



DIRECTOR'S MESSAGE

The world is focused on AIDS and other treatable diseases as never before. The public health and policy community is no longer asking *if* it is possible to treat people living with the burden of illness but rather *how* best to do it. This is a welcome sea change and we're proud to have played a role in bringing these changes about. Treating the destitute sick is central to the mission of PIH. But treatment is only part of the story: we believe that the success of our programs is inextricably linked to our comprehensive approach to health care which aims not only to treat diseases but to serve the communities in which we work. This means what it always has, that PIH will advocate for our patients and their families to have access to clean water, decent housing, education and food in addition to primary health care. These are not secret ingredients but essential components of the PIH model of care. You will see in this report how these elements are combined to produce a model for tackling AIDS in rural Haiti, a model that we hope will set a standard for those working in the poorest regions of the world, where these basic rights have never yet been met.

In 2004, PIH continued to expand its programs in order to reach more people. Working in conjunction with the public health sector, the number of patient encounters was estimated to be close to a million in Haiti alone. Again, this statistic tells only half the story because early on PIH made a commitment to treat not just the patient's disease but to tackle the barriers to their care which meant addressing the conditions in which they were living. We were cautioned that providing social support to our patients and their families would complicate the work and yet we have found the opposite to be true: supplementing the medications with basic necessities such as housing and education has lead to monumental differences in patient outcomes and the health of communities.

In spite of PIH's rapid growth, the key elements of our work remain unchanged. We're committed to the same four areas of focus: namely service, training, advocacy and research. These endeavors are included in all our programs but the emphasis will be decided by variables such as local capacity and the burden of disease.

We have found over the years innovative ways to ensure that service remains at the heart of our work knowing that it would be short-lived without training local clinicians and health workers to deliver quality care and without advocating, at the highest levels, change in the policies that affect the lives of the patients. Service, training, and advocacy are all informed by research.

For almost two decades PIH has been able to report to you on an annual basis that we have grown and that the scope of our collective work has broadened in order to accommodate more patients. Now, with the worlds eye's focused on epidemic disease in the developing world, much is at stake. We must continue to find ways to develop and hone this model of care in order to replicate it and help others to do so.

PIH has many partners in this work, and only a fraction of them are listed on the back pages of this annual report. In spite of our growth we still depend, in large part, on the generosity of our individual donors. We will never be able to thank you enough and hope you know that, as supporters of the work, you are part of a team of people spread out over six countries: community health workers, doctors, nurses, drug procurement specialists, teachers, volunteers, agronomists, bookkeepers, researchers, builders, and information technologists to name only a few. You won't meet most of them but you will see the indelible imprint of their work on the pages of the report you are reading.

Ophelia Dahl

MISSION

Our mission is to provide a preferential option for the poor in health care. By establishing long-term relationships with sister organizations based in settings of poverty, Partners In



Health™ strives to achieve two overarching goals: to bring the benefits of modern medical science to those most in need of them and to serve as an antidote to despair. We draw on the resources of the world's leading medical and academic institutions and on the lived experience of the world's poorest and sickest communities. At its root, our mission is both medical and moral. It is based on solidarity, rather than charity alone. When our patients are ill and have no access to care, our team of health professionals, scholars, and activists will

do whatever it takes to make them well—just as we would do if a member of our own families or we ourselves were ill.



THIS YEAR, MILLIONS OF PEOPLE WILL DIE OF TREATABLE DISEASES.

None of these deaths really have to happen.

People are saying, "Wait, this is crazy. You're telling us that we have the medicines to take care of these people, but they're dying like flies?"

We say, "Yes, that's just what we're telling you."

"You're telling us that there are antibiotics that can cure these people, but they're not getting where they need to go?"

And we say, "Yes, that's right."

But it doesn't have to be that way.

Our patients have diseases that are treatable: AIDS, tuberculosis, breast cancer.

We can treat diseases like that in resource-poor settings.

Here's how we do it:

Dalène Pierre, pictured here with Dr. Sonya Shin, arrived at the Boucan Carré clinic weighing just 17 pounds at age three-and-a-half. Zanmi Lasante's socioeconomic programs, which address the communities' desperate need for food, potable water, housing, education, and employment, is helping Dalène and her family, and thousands more like them, lead healthier lives.



THE PIH APPROACH

The PIH Guide to the **Medical Management** of Multidrug-Resistant

Tuberculosis

SERVICE

We ask the people in the communities we serve what ails them and then do whatever it takes to make them well, just as we would if a member of our own family, or we ourselves, were ill.

TRAINING

By training physicians, nurses, health workers, and administrators in settings of poverty, we develop a new generation of health providers able to deliver comprehensive, community-based care in even the poorest and most remote places.

ADVOCACY

Our patients' illnesses are rooted in poverty, so we help provide them food, potable water, and adequate housing. We also inform health policy by voicing their needs to the world's governing bodies and institutions.

RESEARCH

We translate our lived experience serving the destitute sick into research that is broadly disseminated in the scholarly literature and at academic conferences and meetings around the world.

VISION

Partners In Health (PIH®) began with a personal commitment to a few villages in rural Haiti. The principle that motivated us was simple: everyone, whether poor or affluent, deserves to benefit from the same high standard of medical care. Our first step was equally direct: we asked our Haitian colleagues what ailed them. The work that followed grew complex—not because our

vision was complicated, but because the sources of our patients' illnesses ran so deep.

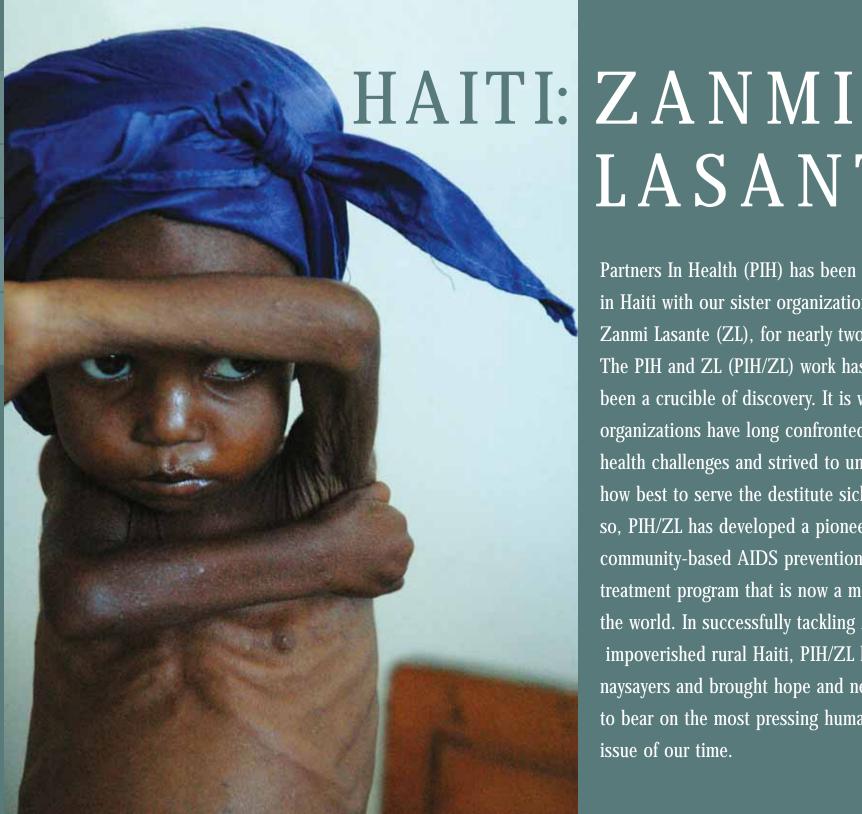
What caused suffering for impoverished Haitians, it turned out, could not be expressed by a simple litany of diseases. Their ills had deeper roots in a legacy of social and economic inequality. To cure the infections, it was necessary to address the conditions that had given rise to them. We fought pneumonia with antibiotics while simultaneously helping people replace their thatched roofs with tin. We cured tuberculosis with antibiotics and also by training residents as doctors, technicians, and health outreach workers, so that they could help diagnose and treat their neighbors. And even as we arranged for Haitian patients to undergo heart surgery in top U.S. hospitals, we enabled our Haitian colleagues to build and equip operating rooms, laboratories, schools, and inpatient facilities.

