IT NO LONGER HURTS TO WRITE
This year has been one in which we've raised the bar by investing in building a comprehensive health care system that delivers high-quality, low-cost care for the world's poorest.

Since we began in 2008, we've been working to build our first “district health care unit”. It's a hub and spoke model built on top of the government’s existing infrastructure in which our team delivers health care at a hospital, network of clinics, and via community health workers. The unit directly serves a region of just under 300,000 people, and our catchment for referral services extends beyond 1.2 million.

In spite of our growth, we often still faced the uncomfortable situation in which a patient would arrive at our doorsteps needing a treatment that was out of reach, either physically or financially. Remember, our patients live 36 hours one-way by bus from the capital of Kathmandu, and they make an average of less than $200 per year.

But 2013 was a year in which we created an innovative solution to this problem. In partnership with several organizations, we built the first crowdfunded referral network in the world. Now when patients need referral for complex care outside of our rural health care unit, we get permission to tell their story on a website, and then anyone can crowdfund their care with investments of as little as $10.

This innovation has pushed us towards the most comprehensive health care system you could imagine in a setting like ours. And it has transformed lives like that of 12-year-old Priyanka, who you see on our cover. At age 1, she fell into a fire. For 11 years she couldn’t use her right hand due to a burn that tightened her skin. We put her story online, and 24 people from around the world funded her life-changing surgery in 3 days. Now she’s literally re-writing her future—studying to become a teacher.

It’s one of many transformative stories that have emerged since we built this new crowdfunded referral network. And the launch of this 2013 Annual Report corresponds to the launch of a new site we’ve built to bring these stories and the opportunity to transform lives directly to the world—www.crowdfundhealth.org.

As you receive this report, please also make sure to visit www.crowdfundhealth.org to experience this new model.

Thank you for your investments of time, energy, and funding. Your partnership gives us the hard-edged hope we need to stretch the definition of what’s possible.

With gratitude,

Mark

p.s. Our team wanted to extend a special thanks to the team at Sappi Ideas that Matter for the award that has allowed us to print this Annual Report and build the www.crowdfundhealth.org campaign for the world to see.
Right to Health
More Than Words
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 Story

The 1st U.S. office is opened with a full-time Executive Director.

NH is ranked by the nonprofit evaluator GiveWell as a Standout Organization, placing it in the top 10 of over 800 organizations examined.

NH launches a series of partnerships with the government, including HIV, TB, safe motherhood, malnutrition, radiology, and data.

NH’s supporters help the organization cross the $1 million fund milestone.

Dr. Paul Farmer visits Nepal for 9 days to help advise NH’s growth.

NH’s 100,000th patient is treated.

NH launches crowdfunding model for global health with partners Watsi and Kangu.

NH signs agreement to expand to 6 government clinics.

Bayalpata Hospital named “Best Hospital in Nepal”

Nepal’s government invites NH to open an abandoned hospital as part of a unique public-private partnership.

Bayalpata Hospital is reopened after being closed for nearly 30 years.

NH shares its vision for the future of global health by publishing a paper titled “Global Health Delivery 2.0”

NH is invited by Partners in Health to become their official partner.

NH launches its community health program, expanding its partnership with the Nepali government.

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NH signs agreement to expand to 6 government clinics.

Bayalpata Hospital named “Best Hospital in Nepal”

A grain shed is transformed into the area’s 1st functional clinic with community and government support.

NH’s 1st patient is treated by Nepali clinicians.

Jason writes from Nepal to two other Yale medical students, Duncan Maru and Sanjay Basu. Together, they co-founded Nyaya Health.

2006

2008

2009

2010

2011

2012

2013
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.

**OUR MODEL**

**COMPREHENSIVE + INTEGRATED**
We’ve built a hub and spoke model within existing infrastructure at hospitals, clinics, and with community health workers that allows us to deliver comprehensive care aligned with national priorities.

**GOVERNMENT INVESTMENT**
We operate in a public-private partnership where the government is investing cash, in-kind support, and allowing us to leverage existing health care infrastructure.

**TOOLS OF TRANSPARENCY**
We layer simple, effective tools of transparency on top of government systems of management, accounting, and reporting to open our work to the public and catalyze further government investment.

