

2020

# Global Action Report



## Our Values



### Global Perspective

Embrace diverse thinking and experiences



### Vision

See the big picture and examine all angles



### Integrity

Wholly commit to principles and purpose



### Servant Leadership

Mission-driven, working for the greater good



### Impact

Act boldly and create a ripple effect

## Panorama Culture Compact

The Characteristics of Our Change-Making Culture

Panorama has adapted these characteristics to reflect our organizational culture and to set change-making behaviors that allow us to build this culture. This set of values and actions allows us to show up every day ready to do our best work for ourselves, our team, and our partners.

- Authenticity
- Collaboration and Partnership
- Continuous Learning and Improvement
- Diversity, Equity, and Inclusion
- Lifting Each Other Up
- Openness to Risk and Change
- Trust and Transparency

©2021 Panorama

2101 4th Avenue, Suite 2100, Seattle, WA 98121 USA

Telephone: +1 206 420 2518

Panorama Global: [www.panoramaglobal.org](http://www.panoramaglobal.org)

Twitter: @panoramateam | LinkedIn: @panoramaglobal

**Dear Friends,**

When I founded Panorama in 2017, I wanted to create an organization to serve as a platform for social change that would have an impact on people who are most in need. It would not be enough to move the needle a little and hope for incremental improvements. I wanted Panorama to be an accelerator to solve major problems impeding whole populations from living life to its fullest.

While I set this goal, I know that creating lasting change is difficult and daunting. It requires a range of partners to work together, which can be challenging even when the end goal is shared, as different stakeholders often have their own perspective and their own particular way of getting things done. Often, there is a need for a neutral platform to move things along—that's where Panorama provides value. We engage with stakeholders to bring disparate perspectives together and form collaborative partnerships that make change happen.

Panorama has seen significant growth in our first four years, and we have been able to develop the team, tools, and systems to help our partners execute change in a wide range of areas—from human rights to gender parity to adolescent mental health.

We also seek to catalyze change where we see gaps and needs. One area we had been working on for several years was trying to raise awareness of the need for pandemic preparedness. I called this my “hobby” job, because no one was interested in supporting this work. So, I did what I could in my free time, talking to reporters, philanthropists, and government officials; serving on panels and commissions; and hosting events and working groups to garner support.

When COVID-19 hit, this groundwork and my experience in the fight against Ebola provided the opportunity to work with a wide range of partners to co-develop solutions to this vast global challenge. As you will read in these pages, we were part of two multi-stakeholder initiatives dedicated to accelerating progress toward the end of the COVID-19 pandemic and putting in place the policy infrastructure to ensure the world would be better prepared for the next pandemic.

Beyond our major programs, we do our best to have an impact closer to home through “Panorama Gives Back,” which supports staff volunteer time and personal charitable interests. When we worked in-person, we would volunteer to serve lunch monthly at Angeline's Day Center for Women, a program of the YWCA around the corner from our office in downtown Seattle. In 2020, we provided financial support to organizations working to break down systemic barriers that oppress communities of color, and to organizations that work to increase voter turnout and close the race and age voting gap. And as our team grew in size and geographic diversity, we supported COVID-19 emergency response programs in four cities where our team members are located.

As we celebrate Panorama's fourth anniversary, I am proud that Panorama is now established as a platform for social change, with a 30-plus person team of talented professionals committed to our work and our partners. I look forward to continuing our impactful work in the year ahead.

**Gabrielle Fitzgerald**

Founder and CEO, Panorama Global

## Panorama was founded to partner with leaders to make meaningful progress on a range of issues affecting people and our planet.

World-changing ideas can emerge from leaders anywhere, whether they are social entrepreneurs, corporate or non-profit executives, philanthropists, or government officials. But it's only when we work together that real change will take hold.

Panorama is designed as a platform for social change. Our goal is to maximize social impact by partnering with visionary leaders to co-develop solutions with audacious thinking and bold action.

The defining features of our approach include a systems-thinking mindset, a deep belief in partnerships, a preference for teamwork and catalytic coalitions, and a solutions-oriented optimism that strives towards new frontiers of what is possible.

Panorama is led through a social entrepreneurship lens and a mission-oriented ethos where being of service to others is a core value and advancing social change is the bottom line.