The effectiveness of the community-based model developed by PIH in Haiti has been documented in many books and journal articles. We are now employing it in poor communities around the world—in Haiti, Peru, Russia, and Boston.



By successfully delivering quality medical care to the poor and the oppressed—those most in need of our services—we demonstrate that allegedly "untreatable" health problems can, in fact, be addressed effectively. In fulfilling our mission, we seek to inspire, enlist, and train others to deliver the same quality of care.





LASANTE

Partners In Health (PIH) has been working in Haiti with our sister organization, Zanmi Lasante (ZL), for nearly two decades. The PIH and ZL (PIH/ZL) work has always been a crucible of discovery. It is where our organizations have long confronted neglected health challenges and strived to understand how best to serve the destitute sick. In doing so, PIH/ZL has developed a pioneering, community-based AIDS prevention and treatment program that is now a model for the world. In successfully tackling AIDS in impoverished rural Haiti, PIH/ZL has silenced naysayers and brought hope and new resources to bear on the most pressing human rights issue of our time.

PIH tackles AIDS in rural Haiti

| Late 1970s | HIV is introduced to Haiti. |
|------------|---|
| 1986 | Zanmi Lasante (ZL) documents the first known case of HIV disease in Haiti's Central Plateau. |
| 1988 | Voluntary counseling and testing is offered free of charge as ZL focuses its efforts on HIV prevention and education during the early years of the epidemic. |
| 1990 | ZL launches a comprehensive women's health program, Proje Sante Fanm, to provide family planning, prenatal care, and treatment for sexually transmitted infections. |
| 1992 | ZL launches an AIDS education project called Une Chance à Prendre. Local patients and activists produce Chache Lavi, Detwi Lavi (Looking for Life, Destroying Life), the first candid film portrayal of AIDS in Haiti. |
| 1993 | ZL opens its first inpatient facility. More than 40 percent of patients are found to be HIV-positive. |
| 1995 | A two-year study reveals that more than half of HIV-positive patients at ZL also have active tuberculosis. |
| 1995 | ZL becomes Haiti's first clinic to offer zidovudine free of charge to all HIV-positive pregnant women to prevent mother to-child transmission of the virus. The availability of treatment dramatically increases uptake of voluntary counseling and testing for HIV among pregnant women and lowers the rate of vertical transmission in our catchment area. |
| 1998 | ZL acquires a small amount of antiretrovirals and begins to treat 50 patients with advanced AIDS. |
| 2000 | Encouraged by the remarkable return to health among the initial cohort, ZL launches the HIV Equity Initiative to expand treatment to as many patients as possible. Drawing on PIH's experience treating multidrug-resistant tuberculosis in Peru, the HIV Equity Initiative codifies clinical criteria for beginning AIDS therapy; trains community health workers to deliver antiretroviral drugs under the same model used to treat tuberculosis in Haiti and Peru; and negotiates for preferential pricing and generic medicines on the international market, thereby decreasing the average annual cost of treatment from over \$10,000 to \$325 per patient. |
| 2002 | Haiti receives one of the first grants from the Global Fund to Fight AIDS, Tuberculosis and Malaria, thus enabling ZL to expand comprehensive medical services, including AIDS treatment, across the Central Plateau and revitalize the public health sector. |
| 2003 | ZL becomes the site for the U.S. Centers for Disease Control and Prevention's new initiative to establish a Caribbean training center for AIDS care and treatment. By the end of 2003, ZL is monitoring more than 7,000 HIV-positive patients; of these, more than 700 receive supervised antiretroviral therapy. |
| | |



PIH Tackles AIDS In Rural Haiti: SERVICE

Integrating AIDS care with primary health care

From its beginnings as a small community clinic in the village of Cange, Zanmi Lasante is today one of the largest non-governmental health care providers in Haiti, with primary responsibility for health care in the Central Plateau. ZL's comprehensive, community-based model has proven successful in starting and sustaining effective HIV care and treatment that is integrated with primary health care. In each of the expansion sites, ZL has partnered with other non-governmental organizations and the Haitian Ministry of Health to rebuild or refurbish existing clinics and hospitals, introduce essential drugs to the formulary, establish laboratories, train and stipend community heath workers, and complement Ministry of Health personnel with PIH-trained staff. Clinics that previously stood empty now register hundreds of patients each day. Across six sites—Cange, Boucan Carré, Hinche, Thomonde, Belladère, and Lascahobas—the average number of daily ambulatory visits has increased more than twenty-fold.

Cange: PIH/ZL's first site is now a sprawling sociomedical complex boasting a full-service hospital (Clinique Bon Sauveur) with 104 beds and two operating rooms; adult and pediatric inpatient wards; infectious disease, ophthalmology, and general medicine clinics; a women's health center; a dozen schools; housing, social services, and community health programs; and a Red Cross blood bank; 350 patient visits/day

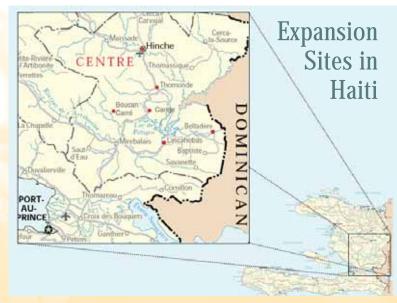
Belladère: Renovated Ministry of Health hospital near the Dominican border; fully functional operating room; emphasis on mobile clinics to address the needs of the migrant population; 150 patient visits/day

Boucan Carré: New 12-bed public hospital built by ZL in collaboration with the Ministry of Health, inaugurated in July 2004; 14-room staff dormitory; operating room being established; nutrition program; reforestation and bakery initiatives; 250 patient visits/day

Lascahobas: Newly constructed 15-bed public hospital; enhanced obstetrical services, and management of complicated deliveries; 400 patient visits/day

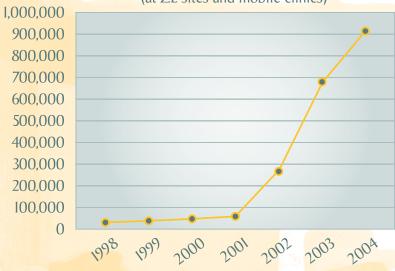
Hinche: Renovated 66-bed Ministry of Health hospital and TB inpatient ward; HIV, TB, dental, and ophthalmology clinics; fully functional operating room; training center site; 250 patient visits/day

Thomonde: Renovated Ministry of Health clinic; new public hospital now under construction; community health project in collaboration with Project Medishare in Miami; 250 patient visits/day



Annual Patient Encounters

(at ZL sites and mobile clinics)



"PIH has been visionary in delivering HIV care in poor countries," said Anil Soni of the Global Fund to Fight AIDS, Tuberculosis and Malaria. "It's a small organization with a model that has been adopted by the WHO. That's saying something."

(Florida Times, February 2004)





PIH Tackles AIDS In Rural Haiti: SERVICE

The HIV Equity Initiative

In 1998, ZL launched the world's first program to provide free, comprehensive HIV care and treatment in an impoverished setting. In 2000, this pilot effort was expanded across central Haiti and became known as the HIV Equity Initiative. In spirit and execution it is based on our longstanding model of community-based tuberculosis control and care, which emphasizes adherence to treatment by enlisting community health workers to deliver therapy and provide social support.

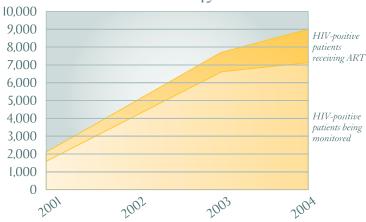
The "Four Pillars" of the HIV Equity Initiative:

- 1 AIDS prevention and treatment in the context of primary care
- 2 Advancing tuberculosis care
- 3 Improving screening and treatment of sexually transmitted infections
- 4 Emphasis on women's health

1 AIDS prevention and treatment in the context of primary care

The provision of general medical services is the fundamental intervention necessary for engaging the community and improving overall well-being. ZL's mandate to fight AIDS in Haiti is thus underpinned by improving access to comprehensive primary health care. As ZL expands across the Central Plateau, it has registered a steady increase in the number of HIV tests performed (more than 40,000 in 2004), the number of HIV-positive patients monitored (more than 8,000 at the end of 2004), and the number of HIV-positive patients on antiretroviral therapy (1,446 at the end of 2004).

