



Brigade Leader Handbook

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Contents

- [Welcome and Introduction](#)
- [Brigade Coordination Process](#)
- [Contact Information and Online Resources](#)
- [Information on Brigade Fees](#)
- [Visitor Policies & Waiver of Liability](#)
- [Advice from Previous Team Leaders](#)
- [Discussion Questions for Evening Discussions](#)

Welcome and Introduction

This handbook, as a companion handbook to the Visitor / Volunteer Handbook, recognizes unique challenges and opportunities for those traveling to, or working in, Honduras with Shoulder to Shoulder, Inc. (STS) or any other entity. It will provide you with valuable information on the remarkable partnership between STS (or *Hombro a Hombro* in Spanish) and the Honduran people. This information recognizes the incredible value of your time and talent as you share in ongoing work within STS. We hope you feel invested and able to serve as a future ambassador of STS.

STS is a Non-Governmental Organization (NGO) that connects volunteers with work in rural Honduras. STS began at the University of Cincinnati, Department of Family Medicine from the vision of the then Residency Director, Dr. Jeff Heck.

Currently the organization is contracted by the Honduran government to provide care to over 69,000 residents of Intibucá. Volunteers witness and contribute to Honduras' approach to development, education, and healthcare. To learn more about STS and the government's contract, please refer to the section below under "[Honduras Ministry of Health Contract](#)".

Special thanks to Dr. Andrew Bazemore (currently Director of The American Academy of Family Physicians Robert Graham Center), Dr. Christie O'Dea (Global Health Director at TCH/UC FMP), Kate Clitheroe (MPH, Director of Programs & Research with STS), and Paul and Laura Manship (General Directors of StS) who have all contributed to the publication and subsequent editions of this handbook.

Brigade Coordination Process

More information can be found at: shouldertoshoulder.org/our-partners/brigades

Brigades are coordinated and managed by our on-the-ground staff in Honduras. In order to plan your brigade, please follow these steps:

- Contact Laura and Paul Manship by email at paulandlaura@shoulderstoshoulder.org at least 3 to 4 months before your proposed brigade.
- Laura a/o Paul will follow up with you. They will gather information from you as to the nature and particulars of your brigade.
- The Brigade Team will determine the participant cost for your brigade. This will be calculated according to the variables of size of brigade, length of stay, and transportation needs. It is important to note that the provision of services not customary for a brigade may result in higher per participant cost (see explanation on the following page).
- Once the dates of your brigade are finalized, participants may begin to register for the brigade on Shoulder to Shoulder's website (shouldertoshoulder.org/our-partners/brigades). Once a fee has been determined, payment may be made from the website as well.
- In order to complete registration, participants must fill-out the Application, read the Visitor Policies, sign the Waiver of Liability, and pay their Brigade Fee at least 60 days before the brigade's arrival.
- Once the brigade fees are finalized and registration has begun, it will not be possible to extend the length of stay or the size of your brigade without an additional fee being levied.

- You will continue to communicate with Paul and Laura and the Brigade Coordinator about the details of your brigade in order to finalize the Brigade Schedule and determine what equipment/supplies (if any) are necessary. Please communicate any changes or questions.
- Your brigade will be welcomed at the airport and during your brigade on-site support will be provided. After your brigade, an evaluation of the process will be completed in order to improve future brigades with Shoulder to Shoulder.

Contact Information

Please feel free to email us with any questions or to arrange a phone call.

- Laura and Paul Manship (paulandlaura@shouldertoshoulder.org; +504-9605-0174)
- Gustavo Meza (meza.gustavo@yahoo.com; +504-9901-7649)

Online Resources

Visit our main website to learn more about the organization: www.shouldertoshoulder.org

Basic information about brigades can be found at our Main Brigade Page:

<http://shouldertoshoulder.org/our-partners/brigades-2>

All materials for your Brigade Members can be accessed from our Registration Page at

shouldertoshoulder.org/our-partners/brigades, including:

- Brigade Calendar
- Visitor Application
- Visitor Policies
- Evacuation Policy
- Waiver of Liability
- Payment site for Brigade Fees
- Packing List
- Customs Letter

Additional information about personal health considerations, what to pack, suggested readings, and information about the organization as well as about Honduras are available in the [Visitor / Volunteer Handbook](#), also available online.

