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2012 ANNUAL REPORT





NYAYA
(‘knee-eye-uh’)

**The Sanskrit-based
word nyaya means
‘justice in action’—
it’s perhaps a shorter
and more elegant
term for global health
delivery.**

—Dr. Paul Farmer, Partners In Health

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DEAR FRIENDS,

2012 was a year of important milestones.

Together we moved \$1 million to our work for the first time. We built the first microbiology laboratory for over 2.2 million people. We launched a transformative and new way of funding care for the world's poorest by being the first to crowdfund medical care in partnership with Watsi.

Most importantly, together we treated our 100,000th patient.

In an organization committed to putting the dignity and opportunity of our patients first, it is this milestone that stirs the most reflection at the end of a year. To us, it's a paradoxical figure that represents both rapid growth and humble beginnings.

For we know these early years represent only a small fraction of the commitment we share with you to build the partnerships, infrastructure, human resources, data, and belief required to realize the right to health for the poor around the world.

Thank you for your partnership. There are many more milestones ahead as a result.

With gratitude,

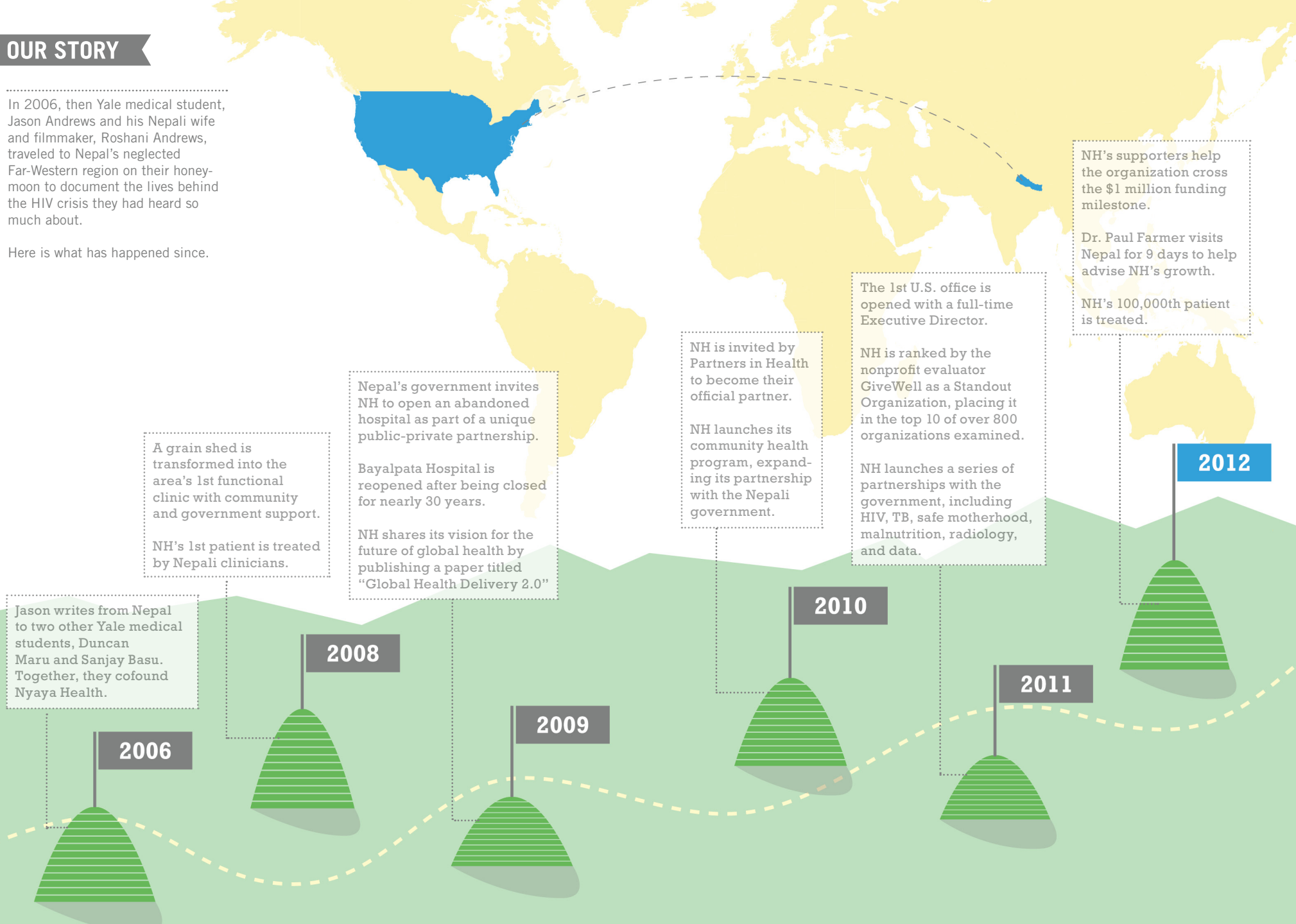
Mark

Mark Arnoldy
Executive Director
e | mark@nyayahealth.org
t | @markarnoldy

OUR STORY

In 2006, then Yale medical student, Jason Andrews and his Nepali wife and filmmaker, Roshani Andrews, traveled to Nepal's neglected Far-Western region on their honeymoon to document the lives behind the HIV crisis they had heard so much about.

Here is what has happened since.



OUR CULTURAL DNA

OUR CULTURAL DNA IS A SET OF CONVICTIONS THAT DEFINE US AS A TEAM. THIS LIST IS THE RESULT OF WHAT HAPPENS WHEN YOU COLLIDE THE CARE AND CONCERN OF A GLOBAL HEALTH CLINICIAN WITH THE INSATIABLE DRIVE TOWARDS EFFICIENCY AND SCALE OF A TECHNOLOGY ENTREPRENEUR.

1 Put our patients first

Not our own egos—the dignity and opportunity of our patients is far more important.

2 Good ideas and intentions ≠ good enough

We celebrate the results of well-designed implementation, not merely ideas and intentions.

3 Be transparent until it hurts