HIV-positive patients monitored and on antiretroviral therapy, 2001-2004



2 Advancing tuberculosis care

Tuberculosis is the leading cause of death among HIV-positive people worldwide. Haiti has the highest prevalence rates in the Western Hemisphere of both HIV and TB, and we thus battle the two diseases in tandem. Tuberculosis detection and treatment skyrocketed at each of the expansion sites after ZL introduced appropriate diagnostics, medications, and personnel, including community health workers to provide directly observed therapy. In 2004, more than 1,500 patients were treated for tuberculosis; one-third of these patients were also HIV-positive.

3 Improving screening and treatment of sexually transmitted infections

Untreated sexually transmitted infections (STIs) can elevate the rate of HIV transmission up to tenfold, cause cervical cancer and infertility, and put pregnant women and their babies at increased risk for preterm delivery, miscarriage, and neonatal complications. ZL has developed a comprehensive women's health program that centers on the aggressive screening and treatment of STIs. In 2004, over 38,000 patients were screened for STIs, and 500 women were screened for cervical cancer. New algorithms for the screening and treatment of chlamydia and gonorrhea, two very prevalent and difficult to identify STIs in Haiti, have improved ZL's detection rate to nearly 98 percent.

4 Emphasis on Women's Health

Reducing maternal mortality

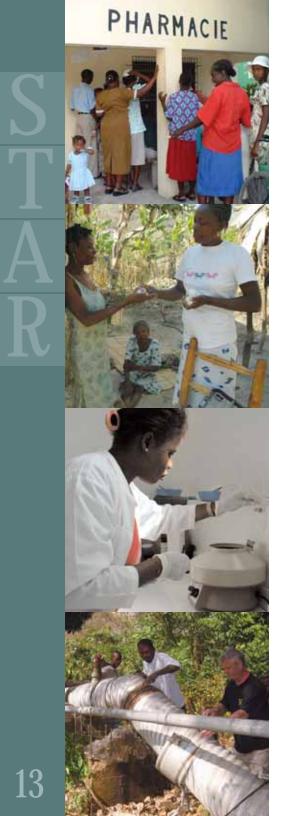
Childbirth is the second leading cause of death for women in Haiti, who are forty times more likely to die from pregnancy-related complications than are women in the United States. Family planning services and timely OB/GYN care dramatically improve the survival and well-being of women and their families. Each Zanmi Lasante site is staffed by a family planning nurse as well as community health workers who travel throughout the countryside teaching men and women about sexually transmitted infections (including HIV), distributing condoms and oral contraceptives, and referring pregnant women and others to ZL clinics. To reach even more communities, PIH/ZL also trains a network of traditional birth attendants to assist with home births and refer high-risk pregnancies. ZL has four full-time OB/GYN doctors on staff, and two of its sites have fully-equipped operating rooms that can accommodate Cesarean sections and other OB/GYN emergencies. In 2004, Zanmi Lasante saw more than 25,000 pregnant women.

Preventing mother-to-child transmission of HIV

Mother-to-child transmission of HIV at birth or through breastfeeding, now nearly unheard of in the United States, remains a ranking problem in most of Haiti. In addition to its comprehensive women's health services, Zanmi Lasante's targeted efforts to reduce viral transmission from mother to infant has resulted in a local vertical transmission rate of under 2 percent. All pregnant women are tested for HIV; in 2004, 150 HIV-positive pregnant women were identified and treated with antiretroviral therapy. Monthly education sessions for pregnant women and new mothers are a popular forum for sharing information about safe pregnancy, HIV prevention, and child care. Infant formula and all the necessary supplies for safe formula-feeding (including access to clean water) are provided to all HIV-positive mothers to prevent postpartum transmission of HIV via breast milk.

Earlier HIV diagnosis for newborns

In 2004, ZL piloted an inexpensive test to confirm an infant's HIV serostatus within one to four months of birth. Previously, an infant's serostatus could not be confirmed until 18 months of age, which delayed care and treatment for infants who had in fact contracted the virus from their mothers. In 2004, 89 infants were tested; all ZL sites are now performing this test for HIV in babies born to HIV-infected mothers.



PIH Tackles AIDS In Rural Haiti: TRAINING

Mobilizing and training community members to deliver care

In the world's poorest and sickest communities, health care projects are hamstrung by an apparent lack of human resources. PIH/ZL has addressed this shortage by identifying, training, and stipending members of the community to become health care workers at each of our sites. Zanmi Lasante's community health workers—nearly one thousand *ajans sante, ajans fanm* (specializing in women's health), and *accompagnateurs* (providers of daily directly observed therapy for patients with AIDS and tuberculosis)—serve as the essential link between remote villages and the ZL clinics. The community health worker program, in addition to strengthening the health infrastructure, also boosts the local economy by creating paying jobs. Many of our community health workers are former patients who themselves benefited from the care of other community health workers.

Strengthening local capacity: new National Training Center in Hinche

In collaboration with the International Training and Education Center on HIV/AIDS (I-TECH) and the Caribbean HIV/AIDS Regional Training Initiative (CHART), in 2004 PIH/ZL established a National Training Center in Hinche to train health workers from Haiti and other Caribbean nations in all aspects of HIV care and treatment. In 2004, more than 300 health care workers—doctors, nurses, nurses' aides, pharmacists, lab technicians, community health workers, and support staff—participated in PIH-led trainings. The training curriculum was developed by PIH/ZL based on *The PIH Guide to the Community-Based Treatment of HIV in Resource-Poor Settings*.

Training staff to use information technology to link our remote sites and improve patient care

In settings without reliable electricity or telecommunications, harnessing technology has allowed PIH/ZL to improve patient care and save countless lives. ZL's remote sites in rural Haiti, separated by mountainous terrain and treacherous roads, are linked by satellite Internet. Our Web-based electronic medical records (EMR) system, initially developed for tuberculosis care in Peru, tracks HIV patients over the course of their ongoing therapy, flagging patients in need of follow-up and offering real-time decision support to clinical staff. The EMR system also underpins our complex drug procurement and pharmacy systems, supports efficient and accurate medical and programmatic management, and enables the collection and analysis of data for the clinical and operational research that is so vital to expanding AIDS treatment efforts around the world.



Community-based care during political upheaval

The strength and sustainability of ZL's community-based approach was especially evident after the February 2004 coup d'état that deposed Haiti's democratically elected president, Jean-Bertrand Aristide. Despite the ongoing unrest and violence, all six of ZL's clinic remained open. From ZL's staff of over a thousand employees, only six—the entire non-Haitian contingent—were temporarily displaced by the coup. Most importantly, no AIDS patients missed a single dose of their medications. This unwelcome test of ZL's community-based health care system in central Haiti shows that a decentralized, locally-based model can withstand even the most disruptive social and political upheaval.



PIH Tackles AIDS In Rural Haiti: ADVOCACY

PIH/ZL's efforts to tackle HIV/AIDS in rural Haiti do not stop at enrolling patients on antiretroviral therapy. Taking medicine requires clean water and proper nutrition so that the medicine can have its desired effects. Throughout ZL's sites in the central plateau we continue to provide and advocate for the social and economic rights of our patients through improving access to potable water, nutrition, education, and financial services.

Improving access to potable water

Unclean water is a major contributor to disease and mortality worldwide, particularly among children. In rural Haiti, PIH/ZL is implementing long-term solutions to address the lack of potable water, including the installations or repair of spring caps, wells, and hydraulic pumps. In 2004, eleven villages benefited from new spring caps and wells installed by Zanmi Lasante. This potable water is being used for, among other things, providing formula to mothers with HIV/AIDS so that they can properly nourish their babies without the fear of vertical transmission.