Information on Brigade Fees

Fees should be paid no less than 60 days before your arrival at

shouldertoshoulder.force.com/brigadefees

Beginning in July of 2015, Shoulder to Shoulder (in partnership with Hombro a Hombro) has implemented a new fee structure for brigades. Fees are now based on the individual needs of each brigade in order to assure that all desired services can be provided at a reasonable cost. With individualized fees, brigades only pay for the services provided, therefore lowering costs.

Once the Brigade Leader informs the Honduran Brigade Team of their brigade’s specific needs, a brigade fee can be calculated. The Brigade Leader will then be asked to sign a Pricing Agreement that specifies the agreed upon services. The Brigade Leader communicates the applicable fee and registration due date to brigade participants. Variables that most significantly affect the cost of a brigade include number of participants, length of stay, and amount of local travel. Additionally, luxury hotels and added translators will incur additional costs. In order to give a general idea of what a brigade’s individualized fees will be, the approximate brigade fees for two common brigades are provided:

Variable	Example Brigade #1	Example Brigade #1
<i>Participants</i>	10 – 19	20 – 35
<i>Translators (1 per 3 people)</i>	4 – 7	7 – 12
<i>Length of Brigade</i>	10 days (7 days on-site)	10 days (7 days on-site)
<i>On-Site Travel</i>	Moderate (2 – 3 trucks/day)	Moderate (3 – 4 trucks/day)
<i>Extra Services</i>	NONE	NONE
BRIGADE FEE:	approx. \$1,100/person	approx. \$900/person

All brigades receive the following services (unless hotel upgrades are requested):

- Online application and fees payment process
- Travel insurance, 24-hour evacuation service, and registration with US State Department
- Well maintained and safe transportation to/from Tegucigalpa
- One night in a basic hotel and 3 meals during each trip to/from Tegucigalpa
- On-site brigade coordinator (Moisés Vallecillo or his designee)
- Reliable 24/7 security patrol
- Simple housing accommodations and associated cleaning staff while on-site
- Nutritious and hygienic meals (3 per day), safe drinking water, and snacks
- Post-brigade evaluations to improve services and promotions to the STS community

In order to calculate the cost of individual brigades well before travel dates, it is necessary to determine in advance the needs of each brigade. For this reason we ask that Brigade Leaders contact the Honduran Brigade Team at paulandlaura@shouldertoshoulder.org at least 90 days before your suggested travel dates.

All fees are to be paid at least 60 days before each brigade. Since fees are partially based on the number of participants, if any individual participant does not pay or decides not to come, the brigade fee may be affected. We will be as flexible as possible in order to accommodate unforeseen delays or cancelations.

Visitor Policies & Waiver of Liability

In order to assure a pleasant, safe, efficiently run, and positive experience for all visitors, we have revised our Visitor Policies. All brigade participants are required to read these policies and sign the [Waiver of Liability](#) as an agreement to comply with the policies to the best of their abilities. For your convenience, the Visitor Policies are provided below as well as online via the link on the Main Registration Page (shouldertoshoulder.org/our-partners/brigades).

It is important that you are aware that Shoulder to Shoulder, Inc. / Hombro a Hombro will register your brigade with the State Department before arrival. This assures that the U.S. Embassy is aware of your trip and able to assist if necessary.

Lastly, Shoulder to Shoulder, Inc. / Hombro a Hombro will secure travel insurance for anyone traveling on a sponsored brigade. If you are already required to purchase travel insurance by your university, please inform us immediately. It is important that we are able to care for your group in the case of an emergency should it arise.