Doing so is an accountability guarantee against our own human frailties, and it is a way to shift a shamefully substandard global paradigm.

4 Efficiency = a moral must

Being a 'nonprofit' (we prefer 'for-purpose') doesn't destine us for slowness or waste. We're out to prove that purpose can triumph over profit by constantly pushing towards greater efficiency with entrepreneurial tenacity.

5 Think BIG

Lions can catch, kill, and eat mice, but they will die doing so because it's a calorie negative endeavor. So instead they hunt antelopes.

Like lions, we can't afford to hunt mice.

6 Build simple

That's it.

7 Challenge convention

Especially the conventional thinking and way of acting that keeps the poor without health care. Leapfrog in thought and action.

8 Barriers → opportunities

Turn barriers into opportunities. The lens of possibility is desperately needed.

9 Great design → dignity

Everything we build, from a hospital to a business card, is a metaphor for the dignity of the communities we work in.

Good design isn't a luxury—it's a powerful and real priority.

10 Smile + support

This work is hard enough without creating problems for ourselves. We value those we work with, find joy in what we do, celebrate progress, and smile...a lot.



262

babies delivered
(45% increase)



19,247

CHW-patient encounters
(no comparison data)



34,414

patients treated
(5% increase)



30

community leaders signed
a document requesting
more government funding



861,449

people reached in
2 weeks to win 8th of
7,000 organizations in the
Chase Giving Contest



\$35,000

invested from Nepal's
government for the
3rd year in a row



107%

growth in Nepali staff



100%

facilities tiled



200%

increase in solar power

WE ACCOMPLISHED MORE TO ADVANCE
HEALTH CARE FOR THE RURAL POOR IN
NEPAL IN 2012 THAN EVER BEFORE.



1st microbiology

laboratory opened for over 2.2 million people



1st partner

of the patient-crowdfunding platform Watsi



1st trip to Nepal

by renowned global health doctor Paul Farmer

“We are committed to serving the poorest of the poor. We are committed to working extra hard to ensure health care for every last person here that needs it.

—Dr. Duncan Maru, Cofounder,
Nyaya Health



“It is a model with all the right pieces—it reaches the poorest, government resources are leveraged, and data and transparency are used to prove that results demand more investment.

