

**4  
1  
0  
2**

**ANNUAL  
REPORT**

**EQUALHEALTH**



## OUR MISSION

The mission of EqualHealth is to inspire, empower, and support the development of leaders among Haiti's next generation of health professionals.

Our goal is to foster the development of a self-sustaining Haitian medical education system that is a source of pride for Haiti, equips Haitian health professionals to provide high-quality care to all Haitians, and is built on a foundation of equity and collaboration. Challenging the status quo in global health work, we develop innovative medical education and professional development tools and forums for bidirectional exchange that are tailored to the needs of Haitian health professionals.

## OUR VISION

We envision a healthy Haitian population that has the knowledge and ability to reduce the incidence of disease and access to an effective health care system run by qualified medical professionals who provide world-class, evidence-based care.





## LETTER FROM THE DIRECTORS



Dear Friends, Supporters, Partners,  
and Colleagues,

2014 was a year of continued evolution and growth for our work, our partnerships, and our organization. It was also a year of looking to the future. By year's end, over a thousand Haitian doctors, nurses, and students had participated in our programs, including our Visiting Professor Program, Teach the Teacher Program, Social Medicine Course, and annual Haiti-wide medical education conference, and we plan for many of these participants to lead these programs in the years to come. We take pride in these activities because we have accomplished them *together* with our Haitian partners, as equal participants in a process of shared growth.

It has now been just over five years since we started out as a small group of medical residents from Brigham and Women's Hospital, Tufts, and Boston Medical Center who shared a commitment to supporting the tireless efforts of our colleagues in Haiti. Since then, the ranks of our organization have both grown and diversified -- far more than physicians, we are now also a team of nurses, public health workers, health professional students, and more.

In recognition of this fact, and to better reflect our core values of *equity in health* and *education and authentic, inclusive partnership*, we are excited to share with you that Physicians for Haiti has changed its name to EqualHealth.

---

**“ACCOMPLISHED THEM TOGETHER  
WITH OUR HAITIAN PARTNERS, AS  
EQUAL PARTICIPANTS IN A PRO-  
CESS OF SHARED GROWTH.”**

---

Like the exciting new programs that we will be introducing in 2015, such as the Marshall Wolf Medical Education Fellowship, our new name is backed by the same unwavering commitment to our colleagues in Haiti and worldwide that we have always maintained. After five years of advancing this work, we believe now more than ever that our approach of strengthening the Haitian health care system *from within* is the most effective, sustainable, and rewarding way to make a difference. We look forward to continuing to do so in 2015 and beyond, with you, in ever more impactful ways.

We invite you to join our movement and are deeply grateful for your support.

Michelle Morse, MD, MPH and Zadok Sacks, MD  
Founding Co-Directors, EqualHealth





**PHYSICIANS  
FOR HAITI  
IS NOW  
EQUALHEALTH**



# THE STORY BEHIND OUR NEW NAME

In the five short years since Physicians for Haiti was founded, our organization has both observed and experienced remarkable processes of change. From a small group of medical residents from Boston's teaching hospitals, we have grown into to a large and diverse team of health professionals, students, and more. Our members now hail from Haiti, the US, and around the globe, bringing a rich array of perspectives, experiences, skills and knowledge to our work. We believe that this diversity is a major strength of our organization, just as we believe that our example of interdisciplinary collaboration must be reflected in the Haitian medical system in order for it to thrive.

With these values in mind, Physicians for Haiti has changed its name to **EqualHealth** in order to better represent our team and our philosophy. We are deeply grateful for the efforts of Ed Feather, Amanda Rockwell, Julie Walker, and the many others at Cramer who guided us through the name change process, contributing their creativity and insight every step of the way.

While our name has changed, our commitment to strengthening Haiti's medical education system *from within* -- which has always been, at its core, about achieving equity in health -- never will. We look forward to continuing to grow under this more inclusive name for years to come.

## MEET THE TEAM: SAMUEL LUCIEN

In 2014, EqualHealth welcomed Samuel Lucien, PhD to the team as our Haiti-based Program Manager. Samuel has over 20 years of program management and leadership experience, having previously worked with Save the Children, Islamic Relief Worldwide, and Plan International in Haiti. Samuel now applies these skills to EqualHealth's work in Haiti, guiding our programs on the ground and building partnerships and collaborations with the Haitian government and other organizations. We are honored to welcome him to the EqualHealth team.