Visitor Policies

Shoulder to Shoulder, Inc. (STS) has many visitors who participate in our projects in Honduras and aid in our mission to strengthen communities in rural Honduras. It is an honor to have you/your group interested in providing service as part of STS.

These policies apply to any visitor for whom STS takes responsibility, including all non-permanent staff traveling to Honduras for a set amount of time who use any STS service or facility in Honduras. Visitors are classified into brigade members, rotators, and long-term volunteers.

Brigade members are those traveling with groups, typically one to two weeks.

Rotators are those staying in Honduras for a month or more to complete a medical rotation.

Long-term Volunteers are those staying for an extended period of time in-country to complete a designated assignment within the organization.

General

1. Use of any STS facilities/resources is limited to groups or persons who have approval by STS. All visitor activities requiring STS's support must be approved by the Honduran Brigade Team.
2. All visitors must sign a Waiver of Liability and submit an application 60 days prior to departure (online). Information provided on the application will be shared with the other people on your brigade (if applicable) and internally within STS.
3. STS can accommodate brigades ranging in size from 10-35 people. If the size of your group is outside of these limits, please contact the Honduran Brigade Team to get special permission before making any travel plans.
4. Permission for the use of STS assets and personnel for additional projects needs to be requested 90 days in advance of need. For example, if shipping a large item to Honduras for use at your site, advance notice is required so it does not interfere with operations in Honduras. Those shipping goods are responsible for paying all fees involved.

Regarding Travel

5. U.S. Passports must have an expiration date of at least 6 months past the brigade's entry date into Honduras. A non U.S. Passport holder must obtain a Visa from their home country/embassy, if required by Honduras for entry. This is the traveler's responsibility. Late

arrivals due to improper documents will be charged for additional transportation/ personnel required to accommodate the traveler(s).

6. Flight arrangements are the responsibility of those traveling yet must be approved through the Honduran Brigade Team. This includes early and late arrivals or departures. Please note:
 - Tegucigalpa is the point of entry for all individuals and groups unless approval for a different point of entry was granted.
 - Everyone in a brigade must arrive before 1:30 p.m. on the first day. Arrivals after 1:30 p.m. must arrive the day before the brigade unless the whole group is arriving late. This will require staying in the arrival city that night. The brigade leader must clear group late arrivals with the Honduran Brigade Team 45 days prior to arrival in country.
 - Any changes in arrival dates must be approved by the Honduran Brigade Team at least 90 days in advance of the arrival date.
 - If an early return date is necessary an additional fee will be incurred for the additional driver/vehicle (at least \$300-400, with a maximum of 3 people due to truck seating capacity).
 - In the case of an unanticipated late arrival due to flight delays, the Honduran Brigade Team will determine the safest stop over point between Tegucigalpa and the visitor's final destination. Any additional costs incurred are at the visitor's expense.
7. The Honduran STS Staff is not permitted to provide transportation to any visitors after dark. The visitor's schedule will be arranged such that night travel is not necessary nor anticipated. This is a safety precaution that cannot be waived.
8. Brigade leaders are not authorized to approve any transportation or scheduling changes with the exception of a dire medical emergency. Onsite STS staff will make changes only when absolutely necessary.
9. Public transportation is permitted only with permission from the Honduran Brigade Team.