—Governor Howard Dean, M.D.

GOVERNMENT PARTNERSHIP



We partner with Nepal's government at all tiers of health infrastructure—hospitals, clinics, and community health workers—to deliver comprehensive health care aligned with national health care plans.

NEPALI STAFF



To us, long-term durability is found in employing and training local health care providers and non-clinical staff. Our staff is 98% Nepali, and we are one of the largest employers in a region of 2.2 million people.

TOOLS OF TRANSPARENCY



We use powerful tools of transparency layered on top of government systems of management, accounting, and reporting to open our work to the public and make the case for further government investment.

OUR PROGRAMS

Programs are designed so that every last patient, regardless of their condition, can access the care they need. We work at all tiers of Nepal's health system—hospitals, clinics, and community health workers—to deliver comprehensive care.

PROGRAMS



HOSPITAL BASE

Build a hospital as a rural hub of clinical and operational excellence.



COMMUNITY HEALTH POST

Deliver primary care at clinics and develop infrastructure to connect to the hub.

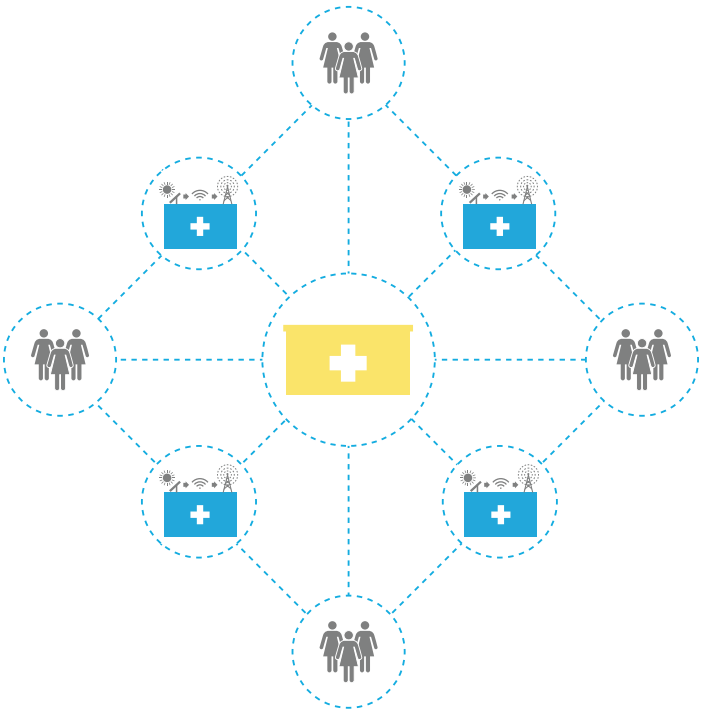


COMMUNITY HEALTH WORKER

Use Community Health Workers for referral, follow-up, training, and disease surveillance.



HUB + SPOKE MODEL



BAYALPATA HOSPITAL



Bayalpata Hospital acts as the hub of Nyaya Health's operations in Far-Western Nepal. It is home to over 58 Nepali staff members from the clinical, administrative, and community health teams.



Bayalpata Hospital was built in 1979, but remained largely abandoned for roughly 30 years before Nyaya Health was invited by the Nepali Government to renovate, operate, and manage the hospital through a unique public-private partnership.

This year, we celebrated our 3rd year anniversary at Bayalpata Hospital by launching a surgical center and microbiology laboratory—two key steps forward for the facility to become a rural teaching hospital that will serve as a training base for Nepal's rural health care leadership.



34,414

patients treated



100%

power from 66 solar panels



58,435

laboratory tests performed



1st

microbiology laboratory for 2.2 million people



3,862

x-rays examined

COMMUNITY HEALTH



Community Health Workers perform a “mass education campaign” to hundreds in a village community on water, sanitation, and hygiene.

Nyaya Health's Community Health Workers accompany patients across the emotional, educational, and literal distance to health in irreplaceable ways.

Since its beginnings in 2010, the Community Health Program has grown to become a program made up of 93 women in 9 communities who oversee the health of approximately 22,500 people.