Panorama tackles a wide range of issues, recognizing there are common connections, patterns, intersections, and cross-cutting solutions between them.

In this spirit, we serve as an intermediary, a philanthropic advisor to foundations and high-net-worth individuals, a grant-maker through collaborative funds, a fiscal sponsor and backbone organization to new and ongoing initiatives, a neutral space for collaboration when that is needed to advance an agenda, and a management consultancy offering strategic counsel and tactical support on social impact projects.

Panorama partners with individuals and organizations to drive change in five ways:



Serving as an issue catalyst



Managing collaboratives and funds



Providing fiscal sponsorship services



Supporting partners with strategy development and execution



Empowering change agents with infrastructure





## Panorama serves as an issue catalyst to generate the attention or funding needed to solve an entrenched problem.

Our philosophy is simple: change happens when the right group of stakeholders comes together to collectively determine that a problem needs to be solved. And we know that change can start from anywhere.

We do what we can to spark change. Sometimes we use our voice. Other times we bring people together. But whatever we do, we always strive to make an impact. There are reasons the issues we target have not been prioritized. They are either hard problems to solve or they affect people far from those in power. We think of these issues as boulders we push

up a hill—it isn't easy or fast, but we don't give up.

From 2017 to 2019, we tried to bring attention to the critical policy issues around pandemic preparedness. While our work didn't have the impact at the speed we had hoped, we were ready to spring into action when COVID-19 hit.

We're still trying to bring attention and funding to hard issues like menstrual health, image-based abuse, and the need for climate and health programs to be linked. We welcome partners who want to join us in creating solutions. Meanwhile, we'll keep pushing.



### Climate and Health

Major events such as the COVID-19 pandemic provide stark reminders of the inextricable links between the environment and our health. New viruses, increasing hurricanes and wildfires, and record levels of displacement are reminders of the effects of a warming planet.

This year, Panorama will release a report on the state of cross-sector funding initiatives on environment and health. Leaders in government and philanthropy need to invest more in intersectional programs that have the

combined effect of increasing sustainability for the planet and for people.

Based on these learnings, we will host a series of roundtables with stakeholders toward the goal of co-creating solutions and shifting norms towards increasing cross-sector funding for more comprehensive initiatives that tackle climate and health challenges simultaneously.

It is critical for leaders to act now, change the narrative, and develop a new decision-making lens that prioritizes both climate and health.



## Pandemic Action Network

The Pandemic Action Network is an example of Panorama's role as an issue catalyst. Co-founded by Panorama's CEO, the Network's mission is to drive collective action to bring an end to COVID-19 and ensure the world is better prepared for emerging pandemic threats.

In 2018, a group of advocates who were passionate about the need to raise awareness for pandemic preparedness began convening regularly with the goal of developing and executing a unified policy and advocacy strategy around this important issue. When COVID-19 hit, this informal working group quickly formed what is now the Pandemic Action Network. Since inception, the Network has grown into more than 90 multi-sector partners and is accelerating a more equitable response to COVID-19, including advocacy for access to tests, treatments, and vaccines.

The Network has also spearheaded communications campaigns to help control COVID-19, including:



### #MaskingForAFriend

The #MaskingForAFriend campaign encouraged the adoption of mask-wearing and was launched in the U.S. with an initial set of influencers, including actors Annie Potts and Sophia Bush, and former Senator Hillary Rodham Clinton and former California Governor Arnold Schwarzenegger. As momentum continued, the Network strategically engaged other trusted voices to reach Black and conservative communities.



### #WorldMaskWeek

The #WorldMaskWeek campaign was a rallying point that gave leaders and organizations alike a reason to declare the value of masking on policy and behavior levels. The campaign reached over 3.5 billion people in 117 countries. A policy briefing, "Why Masks Matter," was also published to explain the growing global evidence for wearing a mask in public.



**Awards Finalist:**  
PR Week recognized Pandemic Action Network as a finalist for "Healthcare Campaign of the Year."



### #AfricaMaskWeek

The #AfricaMaskWeek campaign was fueled by cross-sector partnerships and core partners, including the Africa CDC, the African Youth Front on Coronavirus, the African Union Office of the Youth Envoy, and Resolve to Save Lives. More than 304 million people were reached in 50 out of 54 African countries, earning an 18 percent increase in mask-wearing posting activity on social media.