Regarding Visitor Fees

10. The Honduran Brigade Team will determine if the standard brigade fee is sufficient to cover the visitor/group's individual needs including transportation, food, lodging, translators, and incidental expenses. If additional funds are necessary, the Honduran Brigade Team will communicate this to the individual visitor or Brigade Leader at least 90 days in advance. Airfare is in addition to this fee.
11. All Brigade Fees are due 60 days before the brigade's arrival date. If any individual does not pay the fee by this date, there is a possibility that the Pricing Agreement will require revision or the Brigade will not be able to take place.
12. Late cancellations (less than 30 days), will result in a return of only half of the brigade fee due to the fact that individual fees depend highly on group size. If the visitor cancels with at least 30 days notice they will be refunded their brigade fee minus a 15% administration fee. Medical emergencies or other extenuating circumstances may be considered differently in this policy.
13. All visitors are responsible for payment of their flight and airport exit fee (about \$40).
14. All brigade members and rotators will have evacuation insurance included in their brigade fees. Even if the brigade member has their own insurance, we will also automatically enroll them for

this with the brigade. Long-term volunteers have the option of purchasing STS's insurance. It is important to note the evacuation insurance does not cover all expenses and that the visitor will be responsible for any costs incurred. Please refer to our [Evacuation Policy](#).

15. There will be no support for visitors before or after the dates of a brigade, rotation, or volunteer assignment. Any visitors staying on site after a brigade will incur additional fees. Visitors wanting to travel or go sightseeing do so at their own expense and may be accommodated only by requesting such travel at least 90 days before the arriving to Honduras.

Other Items

16. For medical brigades wanting to distribute medications, it is necessary to bring personnel capable of completing this activity. STS can help with the purchase of medications locally as long as order forms are submitted 6 weeks in advance of your brigade.
17. Internet is rarely available and only limited to email. Do not plan to have any internet access while in Honduras. Do not plan to be able to do school work, complete medical records, or any other personal projects that require internet while in Honduras.
18. Persons with special dietary preferences or needs (e.g. gluten intolerance) should not assume that they can be serviced. There should be a sufficient variety of foods for anyone with special needs, but any traveler with extraordinary needs should ask in advance about bringing any necessary food items.
19. Cultural understandings relative to attire vary significantly between the US and Honduras for both men and women. Please consult with STS staff relative to cultural norms. As a person representing STS, recommended attire is as follows:
 - No informal t-shirts, camisole tank tops, or short shorts when working directly with community members (during free time or at night is acceptable)
 - Shorts and tank tops should be of conservative length and size
 - Longer shorts, pants, long skirts and conservative tops are most acceptable
 - Scrubs are acceptable when working in STS clinics or any field clinic

Advice from Previous Team Leaders

On the brigades there is usually a team leader who is identified. It is this person's leadership that helps coordinate the various aspects of the trip – starting in the U.S. and throughout the time in Honduras. The following is a list of tips and pointers for brigade leaders.

Set the Tone. Your attitude, manner, and style will set the tone for the rest of the brigade members. By exhibiting a confident, respectful, and energetic attitude, the brigade members will feel the same. FLEXIBILITY is key in all aspects of the trip.

Make an Effort to Know Brigade Members Individually. During the brigade introduce yourself to each member of the brigade, and discuss their individual goals for the trip. Think about each individual's strengths and weaknesses.

Encourage Teamwork. Consider planning a team building activity early in the brigade to encourage brigade members to get to know each other. Remind brigade members early and often that all brigade activities may not involve direct patient care, but that all activities are important to the organization.

Be available. Reach out to brigade members before the trip, and make sure they know they may contact you in case of questions or concerns.

Communicate. You are in a unique position to communicate between the on the ground Honduran staff and the brigade members. Arrange with the Honduran staff to have regular meetings in the afternoon/evening to discuss details for the following days.

Manage resources well. Water supplies for toileting and bathing are limited, especially during the dry season. Drinking water is always available.

Brigade Planning:

- ✓ As brigade leader you are the point person for making arrangements with Honduran staff. Work with them to assess needs on the ground and possible brigade activities. Expect this communication to be more frequent as the brigade approaches.
- ✓ Months prior to the trip, meet with the other team leaders and interested faculty and discuss possible projects and activities. Designate a point person for each project.
- ✓ Consider making a provisional schedule. Try to make sure that there are a variety of activities for brigade participation: clinical activities, public health projects, and home visits.
- ✓ For medical brigades, you should strongly consider including medical education for the Honduran staff in your brigade planning.