Built in formal partnership with the Nepali Government, the Community Health Program enhances the existing Female Community Health Volunteers program in a set of strategic ways by adding female management support, providing performance-based payments, and improving training so women can be effective leaders in referral, follow-up, disease surveillance and educating their communities.



19,247

patient encounters



2

new village communities



20

new Community Health Workers



1st

crowdfunding partnership for rural referral care



LAUNCH

of partnership with Medic Mobile

GLOBAL BOARDS

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UCSF School of Medicine

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Harvard Medical School

Dan Schwarz, MD, MPH
Harvard Medical School

Duncan Maru, MD, PhD
Harvard Medical School

Jeff Kaplan
Deerfield Management

Bruce Payne
The Shelley and Donald
Rubin Foundation

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Partners in Health

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A Child's Right

Jhapat Thapa, MBBS
SUNY Upstate Medical University

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Sherin and Lodgen LLP

Ruma Rajbhandari, MD, MPH
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Dr. Sanjay Basu MD, PhD
UCSF Department of Medicine

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Vice-President

Bhumika Piya
Treasurer

Bijay Acharya, MD
Secretary

Elen Shrestha
Member

Suraj Gurung
Member

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UN and UNICEF

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Institute of Medicine

Dr. Prativa Pandey
CIWEC Clinici

Birendra Bahadur Basnet
Buddha Air

Shushmita Malla
GIZ

Nyaya Health is a U.S.-based 501c3 organization that partners with a sister Nepali-registered non-governmental organization by the same name. Thus the organization is governed by both a pair of global and local Boards. This structure allows us to receive organizational support from experienced professionals at multiple levels across the organization.

GLOBAL TEAM

OUR GLOBAL TEAM IS LEAN IN COST,
BUT NOT IN COMMITMENT.

4

FULL-TIME TEAM
MEMBERS

12

VOLUNTEER SUPPORT
STAFF

2

PARTNERSHIPS FOR PRO-BONO
LEGAL & FINANCIAL WORK

5

GLOBAL TEAM
MEMBERS

NEPAL TEAM

WE INVEST HEAVILY IN LOCAL LEADERS TO
BUILD A DURABLE SYSTEM OF HEALTH CARE.
IN 2012, OUR NEPALI STAFF GREW BY 60%.

160

NEPALI TEAM MEMBERS

93

COMMUNITY HEALTH WORKERS

9

COMMUNITY HEALTH
WORKER LEADERS

58

HOSPITAL-BASED CLINICAL
& ADMINISTRATIVE STAFF

GLOBAL

FUNDING

Borgny Ween & Knut Skyberg
Cents of Relief
Deerfield Foundation
Elmo Foundation
EquityEditors Association
Google Matching Gifts
Greatergood.org
Help Nepal Network
The Hollies
MEMC Foundation
Nick Simons Foundation
Nuru Project
One Day's Wages
Philanthroper
Plato Malozemoff Foundation
Pro Victimis Foundation
Prusoff Foundation
T & J Meyer Family Foundation
The Shelley and Donald Rubin Foundation
Walk for Nepal
Watsi

IN-KIND

Abbott Laboratories
Capilevitz & Canter, LLC
Google Adwords
in3corp
Insource Services
The Management Center
NTEN
PBworks
QBC Diagnostics
Quidel Corporation
Salesforce Foundation
Sherin & Lodgen
Skydda
Sun Edison
Suzanne Wallen
TEDMED
unbounce.com
UpToDate
World Scopes

INSTITUTIONAL

Alpert Medical School at Brown University
Board Fellows Program
Brigham and Women's Hospital
Center for Surgery and Public Health
Children's Hospital of Boston
GHD Online
The Giving Common of the Boston Foundation
Globemed at Tufts University
Gradian Health Systems
Harvard Business School
Massachusetts General Hospital
Medic Mobile
Non-Resident Nepali Association USA
Norwegian Medical Association
Partners in Health
Partners Healthcare
The Praxis Network
Still Harbor
Tufts University MD/MPH
Yale University

