



Partners
In Health

Over 20 years of health and social justice

Building Back Better in Haiti

Three-Month Progress Report

January 12, 2010 – April 12, 2010

STAND WITH HAITI

Executive Summary

In response to the devastation following the 7.0 magnitude earthquake that ravaged Haiti on January 12, 2010, Partners In Health (PIH) and its sister organization, Zanmi Lasante (ZL), with 4,403 local staff and a large network of public hospitals and health centers, immediately began delivering treatment and care to earthquake survivors in Port-au-Prince and across the Central and Artibonite Departments.

The long-term ramifications of this disaster will be significant and far-reaching. To address them, PIH/ZL has taken on relief, recovery, and rebuilding activities in three core areas: clinical services, social and economic support services, and health systems strengthening. This report outlines PIH/ZL's activities in these program areas from January 12 through April 12, 2010. Highlights include:

- In the first month after the earthquake, PIH/ZL emergency medical efforts treated 4,961 critically injured patients through facility-based interventions, set up, stocked, and staffed 25 operating rooms, identified roughly 1,000 additional patients and referred them to collaborating medical relief organizations, and evacuated 140 patients to the USNS Comfort and hospitals abroad.
- PIH/ZL established clinics in four settlement sites to serve the basic healthcare needs of 88,000 displaced people in Port-au-Prince. Since January 25, these four clinics have treated more than 50,000 patients.
- During the first three months, PIH/ZL hired 358 additional local staff, shipped more than 422 tons of medicines, supplies and equipment, and deployed 516 clinical and technical volunteers.
- PIH/ZL has already supported more than 10,000 people and their families with social or economic support in the form of cash, food, agriculture assistance, educational support, jobs, or other services over the course of the past three months.
- Bolstered capacity at our 12 clinical sites in the Central Plateau and Artibonite to meet the needs of both thousands of injured survivors and tens of thousands of displaced people, who are in need of basic health services.

PIH/ZL approaches “building back better” in Haiti with the same values and principles that have guided our work for many years, namely: partnership with the Government of Haiti to achieve sustainable, long-term improvements to the country’s public health system; pragmatic solidarity with the Haitian people to address their basic needs; and a comprehensive approach to help lift communities out of poverty.



Introduction

On January 12, 2010, a 7.0 magnitude earthquake struck Haiti, causing massive destruction and loss of life in the worst natural disaster that the country has ever experienced. The earthquake and over 40 aftershocks led to widespread, catastrophic damage in the capital city of Port-au-Prince and in smaller towns to the southwest. The Government of Haiti estimates 230,000 deaths, although the final number may not be known for many months. At this estimated death toll, the earthquake surpasses the impact of the 2004 Indian Ocean tsunami and has been called the worst disaster in modern history by UN Secretary-General Ban Ki-moon. Additional figures cited by the Government of Haiti include nearly 200,000 injured, 1.3 million internally displaced people, and an estimated total of 3 million people—one third of the country's population—directly affected.



The long-term ramifications of the earthquake in Haiti, already the poorest country in the western hemisphere by far, are staggering. It almost entirely disabled the infrastructure and organization of the Government of Haiti. Every major health facility in the capital was badly damaged or destroyed, including the country's one teaching hospital and the nursing school, where an entire class of nearly 200 students perished. Working in partnership with the Ministère de la Santé Publique et de la Population (MSPP), PIH and its sister organization in Haiti, Zanmi Lasante (ZL) stepped in immediately to respond to the increased and urgent demands on the devastated public health system and to develop and begin implementing a \$125 million, two-and-a-half year plan to help Haiti recover and rebuild over the long term. PIH/ZL's activities to date span three broad categories—clinical services, social and economic support services, and health systems strengthening—and are detailed in this report.

Clinical Services

0-3 Month Activities

Responding to Medical Emergency

When the earthquake hit, PIH/ZL was able to immediately draw on the strength of more than 20 years experience in Haiti, 12 fully functioning hospitals and health centers in the Central and Artibonite Departments, and an existing local staff of 4,403 people. To build on these resources, PIH/ZL, in collaboration with many institutional partners in the United States, deployed an additional 597 volunteers and staff, including 249 physicians, 244 nurses, 27 physical therapy and rehabilitative medicine specialists, and 94 other professionals, including engineers, logisticians, coordinators, and project managers. In addition, 358 new local staff members have been contracted or employed since January 12.

