLOYEES

**10** LOCAL PARTNERS

**PUBLICATION OF 44 ISSUES**  
OF THE HEALTH CONNECTION – KEEPING AN EYE ON CORONAVIRUS BULLETIN

RECOGNIZED  
WORK



2020

**Alceu Amoroso Lima  
Human Rights Award**

Candido Mendes University and  
Alceu Amoroso Lima Center for  
Freedom - People and organizations  
that stand out in the struggle for  
justice, peace, and human rights.

2020

**Tech Tudo Award - App of the Year  
by Popular Vote**

Tech Tudo technology website  
- Dados do Bem was elected as  
the outstanding app of 2020 for  
the innovation and relevance of  
the services provided in the fight  
against the coronavirus.

2021

**Convivs Award**

1st Virtual Congress on Health  
Surveillance (Convivs), of the  
Ministry of Health - Projects that  
stood out nationally for their  
successful experiences in  
health surveillance.

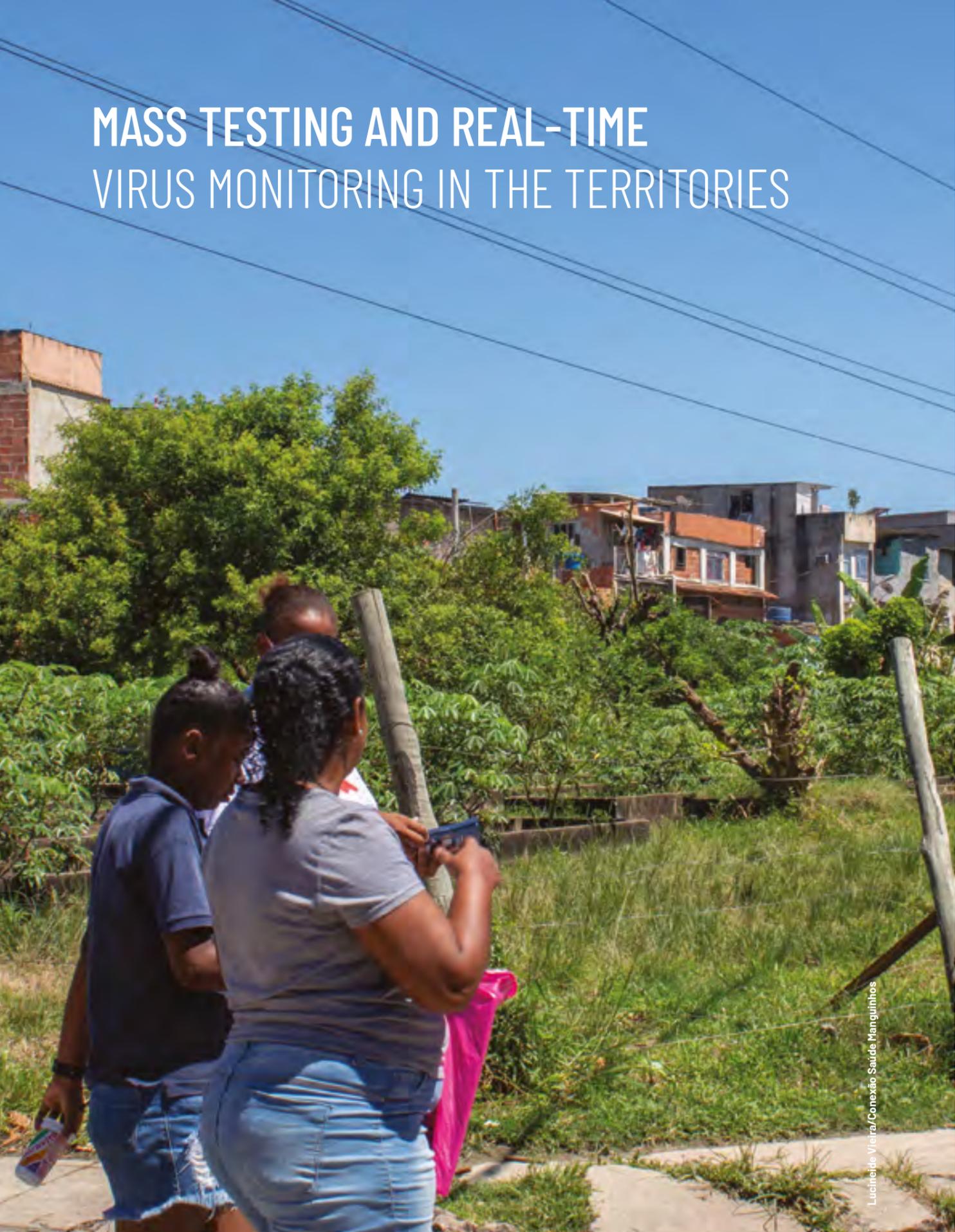
2022

**Social Entrepreneur Award 2021**

Folha de São Paulo newspaper -  
Outstanding social entrepreneurs.  
The project was awarded for the  
work of SAS Brasil during the  
pandemic within the Innovation for  
Resumption category.



# MASS TESTING AND REAL-TIME VIRUS MONITORING IN THE TERRITORIES



Lucineteide Vieira/Conexão Saúde Manguinhos

**H**ealth Connection- Keeping an Eye on Covid began with a health surveillance action anchored in the innovative technology made available by the application Dados do Bem. Through an app downloaded to their cell phone, residents of Maré and Manguinhos had access to free covid-19 tests with online results.

The technology, developed at the beginning of the pandemic, enable to identify infected residents and people close thereto who might also be infected, in addition to gathering geolocated data to follow the evolution of the disease in both territories in real time.

The inputs were supplied by Fiocruz, which enhanced its capacity to produce molecular tests and expanded the diagnostic processing, through the Covid-19 Diagnosis Support Unit (Unadig), by providing materials and services necessary for the implementation of mass testing in both territories.

All this at a time when, in addition to the scarcity of tests, there was also underreporting of cases and deaths - especially in Maré, wherein many covid-19 records were made in the Bonsucesso neighborhood - which prevented measuring the real dimension of the pandemic among the residents of the complex.

However, reality soon set in: many people did not even have a cell phone to download the application. And others, even owning a device, did not have enough memory or did not access mobile data packages. There were also peo-

ple, especially among the elderly, who did not know how to use applications.

The situation required a focused effort to enlighten the residents on how to download the application and use it. Social media posts and instructions included in the project's presentation pamphlet were created for this purpose.

The challenge, however, was great and ensuring that all residents had access to testing required a change of plans. In Maré, although the incentive for prior scheduling continued, it was necessary to create a place for attendance on a first-come, first-served basis - which resulted in long waiting lines in front of the testing center at Galpão Ritma, located in Parque Maré. All this happening at a time of uncertainty and doubt about the disease and an increase in cases and deaths from covid-19.



*"The testing experience in Manguinhos was very good. I had to take the test to get back to work and the private ones are very expensive. So, I needed to have this convenience, the result arrived on my cell phone, I didn't even need to go to the center. And every time I felt a different symptom, I could take the test."*

**Carine Lopes**

Resident of Manguinhos



But testing and immediately assisting people who tested positive by medical follow-up - and, in the case of Maré, guidelines for joining the Safe Home Isolation Program during recovery - were the priorities. Spacing people apart as they wait in line to enter Galpão Ritma, use of masks, constant sanitization of hands and surfaces with 70% alcohol and avoiding agglomerations were the tactics used to ensure mass testing.