NEPAL

FUNDING

ChangeFusion Nepal
Daya Foundation
Deerwalk Institute of Technology
Youth for Nepal

IN-KIND

Buddha Air
CIWEC Clinic
Dhulikhel Hospital
District Health Office, Achham
Indian Embassy

INSTITUTIONAL

The Alternative Energy Promotion Center
America Nepal Medical Foundation
CIM Program at GIZ
Dhulikhel Hospital
Gangotri Rural Development Forum
Geta Eye Hospital
Gham Power
National Center for AIDS and STD Control
Nepal Ministry of Health and Population (MOHP)
Nepalgunj Medical College
Patan Academy of Health Sciences
TEAM Hospital

Partnership is a core component of our operating philosophy, and thus our team is constantly at work building partnerships globally and within Nepal to bring care to more patients. Thank you to the individuals and organizations that partnered with us in 2012.



In 2012, Nyaya Health partnered with Watsi to be the first in the world to crowdfund medical care for patients living in last mile communities.

Through this partnership, we identify patients requiring complex care unavailable in rural Nepal, tell their story online with fully transparent costs of care, and donors from around the world collectively can directly fund care with investments of as little as \$5.

After seeing this model transform the lives of patients like Priyanka, we are working to scale-up crowdfunding partnerships to ensure that every patient—no matter the complexity of their care—will get treatment.

[Learn more at: watsi.org](https://watsi.org)

12-year-old Priyanka had been unable to use her right hand for over 11 years due to a burn that tightened her skin, restricting usage. But 24 donors from around the world changed that in 3 days. Just 25 days after her profile was funded on Watsi, she received a life-changing surgery that has loosened the skin in her hand, providing the opportunity to pursue her dreams.



“Only when the members slow down and look up from the constant barrage of e-mails do they allow themselves to be a bit impressed with their work. They’ve turned an abandoned hospital in a small corner of the world into a house of healing and justice.

—Yale Medicine Magazine

NYAYAHEALTH.COM



launched our new website

FACEBOOK.COM/NYAYAHEALTH

11,427*

likes

972%

growth since 2011

1,044,487

total of unique views

TWITTER.COM/NYAYAHEALTH

1,071

twitter followers

121%

growth since 2011

Nick Kristof

favorite tweet about us

* growth occurred in September

Featured in:

yale medicine

Times

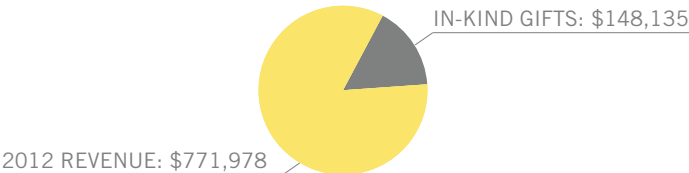
FREAKONOMICS
THE HIDDEN SIDE OF EVERYTHING

globalpost

Nyaya Health's Fiscal Year 2012:
August 1, 2011—July 31, 2012



FOUNDATIONS AND PARTNERS	\$383,381	(49%)
INDIVIDUALS	\$271,844	(35%)
CORPORATE PARTNERS	\$81,752	(11%)
NEPALI GOVERNMENT	\$35,000	(5%)
TOTAL	\$771,978	

