Physicians for Haiti is a nonprofit organization promoting excellence in Haitian medical education. Since 2010, we have been developing innovative learning and professional development tools and forums for bidirectional exchange that are tailored to the needs of Haitian health professionals. In so doing, we seek to support our Haitian colleagues as they build a better Haitian healthcare system, and a healthier Haiti, from within.
Dear Physicians for Haiti Supporters,

2012 has been a remarkable year of growth for our organization, and for the work that we and our partners do in Haiti. As you will read in the following pages, the past year has seen us develop dozens of new, interactive teaching sessions and nursing protocols; organize a number of conferences in Haiti on education and capacity-building; fund the attendance of seven of our Haitian colleagues at conferences in the U.S.; start a Visiting Professor Program; and develop two major new leadership development and education programs that are set to begin in 2013.

We have also hired two full-time staff members, one based in Boston and one in Haiti, and recruited over 20 new volunteer interns. With this growing, talented team, we see 2013 as full of potential for even more impactful work. And, with the Patajé Sante leadership development initiative and our Social Medicine Course set to launch in the coming year, we firmly believe that it will be.

Truly, there is much work still to do, but as the Haitian proverb goes, “Piti piti zwazo fe nich li” (Bit by bit, the little bird makes its nest). We know that only a sustained commitment to supporting excellence in Haitian medical education over the coming years will enable our vision to become a reality – and we believe now more than ever that it will.

Thank you for standing with us, and know that doing so represents an investment in not only the present, but more importantly the future, of healthcare in Haiti.

Michelle Morse, M.D., M.P.H.
Zadok Sacks, M.D.
Founding Co-Directors
Pataje Sante

As in other resource-limited settings, Haitian health care institutions generally lack the formal programs that many US hospitals use to optimize the care they deliver. For these quality improvement (QI) programs to be both effective and sustainable, it is essential that staff at all levels of an institution feel empowered to identify problems and propose solutions. However, most Haitian health care professionals have access to few, if any, leadership or management training opportunities during their careers.

This is why we launched the Pataje Sante (“Sharing Health”) program in December 2012. Adapted from the Management Sciences for Health’s (MSH) renowned Leadership Development Program (LDP), which has been used to drive sustainable change around the world for over a decade, Pataje Sante aims to address this gap and strengthen Haitian healthcare institutions from the inside by empowering hospital staff to create and implement QI programs. In a country where providers face exceptionally challenging conditions and QI initiatives are lacking, we envision Pataje Sante as a way of instilling our partner institutions with the “can do” mentality upon which sustainable progress relies.

Our experienced facilitators will spend 6-9 months guiding teams of hospital staff members from our partner institutions through the LDP framework. During this time they will not only gain leadership and management skills but will develop practical QI initiatives to address the unique challenges confronted by their institutions.
At Physicians for Haiti, we focus our efforts on sharing skills and knowledge with Haitian health care workers while empowering them to pass this training onto their colleagues in a systematic fashion. It is the sustainable nature of this approach that we believe will lead to lasting change.

Our Visiting Professor Program aims to begin this process by connecting skilled health professionals from the US with Haitian institutions interested in their area of expertise. Visiting professors from a variety of specialties are recruited to match the needs identified by our partner medical schools, hospitals, and residency programs, and then travel to one of those institutions to offer a short course on a requested topic. We view this program as not only a way of building our Haitian colleagues’ knowledge and skills in the ways that are most needed, but also as a means of encouraging bidirectional learning and building Haitian-US partnerships.

The inaugural Visiting Professor course on Social Determinants of Health was offered at The University of the Aristide Foundation (UNIFA) in March 2012. Since then, a total of five professors have traveled to Haiti to teach week-long courses on topics including HIV/AIDS, tuberculosis, neurology, and the social determinants of health. Our growing database of volunteers will enable us to increase the program’s reach to more Haitian healthcare professionals and students over the coming years.

Social medicine is based on the idea that historical, economic, cultural, and political factors have a profound impact on health of a population. Nowhere in the world is this more evident than in Haiti, the poorest country in the Western Hemisphere and one where the average life expectancy is lower than in any country outside of Sub-Saharan Africa. An understanding of the many factors that have conspired to impoverish Haiti and sicken its people is essential for both the next generation of Haitian health professionals and for future global health leaders around the world.