**HUB + SPOKE MODEL**
Programs are designed so that every patient 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.

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

**CLINIC**
Deliver primary care and develop infrastructure to connect to the hub.

**COMMUNITY HEALTH WORKER**
Use CHWs for referral, follow-up, training, and disease surveillance.
Put our patients first
Not our own egos—the dignity and opportunity of our patients is far more important.

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

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.

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.

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.

Build simple
That’s it.

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

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

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.

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.

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.
Bayalpata Hospital has served as our hub for clinical care and organizational operations since 2009. Built in 1979, this facility was abandoned for 30 years before Nyaya Health was invited to operate and manage it.

Clinics allow quality primary care and safe delivery services to be provided closer to home. In 2013, our team launched a public-private partnership to transform 6 poorly performing government clinics into high-quality birthing centers.

Community Health Workers are a critical part of the health care system at the household level, providing services in referral, follow-up, training, and disease surveillance.

No matter how great a rural health care system is, referral care is needed for complex treatments. We’ve built a system where anyone from around the world can directly fund a patient’s referral care, and we ensure they reach their referral center to get the care they need.
WE ACCOMPLISHED MORE TO ADVANCE HEALTH CARE FOR THE RURAL POOR IN NEPAL IN 2013 THAN EVER BEFORE.

**IMPACT 2013***

* Increase from last year

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients treated</td>
<td>44,366</td>
<td>(41% increase)</td>
</tr>
<tr>
<td>CHW-patient encounters</td>
<td>21,190</td>
<td>(21% increase)</td>
</tr>
<tr>
<td>Babies delivered</td>
<td>320</td>
<td>(18% increase)</td>
</tr>
<tr>
<td>Crowdfunded treatments</td>
<td>68</td>
<td>Watsi</td>
</tr>
<tr>
<td>Crowdfunded safe births</td>
<td>35</td>
<td>Kangu.org</td>
</tr>
<tr>
<td>$42,000 awarded</td>
<td>$42,000</td>
<td>Sappi Ideas That Matter Award</td>
</tr>
</tbody>
</table>

**2013 FIRSTS**

- Launched safe birth crowdfunding partnership with Kangu.org
- Delivered 1st c-section at Bayalpata Hospital
- Given award as “Best Hospital in Nepal”
- 1st government agreement to enter 6 clinics in Nepal

Lalita, Community Health Worker Leader
WE BELIEVE ANY ORGANIZATION LOOKING TO DELIVER HEALTH CARE TO THE POOREST NEEDS TO BUILD A DURABLE FINANCIAL MODEL BY DIVERSIFYING THEIR REVENUE. IN 2013, WE FUNDED OUR WORK THROUGH A COMBINATION OF NEPALI GOVERNMENT INVESTMENT, INDIVIDUAL AND ORGANIZATIONAL PHILANTHROPY, RESEARCH FUNDING, CROWDFUNDING, AND IN-KIND SUPPORT.

**FINANCES**

"Top 1% of over 800 organizations"—GiveWell

"Top 10 most effective charities" —Peter Singer, *The Life You Can Save*

Nyaya Health is a GuideStar Gold!

"Demonstrating its commitment to transparency."—GuideStar

**AUGUST 1, 2012–JULY 31, 2013**

<table>
<thead>
<tr>
<th>Source of Revenue</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations + Partner Organizations</td>
<td>$867,410</td>
<td>69%</td>
</tr>
<tr>
<td>Individual Gifts</td>
<td>$230,734</td>
<td>18%</td>
</tr>
<tr>
<td>Corporate Gifts</td>
<td>$126,046</td>
<td>10%</td>
</tr>
<tr>
<td>Nepali Government</td>
<td>$35,000</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,259,190</strong></td>
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</tr>
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</table>

**2013 REVENUE**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
<td>$715,695</td>
<td>81%</td>
</tr>
<tr>
<td>Management + Administration</td>
<td>$92,186</td>
<td>11%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$70,631</td>
<td>8%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$878,512</strong></td>
<td></td>
</tr>
</tbody>
</table>

**2013 EXPENDITURES**

*This financial overview represents the combined unaudited financials for the U.S. 501c3 and Nepal-based NGO. Audited financials will be available for each entity on our website as soon as the audits are completed.*
They are focused on proving their effectiveness. They call themselves a “for-impact” organization rather than a non-profit.”