Those responsible for organizing the lines that were getting longer every day, the field articulators, mostly residents of Maré, used these moments to listen to the needs, doubts and demands of the population, to advise on the other services of the Health Connection, and to provide re-

liable information about prevention and care. In Manguinhos, the process took place in a similar way.

Gradually, the flow for testing was adapted to the needs of residents and the reality of each moment. Other sites for covid testing were made available due to a partnership with the basic health units, wherein the referrals were made by SUS professionals in the territory, and by telehealth care provided by SAS Brasil. The articulators themselves were also responsible for scheduling tests for the residents by the project's cell phones.

Having overcome this challenge, and with unpublished and reliable data in hand, the project supplied the Rio de Ja-

neiro City Hall's official database, the Rio Covid Panel, with information about the pandemic in the territories of Maré and Manguinhos, contributing definitively to the reduction of underreported cases in these two territories.

Throughout the project, the information generated by the epidemiological monitoring supported the planning of actions, logistics and the agenda of activities, directed the definition of priorities, and aided the mobilization and communication strategies with the residents.

In early 2021, a diagnosis on the scope of services in Maré showed that residents from slums farther away from the Testing Center had difficulties accessing Galpão Ritma. Thus, in the best style "if the resident does not go to the testing center, the testing center goes to the resident", new points were opened in April 2021 in three other slums in Maré: Marcílio Dias, Vila do Pinheiro and Nova Maré. Mobile testing ran for three uninterrupted months and

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***"It was distressing to see the testing line going around, with residents needing food"***

"It is even hard to talk about the richness of this experience. From moments of great happiness, when we had the news that a resident who was ill and recovered, to very distressing and stressful situations, such as during the peak periods of the disease.

It was distressing to see the line turning around and knowing that the demand was greater than our testing capacity. Besides, the residents' needs went far beyond the test. It included medical care, food, jobs, doubts about the disease, high anxiety state, mental health problems...

Knowing that the project made all the difference in the territory, and that we had very successful moments, such as the Vacina Maré campaign, made it all worthwhile. I am very proud, as a resident of Maré, to have taken part in this experience"

**Everton Pereira da Silva**  
Health Connection Coordinator  
at Maré





*“The project was very important for the residents of Maré and Manguinhos, who were at the mercy of public policies that failed to arrive during the pandemic. The atmosphere was collaborative among the partners, as everyone was aware of the urgencies and got their hands dirty to respond promptly to the demands that arose. From the manager of the primary healthcare unit to the street dweller, we tested everyone with no distinction”*

Fernanda Viana  
Testing Center Coordinator at Maré

not only eased the access of residents to this service, but also helped to relieve the intense movement within Galpão Ritma during this period.

The flow and demand for testing services remained high throughout the period of the pandemic, with peaks at critical moments, such as school vacations and end-of-year celebrations, and the emergence of new variants. The Manguinhos testing center was deactivated in December 2021, but, in January 2022, the high contamination by the Ômicron variant combined with an outbreak of flu imposed the urgent establishment of new testing centers - this time in partnership with the Rio's City Hall - in both territories, during a short-term period. For two months, a new testing center works in Maré, at Ciep Ministro Gustavo Capanema, in addition to Galpão Ritma. In Manguinhos, the center operated in two locations: at the Citizenship Defense Community Center (CCDC) and at the Victor Valla Primary healthcare unit.

The high vaccination rate - encouraged by the Vacina Maré campaign -, the drop in the number of cases and no deaths in Maré and Manguinhos as of October 2021, combined with the decreasing - although not the end - of the pandemic caused part of the testing services to be deactivated in March 2022, along with the other services of the Conexão Saúde - De Olho na Covid.

## RECOVERY AT HOME, WITH SUPPORT AND GUIDANCE: A MODEL THAT WORKED

Once tested and diagnosed with covid-19, people needed to do at least 14 days of social isolation, avoiding transmission to family, friends, and unknown people. In the first months of the pandemic, reception and isolation centers for patients with the disease were seen as an alternative to safe isolation and were even implemented in several cities around the country.

Public facilities - such as schools and sports centers - in the Paraisópolis slum, in São Paulo, and in neighborhoods of Porto Alegre (RS), João Pessoa (PB), Fortaleza (CE), Maceió (AL), among other places, were adapted to receive patients with covid-19. Although this model was part of the initial project for the isolation of sick people in Maré, the assessment that this provision was not achieving the expected adherence led to another model being developed and implemented in the territory.

Thus, upon the absence of preexisting examples or models, the Safe Home Isolation Program was created, which was an innovative and multidisciplinary proposal for health care and encouraging the recovery of patients with covid-19 in the slums, implemented jointly and cooperatively by Redes da Maré and SAS Brasil.

Conexão Saúde/Redes da Maré



*"In 2020, my husband, who has heart problems, was tested and found positive. Our house is small, so my daughter and I stayed in the living room, and he remained in the bedroom. If he went to the bathroom, I would clean up everything and we both didn't get sick. He made appointments online and the cardiologist was amazing, she changed the medicine that cost 300 reais for one of 12 reais. That helped a lot. In 2021, my daughter and I tested positive, and we received again full support: daily meals, hygiene kit, guidance on how to proceed. The whole team was very careful about us, and that made a huge difference."*

**Gilmara Viana**  
Resident of Maré





Matheus Afonso / Redes da Maré



After testing positive for covid-19, the patient was invited to join the Program. The next step was to contact the family, carried out by social workers, to gather information about living conditions, number of residents, any persons in risk groups, elderly, children, economic situation, health status, etc.

During the entire period of isolation, the patient and his/her family were followed by a multidisciplinary team, made up of healthcare professionals and social workers. In addition, they received daily food (three full meals), hygiene and cleaning products for the house, personal protection supplies (mask and hand sanitizer) and, when necessary, an oximeter (a device to measure blood oxygenation) - in addition to guidelines to maintain safe distance from family members.

***"It was a merry-go-round of emotions for those who worked at the front line, in contact with the residents. An eight-year-old girl asked me if I could bring her father, who died from covid-19, back home. And I had reports of families who lost four people in a few weeks. But the happiness of being able to help people, bring food and give a hug to those who needed it, marked me for life and, for sure, the lives of many people in Maré."***

**Eduardo da Silva**

Health Connection Articulator and resident of Maré

To assist in providing guidance on care during the period, the Safe Home Isolation Guide was produced, under the supervision of specialists from Fiocruz. The material provided, in an illustrated and didactic way, tips on how to prepare and serve meals, organize the rooms, clean the house and sanitize the clothes of the person affected by the disease, among other care and protection practices for other family members.

The partnership with the National Health System (SUS) ensured that the primary healthcare units in the territory also referred people who tested positive to the program, optimizing and unifying efforts to ensure residents' access to safe isolation. At the end of the program, which served more than 1,400 people between August 2020 and March 2022, it was found - from an evaluation questionnaire applied to participants - that 98% of patients managed to maintain isolation for at least 14 days.