Nutrition program for children and AIDS patients

In our expansion sites, severe malnutrition is estimated to be 17%. By the end of 2004, ZL had treated 2790 children, many with the help of the World Vision program. The Cange clinic nutrition program continues to provide meals to 3000 children and 200 infants daily. All patients receiving antiretrovirals also receive daily liquid nutritional supplements, amounting to close to 1200 patients in 2004.

Supporting schoolchildren and the crumbling education infrastructure

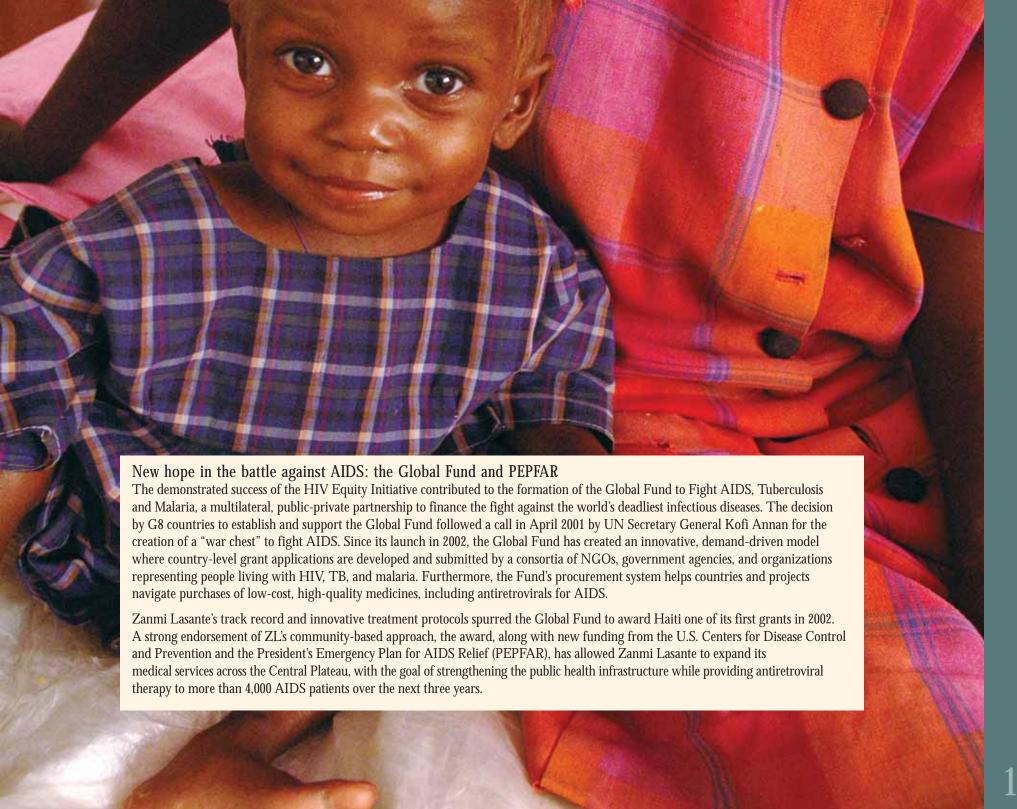
In addition to enrolling more than 800 students at the Ecole Bon Sauveur in Cange, PIH paid the annual school fee for nearly 500 orphans and children whose parents are patients at ZL clinics. We also supplemented the salaries of 25 teachers in Cange and the surrounding area who are part of a nationwide adult literacy initiative.

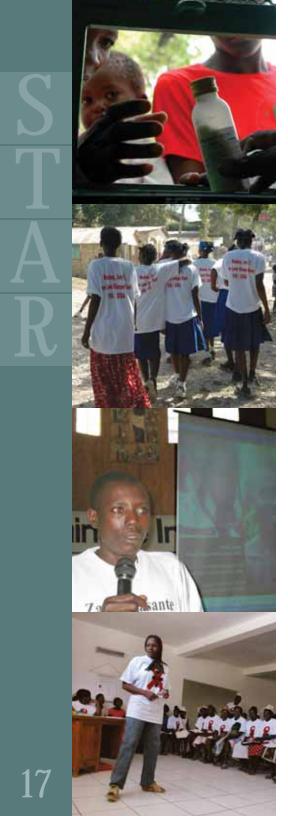
Providing microcredit loans through a partnership with Fonkoze

As a means of investing in the well-being of all patients and their families, ZL has partnered with Fonkoze, a Haitian-based microfinance organization, to provide group and individual loans. A Fonkoze branch office opened in Boucan Carré in July 2004.

Agriculture and Reforestation Projects

In accordance with the belief that good health cannot exist with hunger, agricultural projects are integral to ensuring patient success. In the latter half of 2004, 14,000 trees, including 5 species of fruit trees, were planted throughout Cange and Boucan Carré. Through the help of two major grassroots peasant organizations, produce is being cultivated on 40 hectares of land, providing food for patients at the hospital sites.





PIH Tackles AIDS In Rural Haiti: RESEARCH

Our Haitian staff, along with their American colleagues, presented clinical and operatinoal findings at international scientific conferences, including the XV International AIDS Conference in Thailand and A Multicultural Caribbean United Against HIV/AIDS in the Dominican Republic. Presentation and workshop topics included HIV prevention and treatment, disease stigma, community-based health care, treatment adherence, drug procurement, sexually transmitted infections, women's health, and electronic medical records systems that support the delivery of health care in resource-poor settings. By participating in these conferences, PIH and ZL staff disseminate to colleagues and projects around the world the lessons we have learned in scaling-up comprehensive HIV prevention and care across Haiti's Central Plateau.

Presentation at the XV International AIDS Conference (Thailand, 2004)

- From the Market to Mothers Clubs: Community Mobilization and Improving Access to Care and Prevention of HIV in Haiti. Fernet Leandre, MD
- Forced Sex and HIV Prevention. Implication of Findings among Women accessing Health Services in Rural Haiti. Joia S. Mukherjee, MD, MPH

Posters at XV International AIDS Conference (Thailand, 2004)

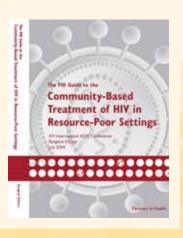
- Adherence and Cost of Treatment: The Need for a Biosocial Approach in the Understanding of User-Fees and its Impact on Adherence to Antiretrovirals. Arachu Castro, Ph.D., MPH, Paul Farmer, MD, Ph.D.
- Public Health Pitfalls: The Use of Economic Arguments to Fight AIDS in the Caribbean. Arachu Castro, Ph.D., MPH, Paul Farmer, MD, Ph.D.
- AIDS-Related Stigma and Access to Comprehensive AIDS Care: From Social Theory to Clinical Practice in rural Haiti. Arachu Castro, Ph.D., MPH, Fernet Léandre, MD, Maxi Raymonville, MD & Paul Farmer, MD, Ph.D.
- Scale-up of an HIV treatment program in rural Haiti. LC Ivers, D Niyizonkiza, G Jerome, K Joseph, H Fraser, PE Farmer, JS Mukherjee, F Léandre.
- Accuracy of Empiric Algorithms for Detection of STDs in Rural Haiti: Implications for the Reduction of HIV
 Transmission. Salazar JJ, Lambert W, Singler JM, Léandre F, Nevil P, Bertrand D, Claude MS, Bertrand J,
 Louissaint M, Joanis L, Mukherjee J, Farmer P, Smith Fawzi MC.
- Integrating HIV prevention and care improves the overall quality of primary health care in central Haiti. Léandre F, Farmer P, Nevil P, Lambert W, Raymonville M, Koenig S, Ferrer J, Walton D, Walker B, Orélus C, Smith Fawzi MC, Mukherjee J.
- *Procurement and distribution of antiretroviral therapy in rural Haiti.* M Sauveur, K Kempton, M. Mosely, L Ivers, MD., L Viaud, P Farmer, MD., PhD., D Niyizonkiza, J Mukherjee, MD., M Raymonville, MD.

