

2013 ANNUAL REPORT



THIS IS NOT YOUR TYPICAL ANNUAL REPORT.

IT'S A COLLECTION OF PORTRAITS,
AND A STATEMENT ABOUT HOW
OUR TEAM IS REDEFINING WHAT'S
POSSIBLE IN GLOBAL HEALTH.

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's 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.

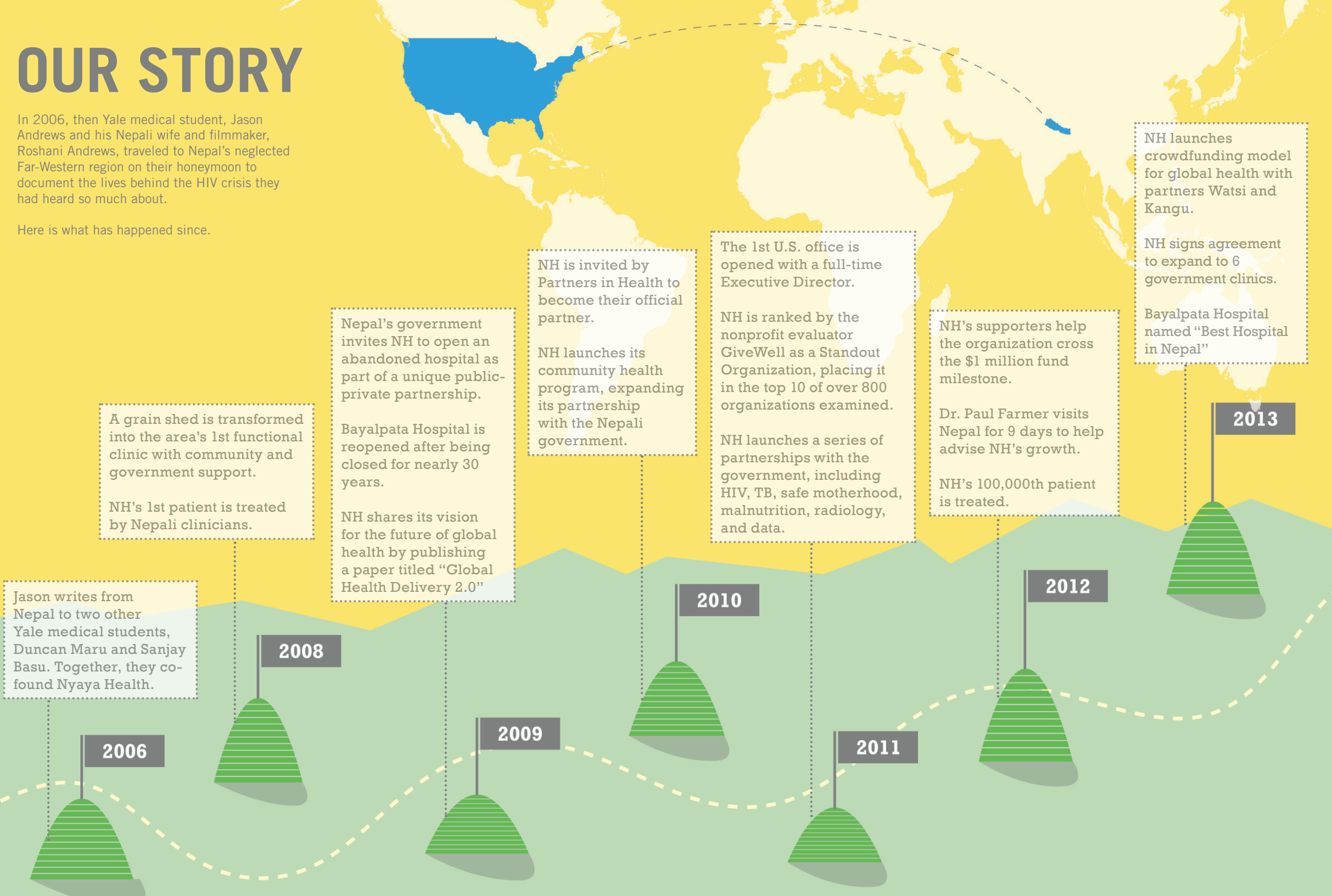


Manoj, Microbiologist Consultant
(Cover: Priyanka, Student)

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.