In July 2013, Physicians for Haiti will offer our first annual course on social medicine, Beyond the Biological Basis of Disease: The Social and Economic Causation of Illness, in Haiti. The course will pair ten Haitian medical students with ten French-speaking medical students from around the world and is being developed in collaboration with SocMed, an organization that advocates for and implements global health curricula founded on the study of social medicine. SocMed has run a similar, highly respected course in Uganda for the past three years.

Our three-week-long intensive course will help promising future leaders develop the understanding of the social determinants of health that they will need to effectively build partnerships and make a difference in the global health arena in the future. Students will engage in a comprehensive learning experience through field visits, classroom-based presentations and discussions, group reflections, student presentations, films, and bedside teaching, all the while building cross-cultural relationships with their peers.
MEDICAL EDUCATION

Continuing Medical Education

Most currently-available medical textbooks and online resources focus on the health problems of high-resource countries and assume access to diagnostic and therapeutic modalities that are often unavailable in resource-limited settings like Haiti. In response, since our inception P4H has focused on developing continuing medical education (CME) resources that are shaped by the requests of our Haitian partners. We aim to create CME materials specific to resource-limited settings such as Haiti, focusing on the health problems most commonly dealt with by our Haitian colleagues, utilizing techniques they actually have at their disposal, and presented in an appropriate language (in this case, French). This year, we developed a series of ten interactive, computer-based modules on topics such as diabetes, postpartum hemorrhage, and neonatal nutrition, which is currently slated for publication in spring 2012, in partnership with Harvard Medical School.

Meanwhile, our bi-weekly online forum for discussion of educational cases with a group of over 60 Haitian physicians has now continued for nearly two years. This forum, kindly hosted by the Global Health Delivery Project, has had 50 individual teaching cases presented by physicians, who then ask questions of the audience and provide the answers after sufficient discussion.

Residency Curriculum Development

Lecture development for residency programs comprises a third arm of our educational efforts. To date, we have developed 10 evidence-based Powerpoint lectures for use by Partners In Health/Zanmi Lasante’s residency program in family medicine in St. Marc. We plan to further expand our contributions to this and other training programs in Haiti in the coming year.

Physician Travel Grants

Building on an initiative we first introduced in 2011, during the past year we enabled a total of seven Haitian physicians to attend high-profile medical conferences in the U.S., including the Unite for Sight annual conference at Yale University and the Pri-Med East and Update in Internal Medicine conferences, both in Boston, by fully funding their travel, housing, and conference registration costs. We view these experiences as high-yield educational and networking opportunities for our Haitian colleagues and expect that, upon their return to Haiti, they will share their learning with their colleagues via a series of formal educational sessions.
“Physicians for Haiti is very dynamic and dedicated. When they come, they don’t impose solutions... they come to discuss and then to do what is best.”

- Dr. Inobert Pierre, Director General, St. Boniface Hospital

Conferences

In December, our second annual Haiti-wide CME conference, “Ranfòsman ki kòmanse pa anndan: Kapasite pou bati swen sante an Ayiti” (Strengthening from within: Health care capacity-building in Haiti), brought 140 of our Haitian colleagues together to exchange ideas on medical training programs, leadership development, and other forms of capacity-building and to share their visions for the future. With sessions led by representatives of PIH/ZL, MSH, and other organizations as well as a number of respected Haitian leaders, it was an inspiring day truly representative of bidirectional exchange.

In addition, we organized a series of smaller conferences in Haiti throughout the year that specifically targeted Haitian physicians who otherwise lack access to organized educational activities. With topics ranging from cholera advocacy to basic radiology, these interactive teaching sessions are designed to model an interactive teaching style while reinforcing important clinical skills.

Nurse Training

This year, we organized our first American Heart Association-certified Basic Life Support training course at St. Boniface Hospital in Fond-des-Blancs, certifying over 60 staff members in basic CPR techniques. We plan to expand this program to other sites, including the UniFA medical school, in 2013.

Our nurse training team has also been actively involved in the development of nursing protocols at St. Boniface and Albert Schweitzer Hospitals. To date, we have worked with nurses at these partner institutions to create eight evidence-based nursing protocols, seeking to simultaneously improve patient safety and nursing efficiency.
ADVOCACY

Haiti ranks last in the world in water security, which has contributed to a cholera epidemic that has sickened over 600,000 and caused over 7500 deaths since mid-2010. Driven by the belief that securing the right to health cannot be accomplished without achieving the right to water, Physicians for Haiti’s Advocacy Committee focuses its efforts on supporting State-directed national water infrastructure in Haiti.