— The Christian Science Monitor

CAMPAIGNS

Launched 1st Mother’s Day campaign to crowdfund safe births with Kangu.org

FACEBOOK.COM/NYAYAHEALTH

14,515 likes
1,054% growth since 2012

TWITTER | @NYAYAHEALTH

1,665 twitter followers
55% growth since 2012

FEATURED IN

The New York Times
PARTNERS

FUNDING

5 Pound Apparel
American Nepal Medical Foundation
Bluhm Helfand Social Innovation Fellowship
Bright Funds
Child Health Foundation
Cordes Foundation
Deerfield Foundation
Elmo Foundation
Empower Nepal Foundation
Freshleaf Foundation
Grand Challenges Canada
Greatergood.org
J. P. Morgan Chase Bank
MEMC Foundation
Nepal Ministry of Health and Population
Nick Simons Foundation
One Day’s Wages
Pro Victims Foundation
Radfall Charitable Trust
Rotary International
RYOT News
Sappi Ideas That Matter
T & J Meyer Family Foundation
The Good Works Institute, Inc
The New York Community Trust
The Pleasants Fund
The Shelley and Donald Rubin Foundation
The Thrasher Research Administration Fund
Walk for Nepal
Weyerhaeuser Family Foundation
William H. Prusoff Foundation
Yale Philanthropy in Action

CROWDFUNDING

Kangu
Watsi
Samahope

IN-KIND

Abbot Laboratories
Borgny Ween & Knut Skyberg
Buddha Air
CIWEC Clinic
Copilevitz & Canter, LLC
Dear World
Dhulikhel Hospital
D-Rev
Google
IdeaPaint
in3Corp
Insorce Services, Inc.
Laughing Moon Chocolate
PB Works
QBC Diagnostics
Quidel Corporation
Salesforce Foundation
Sherin & Lodgen
Sun Edison
SunBridge Solar
The Dettree
The Indian Embassy in Kathmandu
United Airlines

INSTITUTIONAL

Asana
Brigham and Women’s Hospital
Camino PR
Children’s Hospital Boston
GlobeMed
GlobeMed at Tufts University
Harvard Division of Global Health Equity
Medic Mobile
Nepalgunj Medical College
Non-Resident Nepali Association
USA
Partners Healthcare
Partners In Health
Sedecal
The Praxis Network

Stephen, Country Director
Nyaya Health is a U.S.-based 501c3 organization that partners with a sister Nepali-registered non-governmental organization by the same name, and thus the organization is governed by both a global and local pair of Boards. This structure allows us to receive direct government investment within Nepal.

### Full-Time Team Members

**Nepali Team**

- **160** Nepali Team Members
- **102** Community Health Workers
- **58** Hospital-Based Clinical and Administrative Staff

**Global Team**

- **8** Full-Time Team Members
- **10** Unpaid Support Staff
- **2** Partnerships for Pro-Bono Work

#### Board of Directors

- Muna Bhanji
- Jeff Kaplan
- Duncan Maru, MD, PhD
- Bruce Payne

- Paul Farmer, MD, PhD
- Adam Braun
- Eric Stowe
- John Cary
- Bijay Acharya, MD
- Chhitij Bashyal, MPA
- Jhapat Thapa, MBBS
- Josh Bowman, JD
- Ruma Rajbhandari, MD, MPH
- Sanjay Basu, MD, PhD
- Ryan Schwarz, MD, MBA
- Jason Andrews, MD, SM, DTM&H
- Dan Schwarz, MD, MPH
- Bibhav Acharya, MD

#### Board of Advisors

- Kul Chandra Gauta
- Dr. Madan Upadhyay
- Dr. Prativa Pandey
- Birendra Bahadur Basnet
- Shushmita Malla

- Bishnu Acharya
- Ashwata Pokhrel, MPH
- Bijay Acharya, MD
- Bhumika Piya
- Elen Shrestha
- Suraj Gurung
- Suraj Vaidya
- Dr. Aruna Uprety
- Dr. Saroj Dhital

- Kui Chandra Gauta
- Dr. Madan Upadhyay
- Dr. Prativa Pandey
- Birendra Bahadur Basnet
- Shushmita Malla

#### Global Staff

- **8** Full-Time Team Members
- **10** Unpaid Support Staff
- **2** Partnerships for Pro-Bono Work

#### Nepal Staff

- **160** Nepali Team Members
- **102** Community Health Workers
- **58** Hospital-Based Clinical and Administrative Staff

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*Better Nursing Care*

Sangita, Auxiliary Nurse Midwife