Working with Faculty and Leaders:

- ✓ Be confident – act like you know what is happening, and ask for help from your Honduran staff leader when necessary.
- ✓ Encourage, facilitate, coordinate, problem-solve, and use humor.
- ✓ Listen well, communicate to the group often.
- ✓ Think 1-2 days ahead and frequently communicate plans and schedules with the group
- ✓ Give the group frequent reminders about working together as a group.

Packing:

- ✓ Inform brigade members about what supplies they will be bringing with them and how much space they have for their own packing.
- ✓ Designate an area to collect supplies before packing.
- ✓ Download and print the required customs letter STS website (click “Brigade Members and Travelers” at top of main page).
- ✓ Distribute bins to brigade members, clearly explaining that each is responsible for the bin assigned to him/her.
- ✓ Keep a list of what is packed in each bin, and who has each bin.

Organizing the group at the airport:

- ✓ Organize a head count and check when needed.
- ✓ Stick together as a group through the airports. Timing is often tight for the connections. Gather after exiting the plane, stick together until the gate.
- ✓ At the U.S. transfer airport, water and snacks may be purchased for the first few hours in Tegucigalpa.
- ✓ Inform everyone that they will need to complete customs forms on the plane, but there is no need to declare anything on the form.

Getting through customs:

- ✓ Plan for a few Spanish speakers to be at the front of the line at customs, explain about the brigade and donated medical supplies.
- ✓ Identify any missing luggage, check inventory lists, and put in a claim at the airport for any missing bags. Put the local Brigade Coordinator's cell phone number on the claim.
- ✓ If you allow anyone to carry your bags, you must tip them \$2-3
- ✓ As soon as the group is gathered outside of customs, move out into the main airport terminal and look for STS's personnel.
- ✓ Make sure everyone keeps their carry-on with them, and it contains everything they need for the next 24 hours. All checked bags may not be seen again until you reach Intibucá.

Once on the ground in Honduras:

- ✓ Count heads on the bus!
- ✓ Announce the schedule for the afternoon.
- ✓ About 2-3 hours to Siguatepeque, another hour to La Esperanza.
- ✓ Lunch in Siguatepeque (good grocery store, sells vanilla - good souvenirs).

First night in the hotel:

- ✓ Check with Honduran brigade coordinator about schedule/dinner.
- ✓ Work with Honduran brigade coordinator to assign hotel rooms.
- ✓ At dinner, discuss schedule for next morning (Breakfast, encourage walk through market, set time for bus).
- ✓ Remind all to keep passport and money with them at all times.

On the road into Intibucá you will pass:

- ✓ Pinares (good place for bathroom break, snacks, purchasing bags of coffee as a souvenir)
- ✓ Concepcion (one of STS's larger Child and Maternal Health clinics)
- ✓ Camasca (where MAHEC works)
- ✓ Long, unpaved road through the mountains to Santa Lucia, consider Dramamine!

Arrival at your site:

- ✓ Greet staff first, then discuss plan for unpacking, tours, sleeping quarters, schedule for afternoon.
- ✓ Be careful about which bins can be unpacked and which should be delivered to clinics, field clinic sites, etc. before unpacking.

- ✓ Formulate a schedule for first day on-site.

Orientation:

- ✓ Gather the group for clinic tour and orientation. Invite Honduran staff to participate.
- ✓ Introduction of all Honduran staff, brigade members, and translators
- ✓ Orientation to the government system and forms
- ✓ Orientation of translators

Services Available On-Site (Note: the following is bound to vary slightly by location):