## The COVID-19 Action Fund for Africa

The COVID-19 Action Fund for Africa (CAF-Africa) was created to fill a critical gap: Many community health workers (CHWs) in sub-Saharan Africa were not being provided with personal protective equipment, or PPE. These workers are vital frontline providers in many countries, and while they are often the first point of care, they are often the last to receive PPE.

CAF-Africa is a “radically collaborative” initiative of more than 30 organizations. To date, CAF-Africa has committed more than 85 million pieces of PPE to benefit 474,000 CHWs and others in 18 countries.



**Award Winner:**

In recognition of its work, CAF-Africa was awarded the Grand Prize at the 2020 Global Health Supply Chain Summit.



## Panorama manages collaborative partnerships and funds because we believe in the power of catalytic coalitions, knowing that no single organization or individual can solve complex challenges alone.

Sometimes we're behind-the-scenes and other times we play a public-facing role, but we always develop a strategy, engage relevant stakeholders, and work towards systems change.



**Abbie Hodgson**  
Director, The Ascend Fund

Abbie has more than two decades of experience in politics and has worked on more than 100 campaigns at all levels across the country. She earned her PhD from the University of Kansas.

partisan, non-profit organizations that break down barriers preventing women from running for office and winning. It was launched in 2018 with seed funding from Pivotal Ventures, an investment and incubation company founded by Melinda Gates, with the goal to unite the field to achieve 50 percent representation for women in all 50 states by 2050.

To date, The Ascend Fund has awarded more than \$5 million in grants. Its grantees are organizations working to elect more women to political office at all levels of government. It works with 12 organizations focusing on varied issues in this space. One grantee is Higher Heights Leadership Fund—an organization aimed at building a national civic engagement infrastructure and network to strengthen Black women's leadership capacity. Higher Heights Leadership Fund is an example of the long-term thinking needed to expand and support the pipeline of Black women leaders at all levels and strengthen their civic participation beyond Election Day. In 2020, Higher Heights Leadership Fund trained more than 800 women, and at least 14 women who participated in their programming ran for office.

The work of The Ascend Fund is guided by a 10-member Advisory Committee, composed of formerly elected women from both sides of the political aisle and all levels of political office, from State House to U.S. Senate.

Women make up 51 percent of the population, but less than 30 percent of elected officials in the United States. Although many organizations train women to run for office, the space is underfunded, and thus their ability to be flexible and coordinate with other groups is limited. The Ascend Fund, powered by Panorama, pools philanthropic capital and makes mission-driven investments in non-





The Advisory Committee members, many of whom were the first woman elected to their role, share their perspectives and personal experiences running for office and provide mentorship to women seeking elected office.

“

By investing in a political home for Black women at Higher Heights, we ensure they have a seat and say at every table.”

—**Abbie Hodgson,**  
Director of The Ascend Fund

## ADVISORY COMMITTEE

**Mary Bono**

Former Congresswoman from California

**Jane Campbell**

Former Mayor of Cleveland, Ohio

**Cynthia Coffman**

Former Attorney General of Colorado

**Kerry Healy**

Former Lieutenant Governor of Massachusetts

**Heidi Heitkamp**

Former U.S. Senator, North Dakota

**Dr. Donna Lynne**

Former Lieutenant Governor and Chief Operating Officer of Colorado

**Mee Moua**

Former Minnesota State Senator

**Sandra Mortham**

Former Secretary of State of Florida

**Kristine Reeves**

Former Washington State Representative



## The Upswing Fund

for Adolescent  
Mental Health



### Solomé Tibebe

#### Director, The Upswing Fund

Solomé is a behavioral health strategist passionate about frontier technologies and solutions transforming mental health, equity, and access. Solomé founded and ran a mental health tech startup and, as a former anxious teen, founded and ran the non-profit AnxietyInTeens.org for 10 years.

The Upswing Fund for Adolescent Mental Health is a collaborative fund focused on the mental health and well-being of adolescents of color and/or LGBTQ+. Created in response to the COVID-19 pandemic, which has had a devastating impact on young people across the United States, The Upswing Fund aggregates philanthropic support to achieve greater impact and leverages donor giving to scale proven interventions, accelerate innovation, and advance critical efforts to create policy change for expanding the availability of mental health support. The Upswing Fund was seeded by Pivotal Ventures and partners with the Klarman Family Foundation in the commitment to adolescent mental health.