# OUR STRATEGIC PLAN:

## A ROADMAP FOR SUCCESS FOR EQUALHEALTH

From January to November 2014, EqualHealth engaged in an intensive strategic planning process facilitated by Eric Jacobson of Proaireton Consulting. This process helped us to revisit and clarify our goals and objectives, reinvigorate our vision, and refine our theory of change. The mission, vision, strategic priorities, and new name featured in this annual report were products of that invaluable process, as was a set of detailed five-year goals and objectives for our organization.



---

As we look ahead to the next five years, EqualHealth will pursue three strategies in support of developing Haiti’s medical professionals:

1. Build an effective, self-sustaining Haitian medical education system that supports the use of evidence-based care;
2. Prepare Haitian medical professionals to effect change within Haiti’s health care system by developing leadership skills;
3. Effectively boost the capacity of our organization to carry out this work by growing our staff, expanding our resources, and developing key partnerships.

We look forward to implementing these strategies, with your support, over the coming years as EqualHealth

---

# EXPANDING OUR NURSING PROGRAMS

EqualHealth’s nursing team is proud to report a year of significant growth and achievements. A major point of success has been the Nursing Needs Assessment, a research project aimed at identifying the educational needs of nurses practicing in Haiti in order to provide better evidence-based curriculum for these practitioners. Our team traveled to Haiti in November to conduct the first phase of the needs assessment at four key partner sites, administering close to 100 surveys and leading four focus groups with a total of 31 staff nurses. The team is now conducting a multi-modal analysis of the data with the goal of contributing to a gap in the literature relevant to nursing education in Haiti. The nursing research team plans to revisit the partner sites this year to share the data, support their efforts and continue to collaborate on a regular basis.

Nursing topics have also been closely integrated into the early phases of the Teach the Teacher Program (T3) at the University Hospital of Mirebalais. Along with their physician colleagues, nursing members of EqualHealth are conducting seminars on topics such as nursing leadership, effective preceptorship, and conflict resolution with the nurse educators and leaders there. Nursing representation also remains strong within the Visiting Professor Program, which hosted five nursing professors over the past year to teach on topics such as cardiology, preventive medicine, and postpartum contraception at several different sites.

**Finally, we were honored to include many nurses as participants and speakers in EqualHealth’s annual conference in Port au Prince. Interdisciplinary teamwork remains vital to our work at EqualHealth, and we are glad to have a new name that reflects this.**

4 PARTNER SITES

100 SURVEYS

31 STAFF NURSES

ONE TEAM

## NEWS FEATURES

DOZENS OF LECTURES

ONE VOICE

# CHOLERA ADVOCACY

The Advocacy Committee’s primary role is to support Haiti in its ongoing fight for the right to water. Over the past year, the Advocacy Committee has assisted in several projects that have gained traction internationally. Among these has been the medical review of the lawsuit brought against the United Nations (UN) for their responsibility in introducing cholera into Haiti. Oral arguments were heard in October 2014, the first time in history that a court considered such a lawsuit against the UN.

The Committee also worked with media to translate the science behind the cholera epidemic to the public. They contributed to Al Jazeera’s documentary “Haiti in a Time of Cholera,” the winner of both Emmy and Peabody Awards. As part of a full-force effort to lend expertise to the global discussion on cholera, the Committee contributed to national, primetime pieces on NBC and CBS; shared its work at university lectures, medical grand rounds, and conference keynotes across the country; and had some of its findings published as several chapters in a human rights anthology.



# #1

## EDUCATOR TRAINING & PROFESSIONAL DEVELOPMENT



## ANNUAL CONFERENCE

Since 2011, EqualHealth has held Haiti's largest and longest-running continuing medical education conference each winter in Port-au-Prince, allowing health professionals to access learning and networking opportunities that are otherwise rarely available to them. In November 2014, we teamed up with For Hope International to expand our reach. The November 2014 conference, titled "Com-mencer: Entreprenariat de Santé et Développement des Programmes" (Beginning: Health Entrepreneurship and Program Development), focused on entrepreneurship within Haiti's health sector, and featured two days of presentations, panels and discussions. Highlights of the program included keynote speeches by famous Haitian economist Dr. Kesner Pharel and Digicel Entrepreneur of the Year Dr. Ronald LaRoche.