The frequent moments of delivering meals and supplies to the residents soon proved invaluable to understand the dynamics, doubts and needs of the families assisted, but also of their neighbors. Thus, with a team of articulators made up mostly of residents of Maré, the program has consolidated itself as a powerful front for listening and collecting impressions and needs of the territory in real time and is currently pointed out as an innovative social health technology for the isolation of patients with diseases, such as covid-19.



***"When a resident died, we suffered together"***

"From the Safe Home Isolation Program, we had intense contact with the residents, at a very delicate and critical moment. They were informal workers who needed to earn money to eat the next day, patients afraid of contaminating elderly family members, cases that were getting worse..."

It was very remarkable to see the incredible solidarity among the residents. People shared the little they had, and our team was very involved, tried to help as much as they could, but we had a limit as well.

It was a joy when we saw people getting better. We were rewarded with cake, snacks, candy, and acknowledged and affectionately treated by the residents. But it was also hard when we heard that someone had died. We suffered together."

**Danielle Cardoso**

Social worker and coordinator of the Safe Home Isolation Program between July 2021 and March 2022





SAS Brasil/Divulgação

## ONLINE DOCTORS: PRESENCE AND DAILY CARE FOR PATIENT RECOVERY

A scene marked the imagination of millions of people around the world during the pandemic: the one of crowded hospitals and health units, with long lines, full beds, and exhausted professionals. For those who, with or without suspicion of covid-19, needed medical attention, the fear of going to these places and being infected was great.

The need was often to monitor chronic diseases, such as diabetes and high blood pressure. Other times, medical

care for aches and discomfort. There were also routine appointments or pediatric emergencies. And what about the hundreds of residents whose mental health was affected by the challenges and bereavements of the period? Life continued despite the pandemic and people continued to need medical and psychological support.

In the case of Manguinhos, the situation was even more difficult since the Emergency Care Unit (UPA) that serves

the territory and is responsible for 12,000 appointments per month remained closed for more than three months in 2021, in the middle of the pandemic, after the termination of the contract with the Social Organization (OS) that managed the unit. In other words, getting sick was not allowed for some people.

Once a trend, online appointments arrived for real during the pandemic, being authorized by the Ministry of Health and becoming a safe and effective alternative for treating patients, with or without covid-19. In Maré and Manguinhos, 35 specialties were offered, including Cardiology, Dermatology, Gynecology, Orthopedics, Pediatrics, General Practice and Oncology. Psychological and psychiatric services were also part of the list of medical specialties.

Led by SAS Brasil, the telehealth services provided by the Health Connection - Keeping an Eye on Covid were under the General Data Protection Law (LGPD) and involved, in addition to appointments, the daily follow-up of patients - especially those with covid-19 and others severe diseases - by doctors, volunteers and nurses. As on the other fronts, part of the team was formed by residents of Maré and Manguinhos.

The initial contact for scheduling, made by WhatsApp, facilitated the access of residents to appointments, thereby simplifying the process. Thereafter, the patient migrated to a dedicated platform that allowed the management of medical records and the production of primary data on the care provided.

In-person appointments were also carried out in more delicate cases, following all safety protocols against the disease. This process allowed the daily monitoring of the evolution of patients with covid-19, preventing the worsening of the disease in many cases, and ensuring adequate care during recovery.

Of the 15,638 telehealth appointments during the Conexão Saúde - De Olho na Covid program, 3,775 were psychological. This high percentage, almost 25% of the total, showed that attention to mental health, in a complex and extreme context such as the pandemic, is absolutely necessary.



*"I had medical follow-up throughout the time I was in isolation because of covid. The doctors said that I could call them if I needed to, they answered my questions, I was very well assisted. They sent me a link on my cell phone with the exam request, I brought it to the UPA Maré and received medical attention very quickly. Everything went well and I referred the service phone number to my family and neighbors, since I wanted everyone to know about the project."*

**Maria José Ramos**  
Resident of Maré



Uncertainty about the future, lack of prospects, loss of income, intense family co-existence in small spaces, domestic violence, death of relatives and friends, in addition to police operations, which unfortunately have not ceased to take place in these territories, are among the factors that have shaken the mental health of the slum population.

As with testing, additional challenges arose from the lack of quality internet access in the slum, besides the fact that many residents do not have computers or cell phones with memory capacity. Difficulty that prompted an innovative solution: the creation of teleservice cabins, in September 2020.

Installed at Galpão Ritma and at Redes da Maré's headquarter in CIEP Gustavo Capanema, the cabins have become yet another alternative for safe medical and psychological care during the pandemic in Maré. Offering thirteen different specialties, in addition to psychological care, the cabin guaranteed patients' privacy during the appointment and was equipped with all the necessary technology for the doctor, even at a distance, to obtain the information needed for the treatment.

Constant air filtration, sterilization with an ultraviolet light beam, acoustic protection, frosted door, oximeter, temperature and blood pressure meter, fiber optic internet connection, webcam, and display. With state-of-the-art resources, the cabins operated in the slum from September 2020 to early 2022.

As it is a technology that can be re-applied and easily handled by users, the cabin

is a tool that can be used in other situations and territories. Its use in the context of the Conexão Saúde - De Olho na Covid in Maré was one of the experiences that guaranteed SAS Brasil, represented by the organization's CEO, Adriana Mallet, the Social Entrepreneur Award, from Folha de São Paulo, in the Innovation for Resumption category in 2021.

The project had as a strategic line the approach and partnership with the basic health units of the territory. That is, telehealth services sought to complement, assist, optimize and unburden the public health system in a time of crisis, overcrowding of primary healthcare units and exhaustion of professionals in these units.

With this proposal of partnership and complementarity, more complex cases



***"The interdisciplinary work developed by telehealth, with the identification of potential cases and referring for testing, daily follow-up of patients, rapid detection of disease worsening and referral to hospital admission... This has not been seen anywhere, not even in private hospitals, nor in health insurance patients. It was something that impressed me a lot about the project."***

### **Patrícia Savoy**

SAS Brazil Physician in Maré



assisted by the project were referred to health units, exams and prescriptions prescribed by their doctors were forwarded to the public network and medical records of patients treated by the Health Connection could be shared and used by professionals of the National Health System (SUS).

For this experience to be unfolded after the pandemic - which promoted the delay of a series of treatments for chronic diseases, exams, and other vaccines - a protocol of cooperation between Fiocruz and SAS Brasil was published in the Official Gazette. The agreement regulates future actions and aligns the concepts, guidelines, and methods of both institutions for online medical and psychological care in Maré and Manguinhos.



***"Innovative ideas can arise precisely from hard time moments"***

"Maré has always been in my imagination. Maré de Marielle, Piscinão de Ramos, the Paralamas' songs... Suddenly I was at Feira da Teixeira, at the height of the pandemic, providing information about the project. It was a very powerful experience.

It was challenging to offer an online service under poor internet conditions. But out of this difficulty, the telehealth cabins arose, showing that innovative ideas can be created precisely at these moments.

The synergy between partners and teams was the milestone of this experience and the fact that we have residents on the team, people who live, breathe, and support Maré, was paramount to our work."

### **Roy Bento**

Telehealth Coordinator in Maré



# MOBILIZATION AND COMMUNICATION: AN EXPERIENCE OF INNOVATION AND LISTENING

Redes da Maré and the Manguinhos Community Council were directly responsible for the front in their respective territories, supporting the service and relationship with the media, a role played primarily by the Fiocruz press officer.