- ✓ Each brigade member should be given a small mattress, towel and sheets. Pillows made not be available. Those wanting extra protection from bugs can bring a mosquito net (recommended).
- ✓ Our cleaning staff should clean the rooms periodically during the brigade. Please let the Brigade Coordinator know if this is not happening.
- ✓ In the larger clinics (Santa Lucia, Concepcion, or Camasca) bathrooms will be dorm-style with flush toilets and cold water.
- ✓ In more remote towns there will be “bucket-showers” (four walls with a large bucket of water) and latrines (use toilet, fill small bucket of water, pour to flush).
- ✓ Toilet paper should be available (let us know it is not) and other toiletries are available for purchase in town at most small shops (*pulperias*).
- ✓ Three meals daily will be provided, including a semi-heavy breakfast, simple lunch (since most brigades are in the field), and heavy dinner. Additionally, there will be filtered water and snacks available.
- ✓ Most towns will have small shops (*pulperias*) where snacks, juice, and soda can be purchased at minimal costs (\$0.25 - \$1)
- ✓ Since our sites are so close to El Salvador, people are likely to accept dollar bills. However, it would be better to change about \$20 (equals about L. 400) at the airport before arriving to make sure you are able to buy extra items you need and souvenirs. Please note that a L. 500 bill (about \$25) is considered a lot of money so you will need to make sure the shop owner can provide change before purchasing.
- ✓ Typically, one phone is available to make calls to the U.S. The cost is approximately \$0.50 for 15 minutes. Ask the Honduran Brigade Coordinator about purchasing a calling package.
- ✓ Internet is not available at most sites. If it is available, we ask that you restrict your use to emails only.

Work days:

- ✓ Post schedules each night for following day.
- ✓ Communicate frequently with the group about plans and working together.

Scheduling:

- ✓ Communicate each afternoon with the designated Honduran Staff regarding the following day's activities. Make sure to discuss transportation and lunch!
- ✓ When scheduling, make sure that each brigade member has a variety of experiences.

- ✓ Ensure that each team that goes out has a cell phone with phone numbers in case of emergency.

Maintaining Safety for brigade participants:

- ✓ No more than 6 brigade members in the back of a truck, it is preferable to fill up the cab of a truck, and then put people in the back of a truck.

Weekend:

- ✓ Plan something fun for the weekend (skit night, movie night, etc).
- ✓ Check with Honduran brigade coordinator about possibilities for hikes, waterfall, market, and other leisure activities.

Evening Discussions:

- ✓ See below for [discussion questions](#).
- ✓ Think about what to accomplish each evening when the group gathers, have a simple agenda, ask brigade members to share experiences from the day.
- ✓ Ask Honduran staff to participate by either presenting a topic or listening and contributing.
- ✓ Work with your faculty to prepare short nightly discussions following a brief case conference.
- ✓ Some brigade leaders prepare lectures ahead of time or ask members (1-2 people) to prepare topics: common medications used in Honduras, cultural beliefs about health and illness in Honduras, how to work with interpreters, common illnesses seen at the sites, and dengue.

Heading Out:

- ✓ While we ask that you have your group tidy up their living space, it is not necessary to do any major cleaning since our cleaning staff will cover this.
- ✓ If you have items to donate (clothes, bug repellent, mosquito nets, etc.), please give them directly to the Honduran Brigade Coordinator.

Giving Tips:

- ✓ Please tip \$2-3 if you allow someone to help with your bags at the airport.
- ✓ You are in no way required to tip those helping during your brigade (cooks, translators, cleaning staff, etc.). However, if you feel inclined to tip please note that \$5/person would be a very generous amount for any one person to tip.
- ✓ If desired, tips can be collected as a group on the last day and given as a gift to the head cook who will then distribute to those who have helped her.

Good Bye Party (*Despedida*):

- ✓ Work with the Honduran staff to perhaps organize a dinner and dance or other event with the local committee on the last night of the brigade. This is a good time to thank your cooks and staff. (Small gifts are always appreciated.)