The 2014 Conference attracted nearly 200 participants from across the country, and feedback was overwhelmingly positive. As one participant remarked, "This conference has changed the way I think and has increased my capacity to improve the Haitian health system."

Harnessing the energy and enthusiasm generated by the conference, For Hope International will follow up the conference with a business plan competition to support Haitian healthcare entrepreneurs. This opportunity will provide structure and funding to selected participants, mentoring them over a one-year period. We continue to be inspired by the dedication and innovation demonstrated by our partners and colleagues, and will continue looking for new ways to work synergistically with like-minded organizations in 2015.

# TEACH THE TEACHER

Inadequate numbers of health personnel and a lack of training opportunities contribute to poor health outcomes throughout the developing world. In recent years many developing countries, including Haiti, have started to prioritize expansion and training of the healthcare workforce. However, these countries often also face a shortage of experienced medical educators and faculty, making it difficult to train the next generation effectively.

Responding to requests from our Haitian colleagues, EqualHealth introduced its innovative Teach the Teacher (T3) program at the University Hospital of Mirebalais (UHM) in 2013 and piloted new T3 sessions throughout 2014. Designed to provide medical and nursing educators working in low-resource settings with the skills they need to become the best teachers they can be, T3 gives participants a foundation in educational best practices and provides them with ongoing feedback and support as they incorporate these practices into their teaching.

In 2014, the T3 curriculum was formally endorsed by the Academic Directorate, which includes the Haitian Ministry of Health’s Director of Training, the Dean of the Haitian State Medical School, and many other leading figures in Haitian medical education. This allowed the next stage of T3, a year-long faculty development program for 36 nurses and physicians, to begin in December. As part of the course, we are providing individual participants with serial observations of their teaching technique throughout the year, thereby helping them to further refine their ability to educate the next generation of Haitian health care providers.



# PARTNER-DRIVEN MEDICAL EDUCATION OPPORTUNITIES

## VISITING PROFESSOR PROGRAM

Since 2011, the Visiting Professor Program has provided our Haitian colleagues with access to the same range of educational opportunities and cutting-edge knowledge as their peers in other countries. This program matches international experts with schools and hospitals in Haiti that are interested in their specific areas of teaching expertise, with the Visiting Professor then teaching a 1-2 week course at the host institution.

Last year, our volunteer Visiting Professors provided a total of 14 weeks of training, reaching a total of 903 learners in the process. This well surpassed our numbers from prior years. Guided by requests from our partners in Haiti, last year’s trainings covered a variety of topics that ranged from gynecology, to radiology, to faculty development and research methodology. Responses to these courses have been almost universally enthusiastic: as one participating nurse noted, “We are going to use this information in our jobs every day!”



## SOCIAL MEDICINE COURSE

No matter the setting, an understanding of the social determinants of health is vital to effective health care delivery. This is all the more true for the future health professionals from both high- and low-resource countries who plan to work with the underserved.

In settings like Haiti, the poorest and sickest country in the Western Hemisphere, the effective practice of medicine is impossible without an understanding of the ways that social, political, historical, cultural, and economic factors have shaped the health of its people. During our years of work in Haiti, we have seen a lack of this understanding lead to a misuse of resources, and to ineffective health care interventions that contribute to avoidable suffering and death.



---

“...A SIMPLY UNFORGETTABLE, WONDERFUL EXPERIENCE WHICH ENCOURAGES REFLECTION AND GROWTH...”

---

In July 2013, EqualHealth launched its first annual Social Medicine Course, bringing together Haitian and international medical students for a three-week immersion course. Incorporating clinical teaching, student presentations and discussions, patient interviews, and field visits, the inaugural course was described as “a simply unforgettable, wonderful experience which encourages reflection and growth.” We expanded the course to include nursing and other allied health profession students in 2014, fostering a more diverse set of perspectives in the classroom and furthering our core value of interdisciplinary collaboration.

We are looking forward to continuing to promote social medicine learning, leadership, and cross-cultural collaboration in our third annual course this summer. We believe it to be a vital subject for all future medical professionals -- as one student put it, “A doctor is not complete without this kind of course. I would therefore recommend it 100%.”