The choice of the team of field articulators and communicators in the territory, mostly constituted by residents of Maré, was essential to the success of the actions. Aside from bringing their own experience and perception of the slum, these professionals were spokespersons on the doubts, fears and concerns expressed by family and friends in relation to the pandemic. This proximity ensured a background for discussions, creation of narratives and production of project materials.

All the communication work was institutionally anchored in a Working Group (WG) formed by representatives of partner organizations, acting as an advisory and, upon strategic issues, a deliberative body as well - that guided and endorsed the communication activities of the project. Exchanges of experiences and perceptions between the communication fronts of Maré and Manguinhos also took place throughout the period.

In Maré, the team, which had a general coordination, worked all along, side by side, with the mobilization and articulation front in the territory, ensuring

greater agility in responding to the many challenges posed by the critical situation of the pandemic. The team had autonomy in the production of materials and taking decisions on the daily communication issues of the project.

In Manguinhos, a specific team was also formed and different materials, such as educational booklets and newspapers with information focused on the territory, were published and spread with the support of groups, neighborhood associations and schools. Partnerships with artists, such as rapper Xandy MC, who created a jingle for the project, and with influencers from the territory for messages of prevention and care during the pandemic were part of the strategy.

Having the resident as a priority audience, the main communication objective was - at first - to inform about the existence of the services offered. Billboards, placards, cars with loudspeakers, megaphones, pamphlets, banners and posters on walls were displayed in places of great circulation, such as motorcycle taxi, private and van drivers' stop, street markets, stores, churches, and the main entrance and exit streets of the slum.

In Maré, a partnership was established with the community newspaper Maré de Notícias - whose printed version returned to circulation in September 2020, being



*"I work at the motorcycle taxi drivers' stop next to the testing center, and the project staff came here to advise us on prevention, hygiene, by leaving pamphlets and masks... So, it was good for me and my passengers. I tested every week and clients were always asked to wear masks, rub alcohol on their hands... I have a two-year-old baby and protecting my family was a priority. It was great to go through this period of the pandemic healthily!"*

**Fernando da Conceição**

Motorcycle Taxi Driver,  
Resident of Nova Holanda



monthly distributed door-to-door to more than 48,000 residences in the territory. News and advertisements were published in the newspaper and reinforced the information provided by field articulators and social networks.

Digital communication was fundamental in the relationship with the residents. In Manguinhos, the materials were distributed by local organizations, such as the Balé de Manguinhos and neighborhood associations. In Maré, the materials were disseminated on Redes da Maré profiles (Instagram, Twitter and Facebook) and in WhatsApp groups used by residents. Other partners from inside and outside the territories also replicated the materials and information produced by the Conexão Saúde - De Olho na Covid .

Special action was taken to clarify rumors and fake news that circulated during the pandemic. A character was created

specifically for this purpose: the friendly Dr. Ana, a black doctor, resident of Maré and a SUS professional, starred in more than 20 editions of cards with answers to questions about the disease, moments of the pandemic, vaccination, symptoms, treatments, among other topics.

The questions/ doubts answered by Dr. Ana were mostly collected by the field articulators during their experiences with the residents. The series received the “Fiocruz Tá Junto” seal of content validation by the researchers of the institution.

Another aspect of this work was the series of videos recorded with Henrique Gomes, influencer, and resident of Maré, addressing real situations in the slum with objective guidance on the pandemic. Professionals from the Maré primary health-care units also starred in videos providing information about the disease and the services offered by SUS, as part of the

overall strategy to strengthen public health services during the health crisis caused by the new coronavirus. Altogether, the materials broadcasted on social networks had more than 500,000 views during the period.

Videos about the vaccine against covid-19 were also produced in partnership with Raphael Vicente, a digital influencer from Maré, who has more than 2 million followers on Tik Tok. The videos were part of the Vacina Maré campaign, wherein one of which reached the mark of 2.4 million views on Twitter alone. The material went viral nationally, was covered by the press and became a reference in assertive and good-humored communication about the benefits of vaccination.

In the wake of the Fiocruz study on vaccination in Maré, a series of videos was produced with the doctor and coordinator of the Vacina Maré research, Fernando Bozza. Altogether, more than thirty videos were produced during the project, with guidelines, clarifications, warnings and protection and prevention tips.

The attentive listening to the residents was one of the great pillars of this work, enhancing an expertise that already existed in Maré and releasing a 360º communication and mobilization social technology that united different points: communication and mobilization in the territory, communication with partners, institutional communication, scientific communication, and relationship with the press.



## ***“Listening to the residents was essential for the work to succeed”***

“The pandemic brought new situations all the time, we never knew what was going to happen on the day. It required some flexibility to not lose focus in the face of emergencies and to deal with a team that was on the street all the time, working under the pressure of the coronavirus.

Listening carefully to the residents, the different segments of the slum, the articulators and the other work fronts of the project was paramount. Sometimes a resident’s doubt, which seemed elementary, was the information that many needed at that moment.

The challenge was to transform listening on the street into a communication material, a mobilization action, and a project strategy. An expertise that helped me coordinate this front in the Vacina Maré campaign and mobilize residents in record time for vaccination against covid!”

**Mariane Rodrigues**

Mobilization and Articulation Coordinator in Maré

***“What impressed me the most was the opportunity to listen closely to the needs, weaknesses, statements and doubts of residents during the pandemic.***

***It was a new experience because we started at a time when there was not much information about the disease, so we made a street outreach, with the distribution of pamphlets, putting up banners and disclosing on social media. We were able to reach many people, clearing up doubts, and this was a differential.”***

**Dhanilo Bernardo**

Street communicator and resident of Manguinhos



# DATA SCIENCE TURNED INTO ACTION ACROSS TERRITORIES

Thanks to the deliveries of staple food basket and services provided by the “Maré says no to coronavirus” campaign, information came from contaminated people, without access to exams or medical care. They were the invisible ones: under-reported cases, which were not accounted, nor seen by public policy. It was soon understood that, without these basic and relevant data, it would be impossible to understand the real situation of the pandemic in Maré.

It was a national scenario of lack of transparency and even data blackout about the pandemic. Producing and making available complete and periodic diagnoses on a relevant population group, such as the slums of Maré and Manguinhos, became an imperative and consolidated itself as another differential of the project.