Sami, Director of Community Health

OUR MODEL

“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.

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.



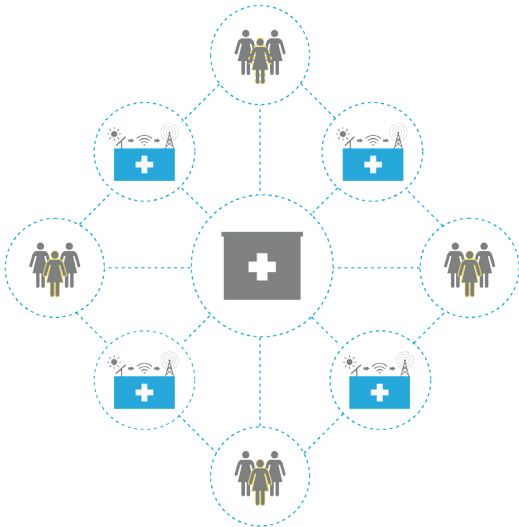
CLINIC

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



COMMUNITY HEALTH WORKER

Use CHWs for referral, follow-up, training, and disease surveillance.





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.



Deependra, Doctor

DELIVERY MODEL

WE'VE BUILT A HEALTH CARE DELIVERY MODEL BY INTEGRATING HOSPITALS, CLINICS, COMMUNITY HEALTH WORKERS, AND A CROWD-FUNDED REFERRAL NETWORK. THIS MODEL ALLOWS US TO DELIVER COMPREHENSIVE HEALTH CARE ALIGNED WITH NATIONAL PRIORITIES.

BAYALPATA HOSPITAL

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.

#1

Voted Best Hospital in Nepal

44,366

patients treated

CLINICS

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.

6

existing clinics will be supported

45,313

people will have access to improved services

COMMUNITY HEALTH WORKERS

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.

21,190

encounters between CHWs and patients

102

women employed in the CHW program

CROWDFUNDED REFERRAL NETWORK

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.

68

referral patients enrolled for complex treatments

7

new partnerships formed with urban hospitals

IMPACT 2013*

* Increase from last year



44,366

Patients treated
(41% increase)



21,190

CHW-patient encounters
(21% increase)



320

Babies delivered
(18% increase)



68

68 crowdfunded
treatments via Watsi



35

35 crowdfunded safe
births via Kangu



\$42,000

\$42,000 awarded via the Sappi
Ideas That Matter Award to
promote crowdfunding model

2013 FIRSTS

WE ACCOMPLISHED MORE TO ADVANCE HEALTH CARE FOR THE RURAL POOR IN NEPAL IN 2013 THAN EVER BEFORE.



Launched safe
birth crowdfunding
partnership with
Kangu.org



Delivered 1st
c-section at
Bayalpata Hospital



Given award as
"Best Hospital
in Nepal"

1st

1st government
agreement to enter
6 clinics in Nepal



Himel, Student

FINANCES

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.



“Top 1% of over 800 organizations”—GiveWell

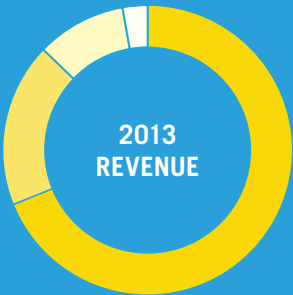


“Top 10 most effective charities”
—Peter Singer,
The Life You Can Save



Nyaya Health is a GuideStar Gold!
“Demonstrating its commitment to transparency.”—GuideStar

AUGUST 1, 2012–JULY 31, 2013*



FOUNDATIONS + PARTNER ORGANIZATIONS	\$867,410	69%
INDIVIDUAL GIFTS	\$230,734	18%
CORPORATE GIFTS	\$126,046	10%
NEPALI GOVERNMENT	\$35,000	3%
TOTAL	\$1,259,190	



PROGRAMS	\$715,695	81%
MANAGEMENT + ADMINISTRATION	\$92,186	11%
FUNDRAISING	\$70,631	8%
TOTAL	\$878,512	

*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.