To that end, we brief the United Nations on its role and responsibility in improving Haiti’s water security; work with diplomats and government officials of Haiti and its allies; and serve as a scientific liaison and translator for the U.N. and U.S. Congress, helping officials understand how scientific evidence on the introduction of cholera into Haiti can help inform revisions to U.N. medical screening, waste, and sanitation protocols.

In addition to advising the U.N. and governments (with over 30 briefings in 2012 alone), the Committee’s work and writings have been presented at international conferences, featured in various collections, and highlighted in documentaries and television news programs.

Professional Development

Based on requests from over 60 of our Haitian colleagues for more professional development opportunities, last year we organized a career development and job search workshop for Haitian physicians. We are also working together with our colleagues from the Harvard Graduate School of Education to develop a “Teach the Teacher” curriculum that will allow participating Haitian physicians and nurses to develop their skills as clinical educators. Over the next year, we will also enable a number of our Haitian colleagues to attend clinical training workshops in Haiti to which they otherwise would not have had access.
WHO WE ARE

Board of Directors

Michelle Morse, MD, MPH
Zadok Sacks, MD
Jill Caporiccio, RN
Chris Curry, MD PhD
Leon David, MA
Wit Davis, MPH, MS
James Hudspeth, MD
Marisa Nadas, MD, MPH

Founding Directors

Sanjiv Chopra, MD (Faculty Dean for Continuing Medical Education, Harvard Medical School)
Paul Farmer, MD PhD (Founding Director, Partners In Health)
Loune Viaud, LLD (Director of Strategic Planning and Operations, Zanmi Lasante)

Committee Chairs and Staff

Zadok Sacks, MD (Founding Director)
Michelle Morse, MD, MPH (Founding Director)
Wit Davis, MPH, MS (Outreach & Development)
James Hudspeth, MD (Curriculum Development)
Marisa Nadas, MD, MPH (Implementation)
Chris Curry, MD, PhD (Monitoring & Evaluation)
Rishi Rattan, MD (Advocacy)
Casey Fox (Executive Officer)
Carlo Louis-Charles (Program Administrator)

Organizational Partners

1000 Jobs Haiti
Association of Haitian Women in Boston (AFAB)
Boston Haiti Health Support Team (BHHST)
Boston Mothers Care Canada Haiti Action Network (CHAN)
Colleagues in Care FACE AIDS Foundation for the Technological and Economic Advancement of Mirebalais (FATEM)
Haitian Coalition of Somerville

Haiti Medical Education Project
Harvard for Haiti
Health Information for All by 2015 (HIFA2015)
Massachusetts Coalition of Haitian Hometown Associations (MACHHA)
Medical Students for Haiti Partners In Health
Saint Boniface
Haiti Foundation
Still Harbor
Ultralingua
Grants

**$5,000+:**
- Jack M. Connors, Jr.
- Dr. Marshall Wolf and Brigham and Women’s Hospital

**$1,000 - $4,999:**
- Paul Bradley
- Robert and Carol Henderson
- A.J. Hudspeth
- C.M. Hudspeth
- Jewish Communal Fund (Benjamin and Naomi Bollag)
- Anita Kumar
- Morton and Carolyn Sacks
- Stanley Junior and Miriam Schwartz

**$250 - $999:**
- Mothusi Chilume
- The Columbus Foundation
- Jamine Jackson
- Susan Koski-Grafer
- Regan Marsh
- Sheela and Duncan Maru
- Virginia and James Morse

**$100 - $249:**
- Jodi Abbott
- Michael Barnett and Juliet Grabowski
- Leah Berkowitz
- Scott Cannon
- Stacy Charat
- Mardge Cohen and Gordon Schiff
- Congregation B’nai Brith
- David Dalen
- Carol Donovan
- Jeffrey and Jane Hankoff
- Howard Hiatt
- Kelly Hughes
- Sophia Hussén
- Ernest Johnson
- Debra Johnson-Morse
- Ana Rosa Koski-Karell
- Daniel Koski-Karell