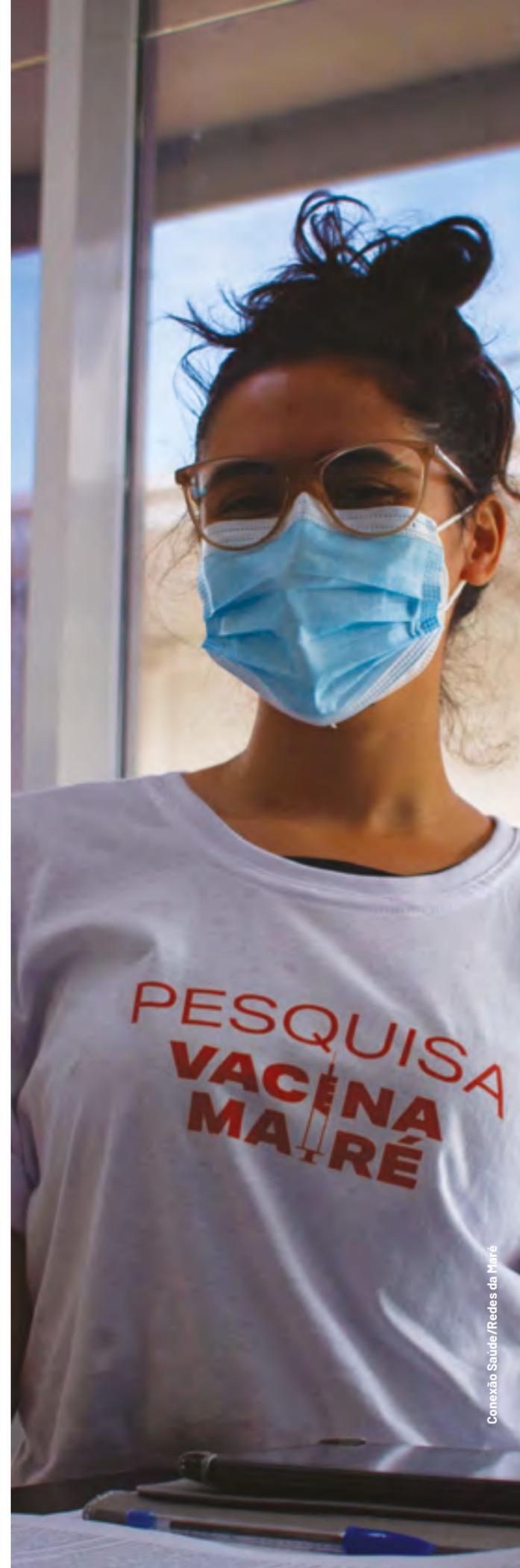
Based on multiple and reliable primary data sources, such as the number of cases and deaths registered in the Rio Covid Panel, from Rio de Janeiro’s City Hall, the testing records of the Dados do Bem application, the telehealth care provided by SAS Brasil, the vaccination data from the CAP 3.1 and the health and food security demands recorded by Safe Home Isolation Program, the project’s data team constantly worked on crossing and checking information.

Producing and monitoring data on the pandemic in the territories allowed not only to direct the project actions and strategies

- giving rapid responses to the problems detected - but also to create a historical series on cases, deaths, testing, vaccination and access to telehealth services and safe home isolation. In other words, the project not only filled a gap left by the Government, but put all data production at the service of residents immediately.

All this production was first structured in the Eyes on Corona (De Olho no Corona in the original) newsletter, produced by Redes da Maré, and - as of February 2021 - incorporated into the Conexão Saúde - De Olho na Covid newsletter, which is now under the responsibility of the Conexão Saúde - De Olho na Covid project, including editorial and graphic reformulation and data compilation from Manguinhos. The bulletin was published throughout the pandemic, at a frequency that suited to the urgencies and needs of each moment - reaching 44 issues, the last one being published in January 2022.

Interviews with experts were produced in each issue and exclusively covered by Maré de Notícias Online. In addition to being made available on the Redes da Maré website (Publications tab) and on the project’s landing page, the newsletter was sent to different public broadcast lists, such as Redes da Maré weavers, journalists, researchers, and partner organizations. On different occasions, the press used unpublished data released by the bulletin in its articles.



## HEALTH CONNECTION IN SCHOOLS

The doubt about returning to school marked the lives of parents, teachers, staff, and students throughout the pandemic. In 2021, after some failed attempts, the return to school was a reality, requiring guidelines on how to operate - still at the risk of outbreaks - to be assertively passed on to the school community.

The Conexão Saúde - De Olho na Covid had an action focused on this audience in Maré, by drawing - under the supervision of specialists from Fiocruz - the Return to School protocols, monitoring 27 public schools in the territory and offering regular testing of teachers, principals, and employees at Galpão Ritma before and during the students’ return to the classrooms.

With classes underway, the project extended the testing to students and, in the event of a positive result, to people with whom they had direct contact. In November and December 2021, a pilot project was carried out in two schools in Maré (Child Development Space (EDI) Medalhista Alan Fonteles and Escola 4<sup>o</sup> Centenário) which included testing in teaching units and surveillance and follow-up actions of positive cases.

The objective was to contain the spread of the pandemic after the return to school, protect the school community, and to support people who tested positive and their families. The action was backed by the teaching units of the territory and the 4th CRE (Regional Education Coordination).



# PARTNERSHIPS INSIDE AND OUTSIDE THE TERRITORIES: SUPPORT AND CARE NETWORK FOR RESIDENTS



Conexão Saúde/Redes da Maré

From this understanding, the Conexão Saúde - De Olho na Covid project arose, whose existence - for almost two years - depended on a solid partnership between the participating institutions. The expertise of each one made all the difference during the process as they were complementary and most of the organizations involved had long experience in their areas. Thus, all were able to contribute decisively to the success of the project, adapting their knowledge to the challenging moment imposed by the coronavirus health crisis.

SAS Brasil had a long-standing expertise in telehealth, Dados do Bem had already been working on data in other states and municipalities, Redes da Maré brought in-depth knowledge of the territory, the Manguinhos Community Council presented its experience in networking, the União Rio contributes with institutional connections, and Fiocruz has positioned itself as a reference institution in public health in the country. Also, the All for Health Institute, created to fund the emergency actions during the pandemic, provided the initial resources for the implementation of the project.

From this hub, several other partnerships were formed and signed during the process. In Maré and Manguinhos, neighborhood associations, non-governmental organizations, cultural collectives, and institutions in the territories such as schools and primary healthcare units were part of a wide support and care network for residents.

Strengthening and integrating the services of the Conexão Saúde - De Olho na Covid into the SUS workflow was one of the strategic decisions of the project since its inception. Clarifications of the project's actions were made to this audience, with the intention of unburdening the health units and supporting health-care professionals who were exhausted, overloaded, and often sick during most of the pandemic.

Throughout the process, it was possible to create a referral flow from the health units to the testing centers and to the Safe Home Isolation Program, and implementing an appointment program, with the support of medical specialists from SAS Brazil.

The proximity and partnership with CAP 3.1 also allowed several actions - which culminated in the Vacina Maré campaign - to be developed during the period, such as weekly providing updated data on vaccination in Maré and ensuring, together with the Espaço Normal, from Redes da Maré, that the homeless population of Maré is vaccinated against covid-19 as a priority.

The goal of these actions was to strengthen and integrate with the National Health System (SUS), by incorporating the strategies and innovations experienced during the pandemic in the health policies of the territory, such as new vaccination campaigns and prevention of other diseases, such as STDs and breast cancer, as well as mental health care for residents.

## VACINA MARÉ: ENGAGEMENT AND IMMUNIZATION

Held in July 2021 - when vaccination was low in the country -, the Vacina Maré campaign aimed to engage, promote and inform the adult population of Maré about vaccination against covid-19 and provide population background for the research carried out by Fiocruz in the territory. Expectations were largely overcome and more than 36,000 residents of Maré were vaccinated, in just four days, with at least one dose of the immunizing agent AstraZeneca, reaching the percentage of 96% of the vaccinated adult population of the territory.