Posters at the Multicultural Caribbean United Against HIV/AIDS Conference (DR, 2004)

- An Electronic Medical Record System to Support HIV Treatment in Rural Haiti. Patrice Nevil.
- Procurement and distribution of antiretroviral therapy in rural Haiti. M. Sauveur.
- Prevalence and risk factors of STDs in rural Haiti: implications for policy and programming in resource-poor settings. Wesler Lambert, MD.
- Presenting Diagnosis Among HIV-Infected Patients at Two Health Centers in Rural Haiti: The Link Between Prevention and Treatment. Wesler Lambert, MD.
- Integrating Women's Health with Scale-Up of AIDS Prevention and Care: Five Lessons from Rural Haiti. Maxi Raymonville, MD.
- Prevention of Mother-to-Child Transmission of HIV in Rural Haiti: The Partners In Health Experience. Maxi Raymonville, MD.
- Preliminary Outcomes of Directly Observed Treatment of Advanced HIV Disease with ARVs (DOT-HAART) in Rural Haiti. Fernet Léandre, MD.
- Integrating HIV prevention and care improves the overall quality of primary health care in central Haiti. Fernet Léandre, MD.
- Directly observed therapy (DOT) and other adherence strategies in the delivery of HIV care. Fernet Léandre, MD.
- Scaling up of ART at Zanmi Lasante: the rural experience. Fernet Léandre, MD and GHESKIO.
- Understanding Social Vulnerability: Implications for AIDS Prevention and Care. Paul Farmer, MD, Ph.D.

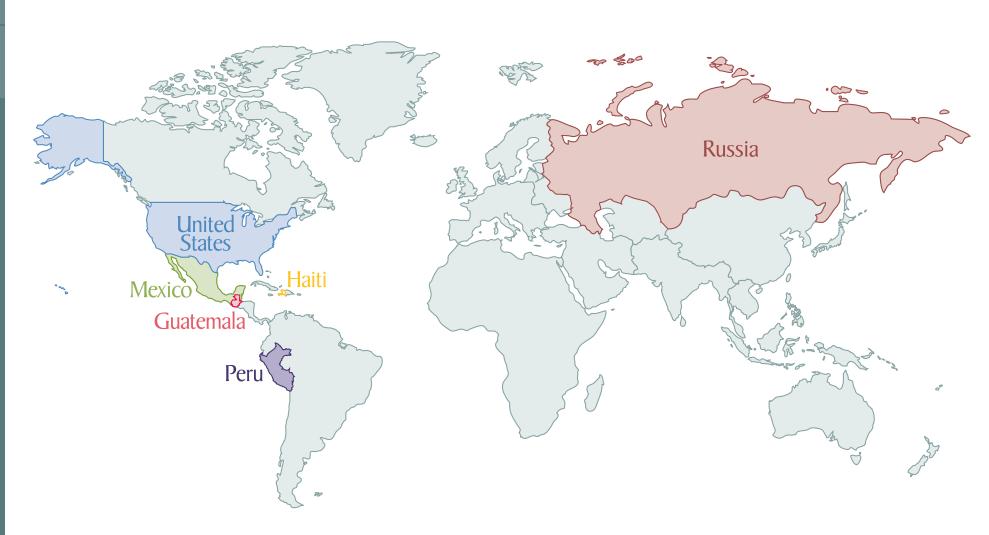
"Ti Liv SIDA"

In July 2004, Partners In Health launched the *PIH Guide to the Community-Based Treatment of HIV in Resource-Poor Settings* at the XV International AIDS Conference in Bangkok, Thailand. This pocket guide is one of the first comprehensive handbooks developed by and for health care workers engaged in AIDS prevention and treatment in settings where laboratory capacity and specialist care are often unavailable. "Ti Liv SIDA," the little AIDS book, has been embraced by health care workers around the world: we are currently in our second press run, and a revised edition will be published in 2005.

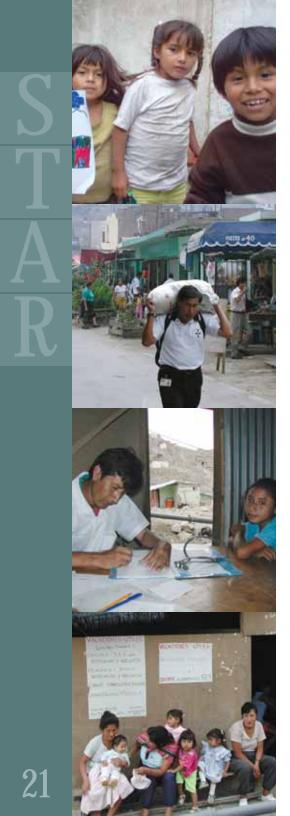


PARTNERS IN HEALTH AROUND THE WORLD

PIH's work in 2004 also spanned Peru, Russia, Guatemala, Mexico, and the United States. As in Haiti, each of our projects integrates the elements of service, training, advocacy, and research in ways that directly benefit the destitute sick.







PERU: A biosocial approach to TB research

SOCIOS EN SALUD

Since 1994, PIH has been working to treat disease and to train community members in preventive health measures through its Peruvian organization Socios En Salud (SES). Based on PIH/ZL's experience with community-based tuberculosis treatment in rural Haiti, SES registered remarkable successes in confronting an epidemic of multidrug-resistant tuberculosis in the slums of Lima and, as a result, instigated major changes in global health policies. In 2000, SES became the hub of a multinational tuberculosis treatment project (PARTNERS) funded by the Bill & Melinda Gates Foundation through a grant to Harvard Medical School, Partners In Health, the U.S. Centers for Disease Control and Prevention, the World Health Organization, and the Task Force for Child Survival and Development. Today, SES is a global leader in clinical training and operational research on MDR TB, and new support from the Global Fund to Fight AIDS, Tuberculosis and Malaria since 2003 has enabled the Peruvian Ministry of Health (MINSA) to expand our cooperative treatment efforts.

2004 ACCOMPLISHMENTS:

Expanding MDR TB treatment in partnership with the Peruvian Ministry of Health

- Treatment outcomes continue to be excellent: 77 percent of patients with fewer than two previous treatments were cured of their multidrug-resistant tuberculosis.
- Responsibility for MDR TB patients was officially transferred from SES to MINSA in September 2004. Of the original 1,450 patients treated by SES under the PARTNERS project, only 438 patients remained on treatment by the end of 2004; these patients will continue receiving care under the PIH/SES model and are expected to complete treatment by September 2005.
- MINSA received approval from the Green Light Committee to treat an additional 2,000 MDR TB patients; 980 new patients from across Peru were enrolled by the end of 2004.
- SES equipped a new centralized distribution center for medicines and supplies.

Strengthening Peru's MDR TB treatment capacity through training and technical assistance

- SES held 58 TB-related courses and training sessions for 1,570 participants. Trainees included 1,380 MINSA health workers—doctors, nurses, lab technicians, and bio-safety consultants—who cover the nine health districts in Peru inhabited by our patients.
- SES reinforced infrastructure for specialized DOTS-Plus care and treatment at 60 local health centers where our patients receive their daily morning therapy.
- With assistance from MINSA and CDC collaborators, an educational multidrug-resistant tuberculosis flip book targeted to patients was developed and distributed widely in both Spanish and English.

Strengthening our presence in the community

- In 2004, SES repeated the population census that we first conducted in three Carabayllo communities in 1994. Results of this survey will allow SES to evaluate the impact of our interventions to date and better identify current needs.
- The new Lois and Thomas White Community Center in San Gabriel, Lima, inaugurated in February 2004, provides general medical care and hosts and supports a number of community groups, including afterschool and summer activities through the Salud Infantil (Child Health) Program; Mujeres Unidas (United Women), a women's group that makes crafts to raise funds for local communities; and Amigos por Siempre (Friends Forever), a peer leadership group whose recent activities included the launch of a toy library at the community center, several fundraisers, and sexual education workshops for teenagers.

A biosocial approach to tuberculosis research

Perhaps unique among NGOs, Partners In Health addresses through scholarly research the complex web of biomedical, socioeconomic, and structural issues underlying our patients' illnesses. Our approach is biosocial in nature, drawing on methodologies from disciplines as diverse as medicine, anthropology, epidemiology, political economy, and molecular biology. Data from our research allow us to improve prevention

efforts and treatment outcomes, strengthen local capacity through training and operational assistance, and advocate on behalf of our patients in boardrooms, conference rooms, and the halls of power worldwide.