**$1 - $99:**
- Yoshitane Akiyama
- Ankur Asthana
- Nathan Bahr
- Charles Barnett and Julia DiBenigno
- Ami Bhatt
- Ellen Boldon
- Alex Budak
- Jill Caporiccio
- Kate Cilke
- Laurence Crink
- Kim Cullen
- Rogette Esteve
- Jose and Helen Flores
- Dale Gardner-Fox
- Sara Gonzalez
- Doug Hidlay
- Jennifer Hulme
- Kim Kole
- Erika Lazar
- Benjamin and Sherri Lewis
- Andrew Loehrner
- David Lubin
- Robert Marcou
- Cynthia Margeson
- Rita Mendelsohn
- Edith Meyerson
- Kate Nattrass
- Laura Nepodal
- Bart Parsley
- PKFS Group
- Kerry Quealy
- Eric Ramcharran
- Donna Richmond
- Elizabeth Rogers
- Anna Sacks
- Craig Saling
- Moira Savage
- Alexandra Simpson
- Sarah Smithson
- Jenny Speas
- Seth Stimson
- John Teton
- Robin Tittle
- David Schiff
- Varun Verma
- Zoe Weinstein
- Jordyn White

**$100,000+:**
- Laguna Blanca School
- Mary Lazarus
- Anya Lepp
- Anjali Malhotra
- Daniel Mason
- Robbie and Jean Nadas
- John M. Packard
- Maurice Packard
- Bill and Betty Parsons
- David Raphael
- Pradeep and Taposhree Rattan
- Joshua Richman
- Erika Sacks
- Henry Seton
- Mark Swift and Kate Todd
- Wells Fargo
- Arie Zimmerman and Batya Casper
Physicians for Haiti’s programs in Haiti grew significantly in both size and number in 2012, and, as the Pataje Sante and Social Medicine programs are fully implemented and our existing programs expand to meet the needs of our Haitian colleagues, we anticipate even more significant increases in our annual expenses in 2013 and 2014. Our goal is to reach over 1000 Haitian physicians and nurses with our educational, professional development, and leadership training programs by the end of 2014.

In 2012, nearly 50 volunteers, many of them medical professionals, devoted over an estimated 6,500 total hours to our work and, in many cases, personally funded their trips to Haiti to support our efforts. Our decision to hire a full-time, Boston-based Executive Officer and a Haiti-based Program Administrator during the past year was motivated largely by the need to coordinate the efforts of our ever-growing team of volunteers as effectively as possible.

Our heavy reliance on the service and expertise of our dedicated volunteers, many of whom provided us with services (including the development of educational materials, translation, web development, etc) that would otherwise have needed to be purchased, keeps our program expenses low relative to what we actually accomplish in a given year. We therefore include the estimated total value of the donated time and expenses incurred by our volunteers in 2012 below, in order to provide a more accurate picture of the small percentage of our true “assets” that we devote to non-programmatic expenses.

### Revenue & Support

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<table>
<thead>
<tr>
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<tr>
<td>Contributions</td>
<td>$47,150</td>
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<td>Grants</td>
<td>$16,811</td>
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<td>Other Fundraising Income</td>
<td>$3,070</td>
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<td><strong>Total Revenue and Support</strong></td>
<td><strong>$67,031</strong></td>
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### Expenses

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<tbody>
<tr>
<td>Continuing Medical Education</td>
<td>$24,837</td>
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<tr>
<td>Leadership and Professional Development</td>
<td>$4,034</td>
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<tr>
<td>Internal Monitoring and Evaluation, Scholarship</td>
<td>-$455</td>
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<tr>
<td>Social Medicine Course</td>
<td>$2,019</td>
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<tr>
<td>Advocacy and Support of Local Partners</td>
<td>$1,597</td>
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<tr>
<td>Administration and Human Resources</td>
<td>$8,792</td>
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<tr>
<td>Fundraising</td>
<td>$3,688</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$45,422</strong></td>
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<tr>
<td>Change in Net Assets</td>
<td>$21,609</td>
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<tr>
<td>Net Assets, Beginning of Year</td>
<td>$4,392</td>
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<tr>
<td>Net Assets, End of Year</td>
<td>$26,001</td>
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<tr>
<td>Value of Volunteer Services</td>
<td>$209,687*</td>
</tr>
<tr>
<td>Administration and Fundraising Costs over</td>
<td></td>
</tr>
<tr>
<td>Total Expenses and Value of Volunteer Services</td>
<td>4.9%</td>
</tr>
</tbody>
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*Figure is a conservative estimate based on Independent Sector’s 2011 estimated value of volunteer time of $21.79 per hour for all volunteer hours not requiring specialized skills; the Bureau of Labor Statistics’ 2011 mean hourly wage data for volunteer hours requiring specialized skills; and the out-of-pocket, non-reimbursed travel costs incurred by volunteers traveling to Haiti on P4H business.