In October, a new phase of the campaign encouraged the vaccination of the second dose, with good adherence by the population. After mass vaccination, serious cases and deaths from the disease fell even further in Maré, wherein the last covid-19 death recorded in the territory was in October 2021. Since the beginning of the pandemic, with the implementation of the Health Connection project, the fatality rate in Maré has dropped 86%.

The Vacina Maré campaign was an initiative of Fiocruz, the Municipal Health Secretariat of Rio de Janeiro and Redes da Maré - in partnership with the Conexão

Saúde - De Olho na Covid. However, the mobilization of other partners, both public agencies and civil society, was essential for the success of the action.

The Health Secretariat allocated professionals, mobilized volunteers and structured health units for vaccination, while the Education Secretariat opened schools with the support of professionals in the area. Redes da Maré demonstrated its ability to articulate in the territory, involving collaborators, volunteers and residents in pre-registration, mobilization and door-to-door communication. Neighborhood associations became vaccination points. Digital influencers from Maré created content and mobilized young people. Artists produced videos encouraging adherence to the campaign. SAS Brasil provided medical follow-up of residents after vaccination.

The mass vaccination of Maré residents is part of a study led by Fiocruz that monitors the effectiveness of the vaccine, covering two thousand families in Maré (about 6,500 people), and monitors the circulation of covid-19 variants among residents, the occurrence of cases among vaccinated people and the level of protection of unvaccinated children and adolescents.



# PIONEERING AND LEGACY IN THE TERRITORY

In this long process, full of urgencies and situations never lived before, certainties dissolved, and new ways out had to be sought. In moments of doubt, new visions and out-of-the-box solutions were often the only option.

This is how the project Conexão Saúde - De Olho na Covid was structured over almost two years, in the territories of Maré and Manginhos, through experimentation, trial and error, in a daily and collective construction. An experience that, despite all the setbacks, proved to be successful.

The positive, attested and measured results, the awards received, the public statements from partners and authorities, the hundreds of news in the national and foreign media and, above all, the daily recognition of the residents, set the project as an example of comprehensive health care to be replicated in other territories of the country, especially in slums and peripheries. From this journey, good practices can be used in new contexts and in other territories.

Certainly, the experience of Conexão Saúde - De Olho na Covid should not be seen as a closed, immutable package. On

the contrary, the experience has shown that each location has its own reality, and that each territory has its own specificities, which need to be known and considered in depth. This fundamental factor must be taken into account in future situations.

However, innovations and technologies in health and communication created and adapted by the project can serve as inspiration and add expertise both to emergencies, such as in the case of the pandemic, as well as to campaigns and actions planned and structured in partnership between the Public Authority and organizations of the civil society.

The connection and partnership between different local and external entities, with the institutional strengthening of organizations in the territory, is pointed out as one of the main legacies of the project in Manginhos. The results put forward by the Health Connection show that it is possible - through articulation and partnerships - to propose and execute actions at critical moments and to build projects that meet the needs of the residents.

The project is also seen as the cornerstone for setting up the Popular Communicator Room in Manginhos, based on the strengthening of communication work in the territory, as a health promoter and for tackling the fake news about covid-19.

In Maré, the project unfolds in new actions, such as the study on the effectiveness of the vaccine led by Fiocruz in partnership with Redes da Maré and the Rio de Janeiro's City Hall, and the enhancement of health and care initiatives in Redes da Maré projects, in addition to contributing to the creation of an organization axis dedicated to projects and initiatives to promote the right to health.

Under the partnership with SUS, the availability of technologies, data and statistics collected by the project will allow the creation and planning of future actions for the territory. An example is the pre-registration data made for the Vacina Maré campaign with residents who were not linked to the health units. It was possible to identify the profile of those who had not yet used public health services in Maré by gender, race and age group.

Women, for example, use more primary health care services, while men were the majority in the pre-registration (59% of the total). And 69% of those pre-registered were young people between 18 and 29 years old, while 65% declared themselves to be black or mixed race. This data was relevant to understand how access to health services is given and to propose policies for its expansion - especially for male, young and black residents, recognizing health units as a safe space for reception and care.

**In Maré, the project unfolds in new actions, such as the study on the effectiveness of the vaccine led by Fiocruz in partnership with Redes da Maré and the Rio de Janeiro's City Hall, and the enhancement of health and care initiatives in Redes da Maré projects**



Douglas Lopes/Redes da Maré

# TIMELINE

## 2020

### JUNE

- Start of the Conexão Saúde - De Olho na Covid project in Maré
- Brazil reaches one million cases of covid-19
- Without access to tests, cases in Maré are underreported

### JULY

- Maré records 83 deaths of residents since the beginning of the pandemic
- Inauguration of Galpão Ritma - Maré Testing Center
- Brazil records more than 3.5 million cases of the disease

### AUGUST

- Brazil reaches 100,000 deaths from covid-19
- Start of the Safe Home Isolation Program in Maré

### SEPTEMBER

- Installation of the first SAS Brasil telehealth cabin in Maré

### OCTOBER

- Municipal elections in Brazil

### NOVEMBER

- Cases rise exponentially and Maré reaches 132 deaths

### DECEMBER

- Inauguration of the testing center at CCDC Varginha, in Manguinhos

## 2021

### JANUARY

- Release of the Safe Home Isolation Guide with care tips during recovery
- Due to lack of oxygen, patients with covid-19 die from asphyxia in Manaus
- Nurse from São Paulo is the first person to be vaccinated against covid-19 in Brazil

### FEBRUARY

- Watch out for Corona campaign answers questions about the vaccine
- Maré Testing Center reaches the mark of 10,000 tests performed

### MARCH

- Release of the character Dr. Ana, a SUS doctor who tackles disinformation about the pandemic
- Brazil becomes the world epicenter of the disease
- Another Health Minister is replaced: Pazuello resigns, Queiroga assumes.

### APRIL

- One year since the first death from covid in Maré
- Start of Mobile Testing in Maré
- CPI (Parliamentary Committees of Inquiry) of covid-19 in the Federal Senate investigates omissions of the federal government in the pandemic



Douglas Lopes/Redes da Maré



Gabi Lino/Conexão Saúde

### MAY

- Deaths of elderly people aged 80 and over reduced 50% in Brazil after vaccination
- Homeless drug-addicted people are vaccinated as a priority in Maré
- Anvisa approves the production of IFA AstraZeneca by Fiocruz

### JUNE

- Mass vaccination and study on the effectiveness of the vaccine is performed on the island of Paquetá
- Brazil reaches 500,000 deaths from covid-19
- Maré does not register any deaths in 14 days

### JULY

- Delta variant spreads quickly and reaches 132 countries in a few weeks
- Start of the #VacinaMaré campaign
- Maré Testing Center completes one year with more than 28,000 tests performed

### AUGUST

- #VacinaMaré immunizes 36,000 residents with at least one dose of the vaccine
- Start of the Fiocruz study on the effectiveness of the vaccine in Maré
- Olympic and Paralympic Games take place during the pandemic

### SEPTEMBER

- Rio de Janeiro is the epicenter of the Delta variant in the country
- Covid-19 fatality rate in Maré (4%) is almost half the rate in the municipality of Rio (7%)
- 82% of the adult population vaccinated with at least one dose in Maré

### OCTOBER

- #VacinaMaré calls on residents to take the second dose against covid-19
- Last recorded death from covid-19 in Maré and Manguinhos