Shanta, Seamstress

MEDIA

“ 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





Stephen, Country Director

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 Victimis 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
 - Insource Services, Inc.
 - Laughing Moon Chocolate
 - PB Works
 - QBC Diagnostics
 - Quidel Corporation
 - Salesforce Foundation
 - Sherin & Lodgen
 - Sun Edison
 - SunBridge Solar
 - The Deltree
 - 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



Sangita, Auxillary Nurse Midwife



GLOBAL TEAM

OUR GLOBAL TEAM IS LEAN IN COST, BUT NOT COMMITMENT

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

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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

GLOBAL STAFF

8 FULL-TIME TEAM MEMBERS

10 UNPAID SUPPORT STAFF

2 PARTNERSHIPS FOR PRO-BONO WORK



NEPAL TEAM

WE INVEST HEAVILY IN LOCAL LEADERS TO BUILD A DURABLE SYSTEM OF HEALTH CARE.

BOARD OF DIRECTORS

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

BOARD OF ADVISORS

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

NEPALI STAFF

160 NEPALI TEAM MEMBERS

102 COMMUNITY HEALTH WORKERS

58 HOSPITAL-BASED CLINICAL AND ADMINISTRATIVE STAFF

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.



Ratan, Expecting Mother

Adam Hoffman · Adam Itzkowitz · Abhay Aher · Adil Haritah · Ajay Reddivari · Akal Sethi · Akemi Wellington-Oguri · Al Lauzon · Alaina Geary · Alan James · Albert Kaneb · Alexander Gomez · Alexander Quintner · Allan Aks · Allison Schultz · Allyn Gaestel · Alon Slutzky · Andrew McClellan · Andrew Menan · Andrew Schran · Andriy Osonenko · Andy Pozzoni · Angela Xu · Angelica Ramdhari · Angelo Tomedi · Amber Rose McLachlan · Ambica Khadka · Amena Ahmad · American Nepal Medical Foundation · Andrea Hatch · Andrea Krensky · Andrew Adelman · Andrew Posner · Angelo Tomedi · Anil Shah · Anil Sindhurakar · Anna Doherty · Anna Verghese · Anne Marie Rossi · Ariel Nielsen · Ariel Zoghiates · Arjun Bajracharya · Arlene Gunter · Arun Shrestha · Ashma Shrestha · Azhar Sukri · Baibhav Regmi · Barbara Berliner · Barbara Solomon · Ben Hodes · Ben Zorach · Bertie Ham · Bhabana Pradhan · Bhinnata Piya · Bhumika Piya · Bibhav Acharya · Binaya Rimal · Binita Pradhan · Bishal Gurung · Blythe Hawthorne · Borgny Ween · Bradley Dembs · Brandon Ogbunuafor · Brian Esserlieu · Brian Robb · Bright Funds · Brock Daniels · Bruce Agins · Bruce Payne · Bruce Randolph · Bryan Giraudo · C Wellington-Oguri · Caitlin Dane · Caitlin Reed · Carie Carney · Carol Connelly · Carol Krensky · Carolina Musso · Caroline King · Catherine King · CBJ Architects · CEB Matching Gift Program · Charlene Liang · Charles Kehoe · Charles Peyser · Charlotte Weisberg · Child Health Foundation · Children's Hospital Boston · Christopher Harding · Christopher Savage · Chutharat Sae Tong · Claire Rosenbaum · Clara Girardin · Clarisse Rey · Collin O'Rourke · Courtney Crumpler · Cyndi Shoolbraid · Cynthia West · Dag Harald Hovind · Dan Schwarz · Daniel Gastfriend · Daniel Matlack · Daniel Shubert · Daniel Solomon · D'Anne DuBois · Danny Sorentino · Dartmouth College · Darwin Ayre · Dave Chokshi · David Evans · David Fjengren · David Glasser · David Helfand · David Moore · David Sjogren · Dawn Lien Betts · Dayna Li · Dean P.K. 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