# #3 TRANSFORMATIVE LEADERSHIP TRAINING

REVENUES

TYPE	2014 (USD)	2013 (USD)
Private Contributions	135,284	92,318
Individuals and Family Foundations	29,443	38,670
Other Public Charities	105,841	47,052
Gifts in Kind	0	6,596
Program Service Revenue	17,428	10,678
Social Medicine Course Fees	15,215	10,678
Visiting Professor Volunteer Fees	2,076	0
Other Service Revenue	137	0
Other Fundraising Revenue	5,850	6,313
TOTAL	158,562	109,309





EXPENSES

TYPE	2014 (USD)	2013 (USD)
Educator Training & Professor Dvpmt.	27,741	14,590
	20,624	20,624
	7,117	1,462
Medical Education	29,283	21,670
Visiting Professor Program	11,366	6,257
Conference Travel Scholarships	17,917	1,750
Other Program Expenses	0	13,663
Leadership Training	51,793	73,938
Social Medicine Course	44,100	46,407
Other Leadership Programs	7,693	27,531
Monitoring, Evaluation & Acad. Prgms.	2,673	763
Administration and Human Resources	19,179	14,677
Fundraising and Outreach	6,095	3,195
TOTAL	136,765	128,833

BREAKDOWN

TYPE	AMOUNT (USD)
Change in Net Assets	21,797
Net Assets, Beginning of Year	6,496
Net Assets, End of Year	28,293
Contributions Receivable in 2015	127,500

VALUE OF VOLUNTEER SERVICES\*: \$286,482

\*Figure is a conservative estimate based on the Independent Sector’s 2013 estimated value of volunteer time (22.55) per hour for all volunteer hours not requiring specialized skills; the Bureau of Labor Statistics’ 2013 mean hourly wage data for volunteer hours requiring specialized skills; and the out-of-pocket, unreimbursed travel expenses incurred by volunteers traveling to Haiti on EqualHealth business.

Administration and Fundraising costs as a percentage of total expenses INCLUDING the value of volunteer services: 6%

# DONORS

## \$5K+

Dr. Marshall Wolf + Brigham and Women’s Hospital  
William and Lia Poorvu  
Ben and Naomi Bollag

## \$1000-4999

The Miriam & Stanley Schwartz Jr Philanthropic Foundation  
Sharie Brown  
John and Vivian Davis  
Paul Farmer  
Marjorie Benton  
The Spence School  
(in honor of Natasha Archer)

## \$250-999

Gregory Kane  
Columbus Foundation  
Melodee Kornacker  
Candace Savage  
Tae Young Kim  
Daniel and Clara Estow  
Marshall Chamberlin  
Rabbi Stephen Cohen  
Duncan and Sheela Maru

## \$100-249

Harvey Kantor and Janet Felker  
Annie P Michaelis  
Mr. and Mrs. CM Hudspeth  
H. Franklin Bunn  
Mary Lazarus  
Raj Gopal  
David and Aviva Lee-Parritz  
Jonathan Steer  
Mothusi Chilume  
Helen Flores  
Mark and Madeline Sheron  
Catherine Sucher Cisse  
Mark Baron  
Beth Zeeman  
Arie Zimmerman  
David and Staci Lea  
Frederic Carver  
Dale Gardner-Fox  
Jamine Ramseur  
Laura Corbett  
**Erica Felker-Kantor (?)**  
Lee-Parritz Family Charitable Fund

## \$1-99

Robert Orefice  
Jolion McGreevy  
Kathryn Stiles  
Robert Lazarus  
Emily Rosene  
Nathan Bahr  
Moirra Savage  
Amaka Eneanya  
Katrina Ciraldo  
Madeline Bartzak  
Christiane Haeffele  
Vicky Baudin  
Elizabeth Scanlon  
Beatrice Lindstrom  
Madeline Novich  
Lunecce Eligene  
Elisabeth Baron  
Sarah Kimball  
Elizabeth Martinez  
Jeremy Hutzal  
Natasha Hartmann  
Margaret Hutzal  
Sachin Jain  
Carol Donovan  
Jonathan Hausmann  
Doug and Laura Nepodal  
Nicholas Stine  
Anna Sacks  
Marian Rothstein  
Dave Rothfarb  
Joseph Rhatigan  
H. William Taeusch  
Madeline DiLorenzo  
Jenny Min