The Upswing Fund has provided critical resources to more than 80 front-line organizations, totaling more than \$10 million. The Fund also supports a range of efforts to

address key systemic challenges that have resulted from COVID-19, such as policy changes, digital health innovations, and stigma reduction solutions that expand access to mental health services for young people.

One of the organizations that received support from The Upswing Fund is RECLAIM, which has set a mission to increase access to mental health support for youth who identify as queer, trans, Black, Indigenous, and/or people of color so they might reclaim their lives from oppression in all of its forms.

Located in St. Paul, Minnesota, the organization serves about 90 youth (ages 12-26) each week who are marginalized because of their gender identity and/or sexual orientation, providing a healing, justice-based approach to mental health. Ninety-four percent had difficulty finding culturally competent therapy before RECLAIM, and 90 percent have been harassed because of their gender or sexuality. The majority of RECLAIM's clients are under-insured, and more than a third cannot access insurance.

“

The work of The Upswing Fund for Adolescent Mental Health is so important. Mental health needs are urgent, and they're growing, and this Fund supports the groups working to ensure that all young people can receive care.”

—Melinda Gates,  
Founder, Pivotal Ventures

The Upswing Fund's grantmaking is informed by an Advisory Committee comprising a renowned set of mental health experts with deep clinical and research expertise and a passion to support youth and communities.





## ADVISORY COMMITTEE

### Anne Marie Albano

PhD, ABP, Professor of Medical Psychology in Psychiatry at Columbia University; Founding Director, Columbia University Clinic for Anxiety and Related Disorders; Clinical Site Director, New York Presbyterian Hospital's Youth Anxiety Center

### Alfiee M. Breland-Noble

PhD, MHSc, Founder and Board President, AAKOMA Project, Inc.

### Angela Diaz

MD, PhD, MPH, Jean C. and James W. Crystal Professor, Departments of Pediatrics and Environmental Medicine and Public Health, Icahn School of Medicine at Mount Sinai; Director, Mount Sinai Adolescent Health Center

### Teresa Halliday

MA, Senior Director, Practice Improvement, National Council for Behavioral Health

### Kimberlyn Leary

PhD, MPA, Associate Professor of Psychology, Harvard Medical School; Associate Professor, Health Policy and Management and Program Director, Enabling Change Program, Harvard T.H. Chan School of Public Health

### Benjamin F. Miller

PsyD, Chief Strategy Officer, Well Being Trust

### Stephanie Craig Rushing

PhD, MPH, Principal Investigator, NW Tribal Epidemiology Center, Northwest Portland Area Indian Health Board

### Katherine Switz

MBA, Founder and Executive Director, The Stability Network; Partnership Advisor, Mindful Philanthropy

### Jack Turban

MD, MHS, Child Adolescent Psychiatry Fellow, Stanford University School of Medicine; LGBTQ adolescent mental health expert

### Ken Zimmerman

JD, Distinguished Fellow, NYU Furman Center; Distinguished Fellow, the Jed Foundation





## Fiscal Sponsorship

Panorama provides Fiscal Sponsorship services to empower change agents, social entrepreneurs, and funders to bring bold ideas to life and accelerate their impact.

Solutions provided include human resources, finance and accounting, and legal and compliance. In addition, we provide grantmaking services, including managing and monitoring grantee relationships and programmatic progress, as well as operational oversight of grants through reporting processes and systems, financial control, and organizational due diligence.

### CASE STUDIES



## Managing the Community Health Impact Coalition

Community health workers can help achieve universal health care, but only if the workers are set up for success. Too often, they lack training, support, or resources to be successful. For community health worker programs to thrive on a national scale, political will, financing, and strong system design and implementation are necessary.

The Community Health Impact Coalition (CHIC) exists to make professionalized community health workers a worldwide norm. Working with a broad coalition of partners, CHIC identifies practices that lead to quality care delivery and accompanies partners in adopting those practices.

Panorama serves as CHIC's fiscal sponsor, managing grants, contracts, human resources, and other compliance and administrative functions. The infrastructure provided by Panorama as CHIC was getting set up allowed

the initiative to scale quickly and to focus its efforts on making an impact while Panorama's team managed all the back-end details that are necessary for a seamless operation.