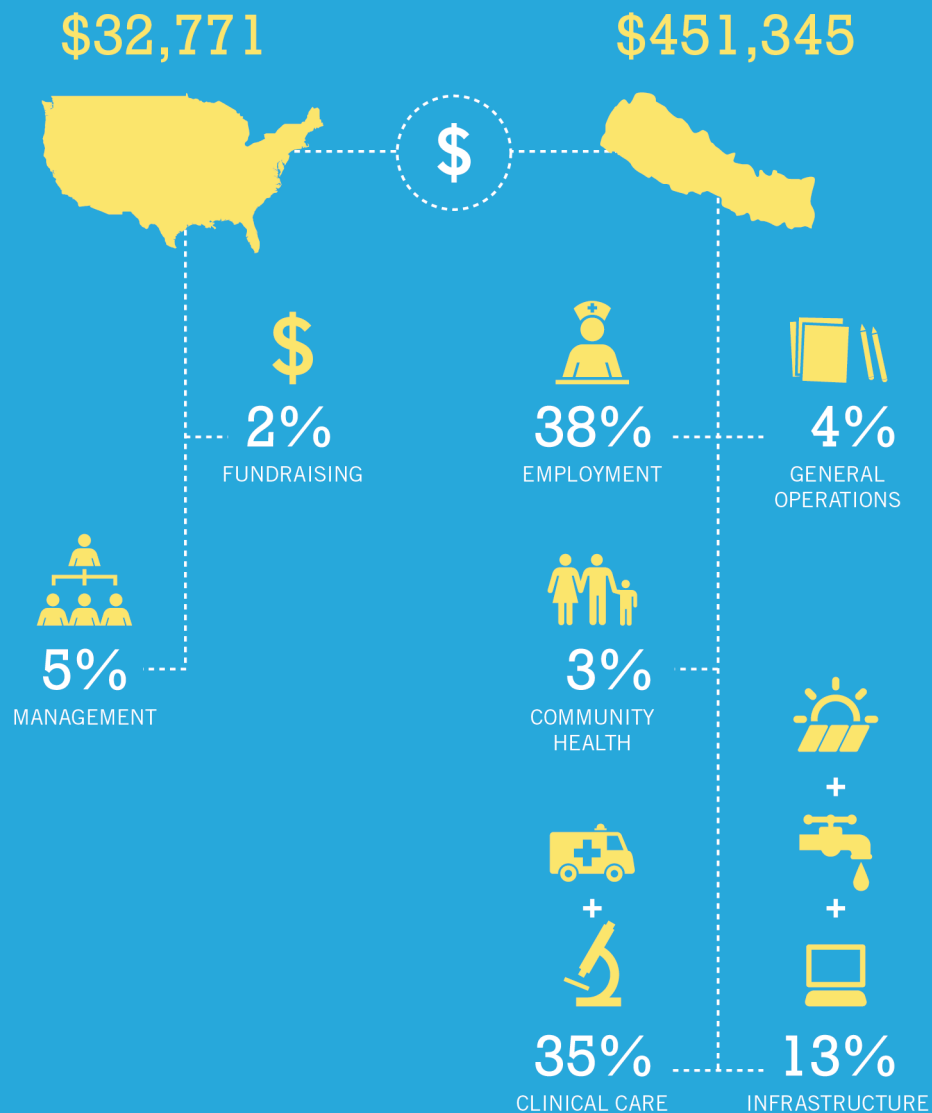


NEPAL PROGRAMS	\$451,345	(93%)
MANAGEMENT AND ADMINISTRATION	\$23,114	(5%)
FUNDRAISING	\$9,657	(2%)
TOTAL	\$484,116	

Full financials available at www.nyayahealth.org

Starting January 1, 2012, the Nyaya Health team made a commitment to fund its organizational growth in the U.S. separately via special donors, in-kind gifts, and volunteers to guarantee that 100% of general donations go directly to work in Nepal.

THANK YOU



Aaron Arnoldy · Aarti Bhatt · Abhay Aher · Abnita Munankarmy · Adam R. Hoffman · Aiden · AJ Sonkin · Alana Murphy · Alexander Diaz de Villalvilla · Alexander Gomez · Alexandra Davidson · Ambalika Mukherjee · Amina Tawasil · Amy Willis · Amy Yang · Andrew & Barbara Aaron · Andrew J. Adelmann · Andrew McClellan · Andrew Menan · Andrew Schran · Andriy Osonenko · Andy Pozzoni · Angela Xu · Angelica Ramdhari · Angelo Tomedi · Anil Bhattarai · Ann D. Woodward · Anna Rene Rasul · Anne Nuija Shrestha · Anne Richmond · Anusha Sthanunathan · Anushay Mistry · Ari & Jessica Beckerman Johnson · Ariana Jostad-Laswell · Arlene Gunter · Arpan A. Jhaveri · Arun Shrestha · Ashma Shrestha · Azhar Sukri · Barb Brown · Becky Arnoldy · Ben Bergmann · Benjamin J. 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