The clinical and operational issues we face in Peru are common to many tuberculosis programs in resource-poor settings, and Socios En Salud has been a leader in TB research since its inception. Current research projects focus on improving treatment outcomes, advancing diagnostics, and understanding epidemics. SES researchers are evaluating the cost and effectiveness of new, more rapid diagnostic tools and of the various MDR TB management strategies we have applied during the past eight years. We are exploring the underlying social, economic, and medical reasons for delayed diagnosis and treatment non-adherence so that we can better target appropriate interventions. And, as our research



capacity expands, SES has begun to host clinical trials for MDR TB: the first will test novel therapies for patients whose disease cannot otherwise be cured. New aerosolized delivery systems for antituberculous agents, currently under development by SES affiliates, are one promising avenue. SES is also establishing a trial to assess the effect of reinforcing MINSA's standardized regimen with newer, more potent antituberculous agents. Other ongoing work elaborates the epidemiology of TB disease in Peru and evaluates the effects of appropriate preventive therapy for contacts of MDR TB patients.

Essential to the research program at SES is a commitment to training a new generation of multi-disciplinary investigators. Efforts toward this goal have included multiple training workshops in study design; data collection, entry, and quality control; and human subjects protection. In addition, three SES nurses are nearing completion of their masters-level research projects and will serve an increasingly central role in our research efforts. We also continue to provide support for SES and MINSA personnel to publish their findings and attend TB conferences and meetings, thus ensuring that our biosocial approach to tuberculosis care and treatment is disseminated in academic and policy circles.



UNITED STATES:

Prevention and Access to Care and Treatment Project (PACT)

The core vision of the Prevention and Access to Care and Treatment (PACT) Project comes from community activists. In 1999, PIH was approached to help establish a collaborative project that would train people from inner-city Boston to improve health outcomes among poor and marginalized AIDS patients. With support from the Brigham and Women's Hospital, the PACT Project has succeeded in creating a highly innovative HIV treatment intervention by modifying PIH's community-based model to fit a developed-country urban setting. PACT's health promoters work with their clients to address obstacles to care, from poverty to substance abuse to mental illness, and help them navigate a complex and often disjointed web of medical and social services. PACT's Prevention Program recruits and trains individuals from at-risk communities to become prevention and harm reduction leaders around the issues of substance abuse and HIV infection. The newly-launched Youth for Prevention, Action, and Change through Thought (YPACT) is an intensive, innovative empowerment program that trains Boston teens to become peer leaders and organizers for HIV prevention in their schools and communities

2004 ACCOMPLISHMENTS:

- Improved health outcomes: after 12 months in the PACT program, patient CD4 counts (a reflection of immune system strength) increased from a dangerously low average of 133 cells/mm3 to an acceptable level of 293 cells/mm3. Patients are considered to have AIDS (rather than just being infected with HIV) when they have a CD4 count below 200 cells/mm3. In the pilot cohort, 73 percent of patients achieved undetectable viral loads.
- Reduced medical costs: high-risk AIDS patients enrolled in the PACT Project experienced a 17 percent decrease in the number of hospitalizations and a 37 percent drop in cost per inpatient stay (as measured at one Boston-area hospital).
- Launched Youth for Prevention, Action, and Change through Thought (YPACT) to empower at-risk Boston teens. In September 2004, more than 60 referrals were received from local schools and communities for the 40 spots in the six-month program.
- In order to be more accessible to the communities it serves, PACT relocated its offices to Codman Square, in the heart of Dorchester.

Service close to home

Service close to home

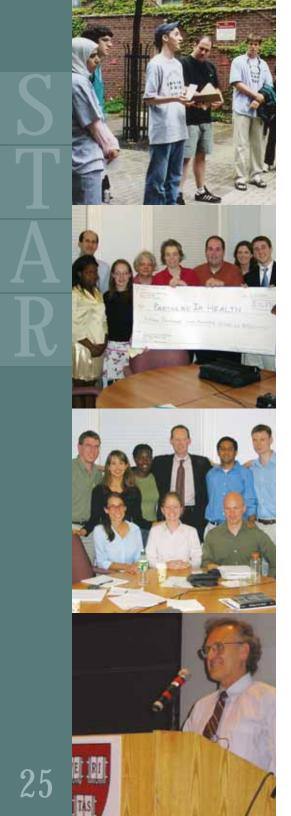
AIDS is on the decline in the United States, but racial, ethnic, and economic disparities are reflected in increasing transmission and mortality rates among subaltern populations. Many poor people are never even tested for HIV, let alone treated. According to the Institute of Medicine, poor, uninsured HIV-positive people are 85 percent more likely to die prematurely of their disease. In Boston in 2004, the HIV/AIDS incidence rate among black males was 67.9 percent higher than that for males overall, and the incidence rate among black females was 172.3 percent higher than that for females overall.

The PACT Project's approach to supporting AIDS patients is based on the HIV Equity Initiative in rural Haiti. Patients who are failing treatment are referred by their physicians to the PACT Project, where they receive directly observed therapy and social services. While many of these patients receive quality clinical care at Boston's top research hospitals, an overwhelming constellation of personal challenges—from poverty to substance abuse, from mental illness to language and cultural barriers—can exacerbate their health problems and disrupt adherence to complex AIDS treatment regimens. PACT's health promoters, like accompagnateurs in Haiti, work with their patients to ensure adherence to therapy, address obstacles to care, and access medical and social services.

Thinking Globally, Acting Locally from The Boston Globe, 25 December 2004

"This is a whatever-it-takes approach to health care," says Lamour-Mede, 33, [a PACT community health promoter] who used to work in a battered women's shelter. "With the poor, there's a lot going on, and to treat them effectively, you have to look at the entire environment." She and [her AIDS patient] Louis-Maire have an easy, bantering relationship. "This woman gives me a hard time," says the patient. "How am I supposed to remember to take that one last pill at night?" She had tried to take it every night during *Wheel of Fortune*, her favorite show, but she kept forgetting.

Finally, the two women hit on a scheme: Louis-Maire will set an alarm clock to go off during *Wheel of Fortune*. When it does, she'll take the pill. But will she remember to set the alarm? And will she be able to find her pill box, which has a habit of getting misplaced? "I'm gonna be on my best behavior," Louis-Maire promises. "Is there anything else, Miss Pain-in-the-Butt?" she asks her advocate, grinning.



UNITED STATES:

The Institute for Health and Social Justice (IHSJ) was founded in 1993 as PIH's public education and advocacy arm and to provide a forum for staff, researchers, scholars, interns, and health practitioners to work together on health, human rights, and social justice issues. In 2004, IHSJ staffers and interns co-authored two of the reports of the United Nations Millennium Project's Task Force Five on HIV/AIDS, malaria, TB, and access to essential medicines; these reports provide concrete recommendations for the United Nations to help impoverished countries meet the Millennium Development Goals.

Amplifying the voices of the poor: PIH's advocacy efforts

Our conviction that health care is a human right has been bolstered by our success in demonstrating that complex health interventions are in fact feasible in resource-poor settings. Through our advocacy efforts, PIH has helped to bring significant new resources to bear in the fight against the infectious diseases that disproportionately afflict the poor

PIH has been instrumental in the global campaigns to lower the cost of second-line drugs for tuberculosis and antiretrovirals for AIDS. Based on PIH's successful efforts to treat MDR TB in Peru, the Green Light Committee (GLC) was formed in 2000 by the World Health Organization and a consortium of partners—academic institutions, civil society organizations, bilateral donors, and government agencies—to facilitate treatment of MDR TB in poor settings. The GLC provides technical assistance, reviews MDR TB treatment proposals, and assists in the pooled procurement of second-line antituberculous drugs at preferential prices. The GLC mechanism has been extremely successful in supporting the expansion of MDR TB treatment in resource-poor settings, with 35 pilot projects currently approved and many more in the pipeline. The success of the GLC has resulted in increased momentum for DOTS-Plus, a strategy of directly observed therapy for MDR TB using regimens of four to seven antituberculous medications to which the patient remains sensitive. The WHO and its partners are now finalizing new DOTS-Plus guidelines based on the experiences and evidence collected from the GLC pilot projects.