### NOVEMBER

- Ministry of Health recommends booster dose to Brazilians over 18 years old
- WHO identifies Omicron variant in South Africa

### DECEMBER

- Anvisa approves the use of vaccine against covid-19 in children aged 5 to 11 years
- Brazil has 80% of the population over 12 years of age vaccinated with two doses against covid-19
- Year ends with 412,880 deaths, more than double that of 2020 (194,949 deaths)

## 2022

### JANUARY

- Brazil is experiencing simultaneous outbreak of influenza (flu) and covid -19
- Start of vaccination of children over 05 years old
- Conexão Saúde - De Olho na Covid bulletin publishes its latest issue

### FEBRUARY

- Opening of temporary testing centers in Maré and Manguinhos

### MARCH

- Completion of the Health Connection project services in Maré and Manguinhos



# REPORTS FROM WHO FOLLOWED THE WORK CLOSELY

The covid-19 pandemic is a global event, whose experience of pain and suffering is lived in the territories. We had no choice: we had to roll up our sleeves and face the unfavorable scenario! This is what several grassroots organizations working in Manguinhos did! Many of them, linked to the Manguinhos Community Council, embraced the Health Connection among a range of strategies to survive covid-19!!

Among the many challenges, I attest to the difficulty of building lasting partnerships in the territory. Building together also means giving space, listening to what the other says, recognizing new knowledge... overcoming a certain paternalistic and patronage tradition involving the relationships in the local public sphere. As for the relevance of the project, much has already been pointed out, but I highlight the continuous communication actions in the territory that tackled the fakes news. False news that also kill!

## André Lima

Local Articulator of Manguinhos

The pandemic has accentuated historical inequities and inequalities in Brazil and in the world, mainly affecting vulnerable populations and fragile health systems. Even in this complex scenario, there was no orchestrated policy to mitigate the transmission of the virus and provide medical support and guidance to people, aiming to reduce the burden on the health system.

Few successful community interventions were carried out and one of them was the Conexão Saúde - De Olho na Covid, which innovated by creating an integrated and participatory model of health surveillance during the pandemic. The results presented leave no doubt that this is an initiative that has everything to inspire other actions at critical moments, especially in slums and peripheries."

## Fernando Bozza

Researcher at Fiocruz, coordinator of Dados do Bem and Vacina Maré study

Health Connection was a unique experience in health surveillance in slum areas during the pandemic, with concrete and real impact on people's lives. Its actions had consequences not only in reducing mortality and in monitoring and controlling the cases of covid, but in producing and spreading locally produced, reliable information to further inform the population about the pandemic. In institutional terms, by Redes da Maré, it was very important to count on so many partners to face such a complex challenge in a more prepared and assertive way."

## Luna Arouca

Coordinator of the Health Connection in Maré

For the slum territories, the pandemic was much more than a virus that sickened and killed people. It exposed deep inequalities in Brazil and in the world. A syndemic!

Regarding Maré and Manguinhos, we are neighbors, and there is a very strong historical connection between Fiocruz and these territories.

We could not turn our backs on this reality. We had to articulate partnerships and create innovative management, communication, surveillance, and health care actions in record time.

We decided to face these challenges. A planned adventure that still brings ramifications for research, for the affections between people, and for the installed technologies.

The Health Connection dismantles the stigma that only violence exists in the slums. The project's results prove that the slums have power, innovation, mobilization, and solutions for complex problems.

## Valcler Rangel

Public health physician and advisor for Institutional Relations at Fiocruz

Being the health arm of the project and part of this support network to the population most vulnerable to the challenges imposed by the disease progression was challenging but equally rewarding.

We broke new ground in connecting healthcare professionals to patients and building a relationship of trust and proximity at a time when appointments with specialists were suspended in the public health network and when basic units suffered from overcrowding and health care focused on covid-19.

The end result only strengthens the importance and impact of organizations acting as allies to combat urgent problems head on."

## Sabine Zink

Co-founder and CEO of SAS Brasil





Once the emergency phase of the beginning of the pandemic was over, we detected the need to build structuring projects that would help mitigate the impacts of the pandemic on vulnerable populations for a longer period. This is how Health Connection was set up, a project that was innovative from the start and brought together several institutions and integrated different actions.

The quantitative results, measured throughout the process, combined with the integration into the public health system and the management that was able to incorporate new elements and respond to the challenges that arose, make Health Connection an inspiring and effective experience in times of crisis - especially in slums."

### Eduardo Pádua

Coordinator of União Rio movement

The Health Connection was one of Fiocruz's first responses to the pandemic. It is largely due to the mobilization of the residents of Manguinhos and Maré communities, who came to us to think together on the best way to act at that moment.

The pandemic shows us many issues. One of them is the different way we have to look at the issue of social vulnerabilities and the strengthening of State and society actions, which is enabled by this great association of the Health Connection with civil society, public entities and private organizations.

The initiative thus contributes to consolidate the SUS in the territories, offering the complete cycle of health care in an accessible way. Fiocruz considers this work in the territories and the strengthening of integrated visions of health and assistance at all levels, of rights, justice and citizenship of utmost importance.

### Nisia Trindade

President of Fiocruz

I believe very much in the power of the collective, and I believe that a project of the dimension of Health Connection is only possible because it is an action woven by many hands. Several people and institutions took on the challenge of facing the pandemic, in an innovative way, in a slum area.

This construction does not happen from one hour to another. In the Maré group of slums, it is the result of a historical work that intensified after the pandemic with the campaign "Maré Says No to Coronavirus" and that outspread into the Health Connection and the Vacina Maré campaign.

Now we are in another phase, with the study led by Fiocruz on the effects of the vaccine on the residents of Maré and all the consequences that will come from the results obtained".

### Eliana Silva

Director of Redes da Maré

I have followed the work to combat the coronavirus in the slums of Maré and Manguinhos. The results were very impressive. In July 2020, the mortality rate in these territories was 19%. In 15 weeks, this number dropped to 2.3%. An 88% reduction!

Connection Health actions were developed without any government assistance. The good results of this effort were due to the articulation of different partners, such as Fiocruz, with local organizations that were already working in the territories - which made the project gain the trust of the local population. The results of this joint work are living proof that the pandemic could have been controlled even in the poorest areas of the country.

### Drauzio Varella

Physician, representative of the All for Health Institute

Given the biggest public health crisis in the last hundred years, receiving assistance from Health Connection in Maré and Manguinhos was essential to define strategies in the territories. From monitoring the pandemic, through testing, to disseminating reliable information and tackling misinformation, was a support that made a difference for each of the residents and for the work of the Municipal Health Secretariat.