“

The Panorama Global team's creativity, joy, and fastidiousness made getting everything up and running far easier than I could have imagined.”

—Madeleine Ballard,  
Executive Director, CHIC



## Advancing Women's Human Rights

While resources advancing gender equality are available, funds are not reaching key actors—namely women's rights and feminist groups in the global south and east. Women's rights organizations and feminist movements can have more and lasting impact when they have the ability to share knowledge and lessons learned, collectively address challenges they face, and manage larger scale funding.

Philanthropy Advancing Women's Human Rights (PAWHR) mobilizes funders to share knowledge, deepen networks, and expand resources for the women's rights field. PAWHR supports a better-connected and better-resourced ecosystem of organizations dedicated to women's human rights.

As fiscal sponsor, Panorama supports PAWHR's human resources, contract management, and end-to-end grant management, from proposals to grant deliverables.

In addition, Panorama administers PAWHR's pooled fund, which supports feminist organizations' ability to apply for large grants that will increase resources for women, girls, and trans organizations and movements.

“

We chose Panorama Global as our fiscal sponsor because their team offers strategic support that is nimble, efficient, and personalized. Working with Panorama helps us focus our efforts on achieving our goals.”

—Annie Hillar and Keely Tongate,  
Co-Directors, PAWHR



## Strategy Development & Execution

Panorama supports partners to build a better future with integrated approaches, deep stakeholder engagement, and consistent delivery of service that is on-time and on-budget.

We do this by helping organizations to:

- Mobilize resources
- Develop strategies to achieve specific objectives
- Engage stakeholders in partnerships
- Develop insights and recommendations based on landscape and ecosystem mapping
- Act as an impartial facilitator to drive consensus and action

As strategists, advocates, communicators, resource mobilizers, and thought partners, we collaborate with leaders and change-makers to solve problems and create smart strategies that achieve tangible impact. Our approach examines an issue from all angles so we can develop creative and actionable solutions that help our partners move swiftly and strategically from ideation to realization. With a bias for action, Panorama helps organizations and individuals across sectors communicate and advocate for change.



## Project Infrastructure

Panorama empowers change agents, entrepreneurs, and funders who are looking for a platform to achieve their goals. We partner with ambitious leaders and organizations to move priority projects and initiatives forward. Our approach is flexible, and services are scalable to ensure we meet the specific needs of the partner and project, ranging from serving as a secretariat to providing project management and administrative support, contracting services, and financial, legal, and operational management.

## Using Our Voice

At Panorama, we use our voice to push discussions forward that lead to social change. While serving as an impartial platform for change, our goal is to inform, engage, and influence stakeholders. Viewed as an expert in women's leadership, catalytic philanthropy, and emergency preparedness, readiness, and response, Panorama Founder and CEO Gabrielle Fitzgerald has become a recognized voice of social change at the global level. She remains steadfast in driving the need to innovate, act, and collaborate.



REUTERS







Gabrielle Fitzgerald gives closing remarks for a panel hosted by Panorama, PATH, and the UN Foundation about outbreak preparedness, during the United Nations General Assembly in 2018.



Gabrielle Fitzgerald facilitates and hosts an event with Dr. John Nkengasong, Director, Africa CDC, during a visit to Seattle in 2013.

## BOARD



**Ellen Agler**  
CEO,  
The End Fund



**Ned Harvey**  
Managing Director,  
Rocky Mountain Institute



**Dr. Mairo Mandara**  
Obstetrician/Gynecologist  
Public Health Physician



**Peter McDermott**  
Director,  
Fajara Associates

## SENIOR LEADERSHIP



**Gabrielle Fitzgerald**  
Founder and CEO



**Suzie Carroll**  
Vice President,  
Scalable Solutions



**Jennifer Cho**  
Vice President,  
Partnerships



**David Friedman**  
Vice President,  
Finance & Operations



**Linda Patterson**  
Vice President,  
Strategy



**LaShondà Steward**  
Vice President,  
Strategic Communications

## Financials

As a trusted partner and a platform for social change, Panorama believes in transparency, accountability, and efficiency. As good stewards, we manage our investments and empower and support our partners to continue their mission-critical work. Copies of Panorama's IRS Form 990 are available on our website.