PIH's success in convincing the world to confront multidrug-resistant tuberculosis has directly informed our ongoing efforts to improve access to AIDS treatment in impoverished settings. The HIV Equity Initiative in Haiti was one of the models that shaped the development of major funding and programmatic initiatives such as the Global Fund and the WHO's 3x5 Initiative; PIH co-founder Dr. Jim Yong Kim was tapped to lead this important effort. In the last three years, the Global Fund has awarded over \$50 million in grants to our local partners in Haiti, Peru, and Russia to sustain and expand the AIDS and MDR TB treatment efforts initiated by PIH.

Health as a human right, advocacy on behalf of the destitute sick



Loune Viaud accepts the Thomas J. White Prize on behalf of herself, Dr. Fernet Léandre, Dr. Maxi Raymonville, and all the members of the ZL staff.

Dr. Joia Mukherjee, PIH Medical Director, and U2's Bono at CityYear Boston, advocating for debt relief and AIDS treatment for poor countries. (Photo courtesy The One Campaignn

11th annual Thomas J. White Symposium

To a standing room-only crowd, Stephen Lewis, UN Special Envoy for HIV/AIDS in Africa, delivered the keynote address at PIH's annual Thomas J. White Symposium, entitled "Meeting the Global Challenge: Scaling up HIV Treatment." The 2004 Thomas J. White Prize was awarded to our colleagues Loune Viaud, Dr. Fernet Léandre, and Dr. Maxi Raymonville for their outstanding work in keeping Zanmi Lasante running at full speed despite political upheaval, devastating floods, and violent uprisings.



RUSSIA:

Expanding MDR TB treatment capacity through training

Russia's epidemic of drug-resistant tuberculosis is one of the worst in the world. Economic decline, the breakdown of social safety nets, a growing AIDS epidemic, alcoholism, and a high incarceration rate have been key factors in the dramatic increase in tuberculosis cases and the subsequent rise of drug-resistant strains. In Tomsk Oblast, Siberia—where Partners In Health has been working since 2000 to expand our successful MDR TB treatment model—16.3 percent of new TB infections are multidrug-resistant. The tuberculosis epidemic is especially complex in the prison system, where drug resistance is even more prevalent.

2004 ACCOMPLISHMENTS:

Strengthening the DOTS-Plus model in Tomsk Oblast

- Enrolled 168 new MDR TB patients, 142 from the civilian sector and 26 from the prison sector. Preliminary analyses indicate projected cure rates of nearly 80 percent in the first cohort of 244 patients.
- Renovated the Third Ward of the Tomsk Tuberculosis Hospital, where the most challenging patients are treated.
- Assisted Tomsk partners in securing \$10.8 million over five years from the Global Fund to Fight AIDS, Tuberculosis and Malaria for scale-up of TB treatment efforts in Tomsk Obalst. PIH is currently serving as principal recipient.

Improving MDR TB treatment in Russia through training, technical assistance, and research

- Led comprehensive training initiative supported by the Eli Lilly Foundation.
- Disseminated PIH-developed training and educational materials throughout the former Soviet Union. *PIH Guide to the Medical Management of Multidrug-Resistant Tuberculosis* adapted for the Russian setting and translated.
- Ongoing research to identify critical barriers to treatment success: areas of focus include DOTS, DOTS-Plus, operational research, TB mortality, and alcohol abuse.
- Developed, implemented, and disseminated models for monitoring and evaluation of DOTS and DOTS-Plus programs.

Expanding MDR TB treatment capacity through training

PIH is working with our Russian partners to expand the country's capacity to effectively address the TB epidemic now and in years to come. The foundation of these efforts is our MDR TB training and research initiative, funded by the Eli Lilly Foundation and endorsed by the Russian Ministries of Health and Justice. The four-year training initiative draws on the experiences of PIH-supported treatment programs in Russia, Haiti, and Peru as well as on the expertise of Russian doctors themselves. Following a two-week didactic course, participants receive clinical training at Tomsk-area hospitals, ambulatory facilities, and laboratories. The third component of the training consists of PIH-led site visits to the participants' home institutions, thus providing support to the physicians and their colleagues in applying their training under local conditions.

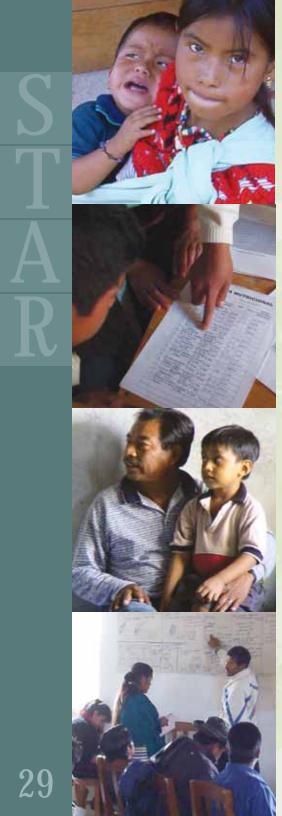
The trainees are experienced tuberculosis physicians representing a broad range of civilian and prison health care systems, but they are limited in their ability to effectively treat MDR TB due primarily to a lack of specialized training, a historical dearth of evidence-based medicine, and inadequate administrative support for the effective management of MDR TB programs. PIH has led trainings for 57 doctors from 15 regions across Russia to date and conducted four site visits in 2004 to the doctors' home institutions.

A long-term goal is to integrate the principles and methods of PIH's evidence-based, patient-centered treatment model into the official Russian medical education curriculum. To that end, during the summer of 2004 PIH sponsored four Russian physicians' participation in the Program in Clinical Effectiveness at the Harvard School of Public Health, an intensive program for established clinicians seeking advanced training in quantitative and analytic skills for clinical research and health care administration. PIH is working with the Moscow Medical Academy to introduce a similar clinical effectiveness program in Russia, and we are confident that these four doctors—and others to follow—will play key roles in fostering our ongoing partnership.

PIH's multifaceted approach in Russia is characteristic of our work in each of our project sites. By first providing much-needed technical consultation on a critical health need, we established a reputation for our commitment to quality health care for marginalized



populations. We worked closely with local partners to improve clinical outcomes among MDR TB patients. Building on this successful intervention, we created a training center to disseminate the DOTS-Plus model across the region. In addition to developing training programs based on ever-changing needs, we continue to advocate for resources to put treatment projects on solid financial footing for years to come.



CHIAPAS

Bringing health care to underserved highland communities

The residents of the southern Mexican state of Chiapas, mainly indigenous Maya, have long struggled with poverty, political violence, and dismal health conditions, including Mexico's highest infant, maternal, and tuberculosis mortality rates. Since 1989, Partners In Health has worked in Chiapas with the Equipo de Apoyo en Salud y Educación Comunitaria (Team for the Support of Community Health and Education) to improve access to health care for the indigenous poor. In an area where violence by state-supported militias and federal army units has crippled access to basic health care, PIH and EAPSEC have recruited and trained hundreds of community health workers, known as promotores, to provide community-based care to those in most need.

2004 ACCOMPLISHMENTS:

- Supervised 96 promoters in four regions of Chiapas state—Amatán, Tapachula, Diaconías Indígenas, and Guatemala Border region—to address basic health care needs.
- Constructed, equipped and inaugurated a clinic in the town of Amatán in the Northern region of Chiapas. The new 1,200 square foot clinic includes a small pharmacy, a community meeting space, and four examination rooms to serve a population of nearly 20,000. Since opening its doors in August 2004, the clinic has registered 217 patient visits for conditions such as respiratory illnesses, gastrointestinal diseases, sexually transmitted infections, malnutrition, trauma, mental health issues, and eye and skin infections.
- Conducted 40 community workshops on such topics as maternal health, waterborne diseases, dental health, and tuberculosis case detection.