# SPECIAL THANKS

Eric Jacobson (Strategic Planning Consultant)  
Aimee Walker (Development Consultant)  
Alfonso Pirello (Pro Bono Accounting Services)  
Rachelle Mathurin (Teach the Teacher Curriculum Development)  
Adam Hajari (Logistical Help)  
The Lawyers Clearinghouse (Pro Bono Legal Services)  
Ed Feather, Amanda Rockwell, Julie Walker, and the rest of the Cramer team (Pro Bono Brand Consulting)





# WHO WE ARE | 05

## BOARD OF DIRECTORS

Michelle Morse, MD, MPH (Founding Co-Director)  
Zadok Sacks, MD (Founding Co-Director)  
Jill Caporiccio, RN  
Chris Curry, MD, PhD  
Leon David, MA  
Wit Davis, DO, MPH, MS  
James Hudspeth, MD  
Thea James, MD  
Marisa Nadas, MD, MPH  
Nadia Raymond, RN  
Rishi Rattan, MD

## CORE PARTNERS

For Hope International  
Medical Students for Haiti  
Partners In Health/Zanmi Lasante  
Saint Boniface Haiti Foundation  
SocMed Global  
Still Harbor  
University of the Aristide Foundation (UNIFA)

## BOARD OF TRUSTEES

Sanjiv Chopra, MD (Faculty Dean for Continuing Medical Education, Harvard Medical School)  
Paul Farmer, MD, PhD (Founder and Chief Strategist, Partners In Health)  
Loune Viaud, LLD (Co-Executive Director, Zanmi Lasante)

## COMMITTEE CHAIRS AND STAFF

Casey Fox (Executive Officer)  
Samuel Lucien, PhD (Program Manager)  
Carlo Louis-Charles, SW (Program Administrator)  
Chris Curry, MD, PhD (Co-Chair, Monitoring and Evaluation)  
Erica Felker-Kantor, MA, MSPH (Co-Chair, Monitoring and Evaluation)  
Marjorie Lacombe (Chair, Outreach and Development)  
James Hudspeth, MD (Chair, Curriculum Development)  
Marisa Nadas, MD, MPH (Chair, Implementation)  
Rishi Rattan, MD (Chair, Advocacy)

## OUR VOLUNTEERS

Jessica	Akimova	Sindhura	Kodali
Rayna	Allonce	Liz	Larson
Safira	Amazan	Annie	Lewis-O’Connor
Mae Lyssa	Bauduy-Roy	Linda	Li
Marie	Boller	Kettie	Louis
Joe	Brew	Linda	Lubin
Annemarie	Catanzaro	Kerry	Lubin
Guerrechon	Chatelain	Michelle	Luma
Sonya	Chenouni Bach	Ingrid	Maurice
Joeeta	Chowdhury	Jacqueline	McNabb
Francky	Cledomin	Jodie	Miller
Camille	Coquoz	Samuel	Neher
Catherine	Curtis	Gabriel	Neher
Panayotta	Delinois	Megan	Nestor
Madeline	Dilorenzo	Arvind	Nishtala
Emily	Dollar	Adetoun	Olateju
Christelle	Dossous	Xavier	Orcutt
Bawoyeu	Doulgue	Brad	Padilla
Rose	Dugue Airline	Serena	Pham
Jean	Eliazar	Dickens	Pierre-Louis
Erica	Felker-Kantor	Kerry	Quealy
Juliette	Flam	Shweta	Ramsahai
Elodie	Furcy	Grace	Riley
Brittany	Galvin	Anchelle	Saint Joy
Nicholas	Geron	Maxence	Salendre
Marsha	Guillaume	Patrick	Sawyer
Roxane	Handal	Agathe	Streiff
Claire	Hartung	MariPierre	Surpris
Javiera	Ibacache Jara	Shilpa	Thakar
Manouchka	Jacques	Joseph	Wendelken
Myrlene	Jeudy	Matt	Wilson



EQUALHEALTH

P.O. BOX 1575  
BROOKLINE, MA 02446

**[WWW.EQUALHEALTH.ORG](http://WWW.EQUALHEALTH.ORG)**