Extra Items for Medical Brigades

Call Schedule (for medical brigades):

- ✓ All medical and nursing personnel on the brigade should take call responsibilities. Consider making a call schedule up before arrival. Decide on times for beginning and ending call. Decide who will cover emergencies during lunch.
- ✓ Schedule one nursing student, one medical student, one resident and one attending to take call. If there are internal medicine or pediatric residents or attendings, consider adding back up.
- ✓ One Honduran based physician will be on call, but just as back up as needed.
- ✓ Consider giving the post-call team a lighter schedule the following day, usually in clinic or off.

Organizing the field clinic (for medical brigades):

- ✓ It takes roughly 8-10 persons to run a small field clinic, more if the village is very large. Size should be determined based on estimates of how many persons will attend the clinic (which our Honduran partners can help to assess in advance).
- ✓ Delegation needs to be well thought out. Better not to have a first time traveler or cautious person in charge alone. Usually better to have a technical person and a logistics person. Meet ahead of time. Make others experts like you!

Discussion Questions for Evening Discussions

During your time in Honduras many questions will emerge about the country, healthcare system, and culture. Additionally you may ask yourself about how your experience compares to life in the United States. In order to get the most out of this experience, it is important to ask as many questions as possible and to share your thoughts within your brigade group. Ideally each brigade will spend time in the evenings reflecting over these important topics. The following is a collection of commonly discussed themes:

About Honduras...

1. What have you noticed that is special about Honduran culture that we may not have in the United States? What are some of the culture's strengths? Weaknesses? How can we leverage the community's strengths for positive change?
2. Knowing that with development (i.e. roads, communication technologies, etc.) comes additional crime and violence, is it worth it for these communities to have increased access to health and education services? What can be done to prevent some of the negative effects of development?
3. Technically healthcare is provided free of charge to all Hondurans, effectively achieving a version of *universal healthcare*. Are there any hidden costs within Honduras' system? What type of disparities may develop within this system? What other issues exist? Why does the private system exist if everyone is given free access to the public system? How does this compare to the United States?
4. How does the multi-level referral model (health workers → health outposts → larger clinics → emergency clinics → regional & national hospitals) differ from that of the United States? Is it

more or less effective to deal with minor issues at the community level? Is this easier or difficult to understand and navigate?

5. How does the medical training compare to that of the United States? Is there a similar draw to specialize and does the country have enough specialists?
6. The Ministry of Health decision to contract out health services to STS is part of a global initiative to decentralize healthcare. What are some of the pros and cons of this model (think of providers proximity to clients, the effect on control over policies and procedures, limits on local services available)?

About the Brigade Experience...

1. What is one important thing you learned today (or during your time in Honduras)?
2. What is one challenge that you encountered today and how did you overcome it?
3. How do language and cultural barriers affect your ability to deliver quality care? Are there other forms of communication you are using? Do you find yourself doing your work differently?
4. Compared to your clinical experiences in the United States, what is different about how patients are cared for in Honduras? Are there things that are better than in the United States? Worse?
5. How do the types of illnesses you have experienced here compare to those you have experienced in the United States? Which do you believe are the most challenging to this country? Which do they manage well?
6. Has there been sufficient supplies and medication during your trip? What about certain equipment or lab tests? How has this affected your ability to deliver quality care?

About Shoulder to Shoulder...

1. What are the benefits and disadvantages that accompany the organization's formal contract and association with the Ministry of Health (financial, political, regulatory, etc.)? Do you think the benefits outweigh the costs? Why is it important to partner with the local government? Are there situations where this is not the preferred option nor even possible?
2. Can you think of additional ways that brigades can incorporate themselves into STS's health programming?
3. What basic issues is the organization addressing? What are they missing? Are there other programs that you think may be good to implement?
4. In a world where funds are often limited, what are creative ways that organizations like STS can raise funds to support their mission? Are there local opportunities?

Please contact Paul and Laura (paulandlaura@shouldertoshoulder.org) if you have any additional questions about Coordinating a Brigade with Shoulder to Shoulder.

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