GUATEMALA

Health and healing in the wake of civil war and genocide

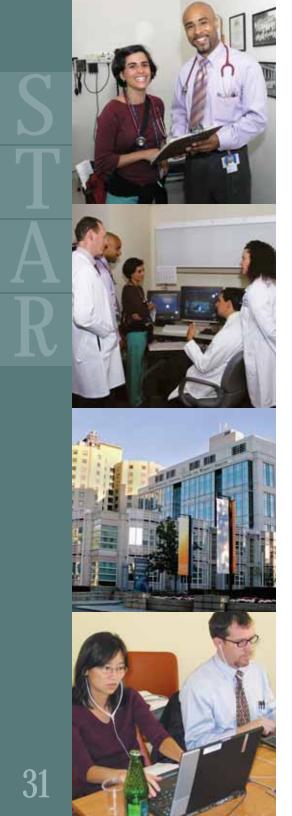
When Partners In Health first asked members of the Guatemalan highland community of Huehuetenango what they needed in order to be well, their response surprised us: after years of state-sponsored violence that had resulted in hundreds of thousands of deaths and "disappearances," victims' loved ones wanted help in exhuming mass graves, identifying the dead, and, if possible, reburying them properly so that they could rest "with their eyes shut." Since 1998, PIH has been supporting the work of Equipo Técnico de Educación en Salud Comunitaria (ETESC) as they support the living by helping them care for their dead.

2004 ACCOMPLISHMENTS:

- Held 14 workshops to provide psychosocial support to family members of disappeared victims of the Guatemalan Civil War.
- Found and revealed seven clandestine cemeteries.
- Exhumed four mass graves (31 since 2000).
- Identified the remains of 36 victims (189 since 2000).
- Erected four monuments to commemorate the victims of the Guatemalan Civil War (11 monuments since 2000).
- Provided technical assistance for the launch of 90 new community-based organizations in 10 municipalities for victims of internal conflict.
- Led three demonstrations to demand the implementation of the promised peace accords.







THE "THREE PILLARS"

PIH's institutional collaborators

The work of Partners In Health is uniquely situated within "three pillars" of institutional support at our headquarters in Boston, Massachusetts. Longstanding alliances with Harvard Medical School and one of its teaching hospitals, the Brigham and Women's Hospital, enable us to translate our lived experience serving the destitute sick into clinical and operational research, education and training curricula, and health programs and policies that reduce disparities in disease burden and improve treatment outcomes both at home and abroad.

This unique collaboration between a non-profit organization, a world-renowned medical school, and a major teaching hospital is a new and fruitful model for leveraging the resources of the world's leading institutions to inspire, enlist, and train others to address the pressing health inequalities of our times. Working alongside local staff from our sister organizations at each of our project sites, clinicians and researchers from across the "three pillars" provide care to patients and train colleagues and junior staff. They also conduct cross-disciplinary, biosocial research on AIDS, tuberculosis, and other diseases of the poor and advocate on behalf of those they serve.

Partners In Health (PIH)

- Nonprofit corporation, founded in 1987.
- In 2004, 25 staff providing administrative, managerial, and programmatic support to projects in Haiti, Peru, Russia, and Boston.

Program in Infectious Disease and Social Change (PIDSC)

Department of Social Medicine, Harvard Medical School

- Academic program, launched in 1997.
- In 2004, 6 faculty members trained in anthropology, epidemiology, and public health.

Division of Social Medicine and Health Inequalities (DSMHI)

Department of Medicine, Brigham and Women's Hospital

- Teaching hospital division, launched in 2001.
- In 2004, 31 physician-scientists specializing in infectious diseases, pediatrics, cardiology, and informatics.

We translate our lived experience serving the destitute sick into research that is broadly disseminated in the scholarly literature and at academic conferences and meetings around the world.

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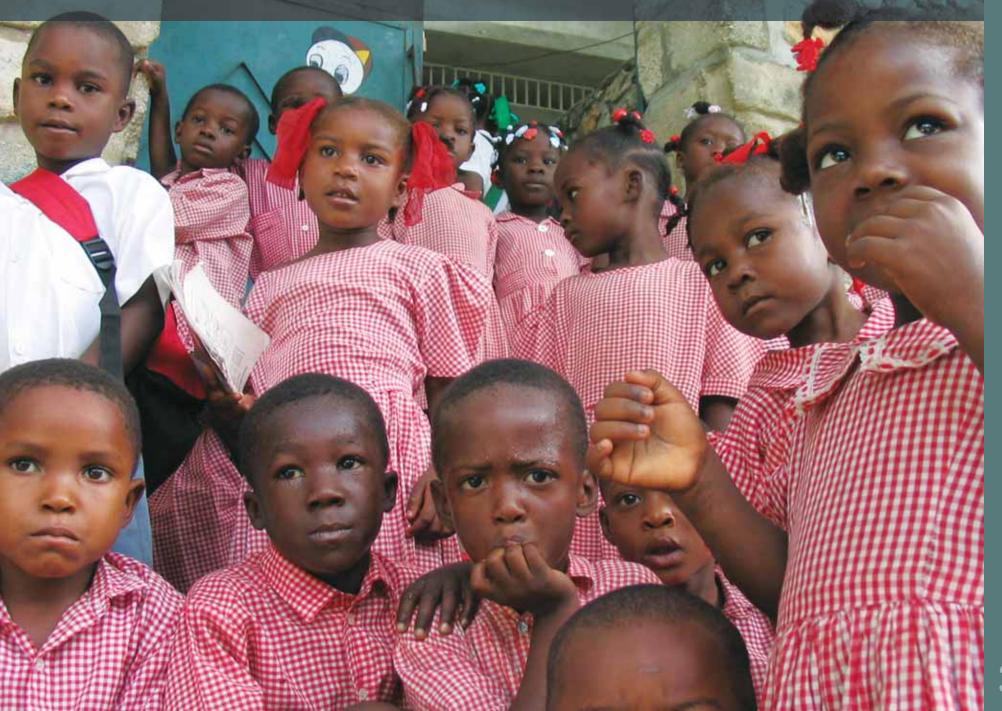
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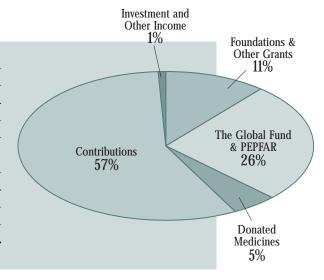
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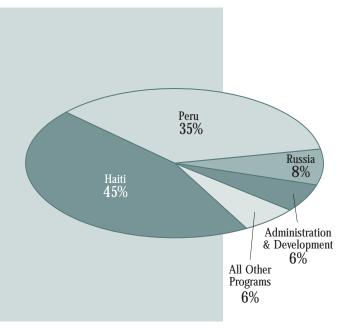
PIH 2004 Total Support and Revenue

| 11 | |
|--|------------------|
| Category | Amount |
| Contributions | \$ 9,958,945 |
| Donated Medicines | \$ 838,269 |
| Total Contributions | \$ 10,797,214 |
| | |
| The Global Fund to Fight AIDS, Tuberculosis and Malaria; | |
| President's Emergency Plan for AIDS Relief (PEPFAR) | \$ 4,531,527 |
| Foundations and Other Grants | \$ 1,968,492 |
| Total Grants | \$ 6,500,019 |
| | |
| Investment and Other Income (Net) | \$ 194,894 |
| Total Support and Revenue | \$ 17,492,127 |
| | |



PIH 2004 Total Expenditures

| By Program | | Amount |
|--------------------------------|--------------------|------------------|
| Haiti: Programmatic expenses | | \$ 4,686,539 |
| Medications | | \$ 1,952,363 |
| | Subtotal Haiti | \$ 6,638,902 |
| Peru: Programmatic expenses | | \$ 3,738,221 |
| Medications | | \$ 1,377,627 |
| | Subtotal Peru | \$ 5,115,848 |
| Russia: Programmatic expenses | | \$ 966,475 |
| Medications | | \$ 145,294 |
| | Subtotal Russia | \$ 1,111,769 |
| All Other Programs | | \$ 874,099 |
| Administration and Development | | \$ 937,549 |
| • | Total Expenditures | \$ 14,678,167 |
| Increase in Net Assets | | \$ 2,813,962 |



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