And Vacina Maré was a bold campaign that ensured the mass immunization of the community and made it possible to monitor the effects of the vaccine in protecting the residents of Maré. Once again, an immense collaboration to face the pandemic in the city"

### Rodrigo Prado

Municipal Health Secretary of Rio de Janeiro



## HEALTH CONNECTION

### Steering Committee

Adriana Mallet (SAS Brazil)  
Ana Carneiro (Fiocruz)  
André Lima (Manguinhos Community Council)  
Fernando Bozza (Dados do Bem)  
Luna Arouca (Redes da Maré)  
Sabine Zink (SAS Brazil)  
Valcler Rangel (Fiocruz)

## TEAM - MANGUINHOS

### Local Articulator

André Lima

### Communication

Ana Maria Nascimento da Silva (Coordinator)  
Beatriz da Silva Vasconcelos (Community Communicator)  
Isabel Severiano (Communication Support)  
Renan Santos Rodrigues (Image Editor)  
Lucineide do Nascimento Vieira (Photographer)  
Ana Paula Ephiphany Lopes (Territory Support)  
Dhanilo Bernardo Alves de Jesus (Territory Support)

### Pole Coordination

Maura Cristina Santiago  
Ivan Carlos de Oliveira

### Nursing Technician

Denise  
Christian  
Ester  
Viviane

### GAL Assistant

Ludmila Cardoso

### Doormen

Francisco Oliveira  
Alexander  
William

### Receptionists

Ingrid  
Beatriz

## TEAM - MARÉ

### General Coordination

Everton Pereira da Silva  
Henrique Gomes  
Fernanda Viana  
Luna Arouca

### Testing Coordination – Dados do Bem

Mariana Antunes Pereira

### Mobilization and Territorial Articulators

Lidiane Malanquini (General Coordinator - initial phase)  
Suzane Santos (Coordinator until 12/2020)  
Mariane Rodrigues (Coordinator)  
André Ferreira Rodrigues  
Eduardo da Silva  
Erica da Silva Ferreira  
Jose Gerson da Silva  
Juliana Oliveira  
Leonardo da Silva  
Priscilla de Jesus  
Suelem Carvalho  
Vânia da Silva Pereira  
Rafael Lima

### Data Research and Systematization

Camila Barros  
Amanda Batista

### Communication

Luciana Bento (Coordinator)  
Jessica Pires (Journalist)  
Ana Paula Godoi (Social Media)  
Gabriela Lino (Audiovisual)  
Pictomster (Designer)  
Robert Silva (Designer)  
Amapola Rios (website)

### Institutional Communication – Redes da Maré

Andrea Blum (Coordinator)  
Geisa Lino (coordination)  
Juh Oliveira (Visual identity - initial phase)  
Bia Policicchio (Production - initial phase)  
Field Agents – Telehealth  
Roy Bento (Coordinator)

Larissa Fernandes  
Ivana Alves  
Maíara Carvalho de Mendonca  
Gustavo Nunes  
Ricardo Romão  
Vinicius da Silva

### Nursing Technicians

Katia do Nascimento Lopes  
Aline Aquino  
Emily Caroline Sales de Souza  
Joyce da Silva Cruz  
Maíara Felix  
Leticia Santos da Cruz  
Maria Marta de Oliveira Medeiros  
Minervina Alves de Lima  
Rosângela Mello  
Tatiane Soares Vicente  
Patricia Amorim  
Maria Victoria  
Tatiara Fortunato

### Social Workers

Iais Araújo (Coordinator until 7/2021)  
Danielle dos Santos Cardoso (Coordinator)  
Thais Noro  
Jorge Magnum Martins  
Amanda de Andrade  
Maurilia Rodrigues Gaspar

### Administrative Staff

Dener de Oliveira da Silva  
Thais Andrade do Nascimento  
Diana de Souza Bezerra  
Kaio Henrique da Cunha

### Receptionists

Fabiana Lima de Freitas  
Romario Ferreira Euzebio  
Thuany Vieira Nascimento  
Maria Michele Gomes Rodrigues  
Flávio Nogueira  
Isabel Moraes

### Cleaning Staff

Trícia Maria de Araujo Lima  
Rosenira Claudio  
Ludmilla Paulino

### Drivers

André Ferreira Rodrigues  
Jose Gerson da Silva

Rodrigo Alexandre da Silva

## PARTNERS IN MARÉ

Nova Holanda Neighborhood Association  
Esperança Neighborhood Association  
Vila do João Neighborhood Association  
Pinheiros Neighborhood Association  
Vila dos Pinheiros Neighborhood Association  
Salsa e Merengue Neighborhood Association  
Bento Ribeiro Dantas Neighborhood Association  
Morro do Timbau Neighborhood Association  
Baixa do Sapateiro Neighborhood Association  
Nova Maré Neighborhood Association  
Parque Maré Neighborhood Association  
Parque Rubens Vaz Neighborhood Association  
Parque União Neighborhood Association  
Roquete Pinto Neighborhood Association  
Praia de Ramos Neighborhood Association  
Marcílio Dias Neighborhood Association  
First Baptist Church of Parque União Sagrada Família Parish

### Coordination of Primary Care (CAP 3.1)

Jeremias Moraes da Silva Primary healthcare unit  
Diniz Batista dos Santos Primary healthcare unit  
Adib Jatene Primary healthcare unit  
Augusto Boal Primary healthcare unit  
Américo Veloso Municipal Health Center  
Vila do João Municipal Health Center  
João Cândido Municipal Health Center  
Regional Education Coordination (4th CRE)  
CIEP (Integrated Center of Public

Education) Hélio Smidt  
EDI (Child Development Space) Moacyr de Góes  
EM (Municipal School) Escritor Bartolomeu Campos de Queirós  
EM Ginásio Olimpíadas Rio 2016 EM IV Centenário  
EM Medalhista Olímpico Lucas Saatkamp  
EDI Professora Cleia Santos de Oliveira  
EM Professor Josué de Castro  
EDI João Crisóstomo  
CIEP Ministro Gustavo Capanema  
EM Escritor Millôr Fernandes  
CIEP Elis Regina  
EM Vereadora Marielle Franco  
EM Genival Pereira de Albuquerque  
CM Monteiro Lobato  
CIEP Samora Machel  
EM Professor Paulo Freire  
EDI Medalhista Olímpico Éder Francis Carbonera  
Municipal Kindergarten Pescador Albano Rosa  
EDI Professora Solange Conceição Tricarico  
EDI Maria Amélia Castro Belford  
EM Osmar Paiva de Camelo  
EM Teotonio Vilela  
CE (State School) Professor João Borges De Moraes  
EDI Pescador Isidoro Duarte  
EM Primário Erpidio Cabral de Souza (Índio da Maré)  
EM Tenente General Napion

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Fala Manguinhos  
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Associação de Moradores e Amigos do Conjunto Habitacional Samora Machel (Mandela II)  
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## ON THE TERRITORIES

### MARÉ

The territory that currently houses 16 slums which constitute Maré was consolidated between the 1940s and the 2000s, based on the organization and initiative of residents or through housing programs promoted by the government. With about 140,000 inhabitants, Maré has a population greater than 96% of Brazilian municipalities. Located in the northern part of the city of Rio de Janeiro, Maré was recognized as a neighborhood in 1994, by a municipal law.

### MANGUINHOS

Located in the North Zone of the city of Rio de Janeiro, Manguinhos is a group of slums (approximately 15 sub-localities) that borders the neighborhoods of Bonsucesso, Benfica and Jacarezinho, with an estimated population of 39,000 inhabitants. This territory is home to the Pavilhão Mourisco, a National Heritage Institute (IPHAN)-designated building that houses the headquarters of the Oswaldo Cruz Foundation (Fiocruz).



## REALIZATION:



Ministério da Saúde

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[redesdamare.org.br/conexaosaude](https://redesdamare.org.br/conexaosaude)

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