Within the first month, we quickly bolstered the surgical, orthopedic, trauma, and post-operative care capacity at four of our largest existing sites in close collaboration with the MSPP (Cange, Hinche, St. Marc, and Petite Rivière de l'Artibonite) as well as at an additional three sites in Port-au-Prince (Hôpital de l'Université d'Etat d'Haïti, Croix des Bouquets, and Carrefour). At the height of our emergency surgery efforts, PIH/ZL provided around-the-clock surgical care to earthquake survivors through a total of 25 operating rooms across these seven sites. In the first four weeks, PIH/ZL directly delivered emergency life-saving medical care to nearly 5,000 patients with earthquake-related conditions across these sites: 2,961 patients at PIH/ZL sites in Cange, Hinche, St. Marc, and Petite Rivière de l'Artibonite and an estimated 2,000 or more additional patients in Port-au-Prince. Our clinical teams performed more than 640 surgeries and 50 amputations. An estimated 1,000 additional surgical patients were also identified by PIH/ZL staff in Port-au-Prince and treated by other medical NGOs or volunteer groups.

Emergency Care

January 12–February 12

Operating rooms opened – **25**
Patients receiving emergency care – **4,961**
at PIH/ZL hospitals – **2,961**
Surgeries – **640**
Amputations – **50**
at Port-au-Prince sites – **2,000** (approx.)
Evacuated to USNS Comfort or abroad – **140**
Referred to NGO partners – **1,000** (approx.)

In addition to care delivered in Haitian facilities, PIH/ZL evacuated 140 patients with urgent and life-threatening conditions to the hospital ship USNS Comfort and to many other hospitals outside of Haiti for advanced care not available within the country. PIH/ZL, with help from key partners at the United Nations Office of the Special Envoy to Haiti (OSE) and the Clinton Foundation, accomplished these evacuations swiftly with MedEvac flights, helicopters, cars, and specialized medical supervision. Our evacuation team ensured that proper post-operative care and necessary follow-up services are available to the patients either via the institution abroad or at a PIH/ZL site in Haiti. Of the 140 patients, 27 were transferred back to a PIH/ZL facility for ongoing care.

Because of PIH/ZL's long history of working with the MSPP in Haiti, we were asked to serve as a coordinating agency for all volunteer and NGO teams working at Hôpital de l'Université d'Etat d'Haïti, (HUEH) to provide emergency medical care. PIH/ZL staff members were instrumental in restoring electricity at the facility and in establishing a total of 12 functional operating rooms by the eighth day following the earthquake. PIH/ZL continues to help staff HUEH with groups of eight to 15 rotating clinical volunteers and is assisting the MSPP with a comprehensive needs assessment of the site, proposals for international assistance, as well as an overall articulation of a long-term health system strategy for Port-au-Prince and the rest of the country.

Providing Comprehensive Primary Care to Displaced People in Port-au-Prince

PIH/ZL has been working to provide health care and social support services to internally displaced persons (IDP) in four settlements in Port-au-Prince: Parc Jean-Marie Vincent, Building 2004, Dadadou, and Caradeux. The combined population of these four camps is approximately 88,000. Through health clinics at these four sites, PIH/ZL is providing comprehensive primary health care services, including reproductive health care, HIV/AIDS and tuberculosis testing, and malnutrition screening. Each site is staffed by a team of physicians, nurses, pharmacists, and lab technicians. Approximately 230 health care workers are currently involved in the clinics and are supported by 60 new community health workers. On average, the clinic sites have been testing and treating 5,250 patients each week and are providing the necessary services and referrals to patients who require follow-up care, particularly for pregnant women and HIV-positive patients.

PIH/ZL is also working to provide mental health and psychosocial support in these areas. Our IDP settlement health clinic team includes six psychologists, six social workers, and thirteen *animates sosyal* (residents selected by the committees at each camp to perform active case finding in the settlements and refer individuals for additional care and attention). In each of the settlements, PIH/ZL is piloting psychosocial and mental health evaluation forms. In addition to their clinical work, the teams are organizing memorial services and structured leisure activities for children and families in the settlements.

Developing Expertise in Rehabilitative Medicine

As the acute medical crisis has passed, PIH/ZL is turning its attention to the long-term care needs of the injured. We are ramping up physical therapy and rehabilitative medicine programs at our clinical facilities. Rotating volunteer physical therapy and rehabilitative medicine specialists bring immediate expertise and training to our local clinical teams.



In addition, PIH/ZL worked with a team from Dartmouth-Hitchcock Medical Center to conduct a full assessment of rehabilitation capacity and needs. Immediately following the assessment, PIH/ZL identified a strong candidate to lead the development of a rehabilitation program in Haiti and formed strategic partnerships with other organizations and institutions—including Handicap International, Project Hope, Hôpital Albert Schweitzer (HAS), and BRAC—to help increase capacity at all PIH/ZL clinical sites by advising on strategic hiring and developing a curriculum for training staff.

In partnership with Hôpital Albert Schweitzer (HAS) and Hanger Orthopedic Group, PIH/ZL has already fitted 18 patients with prosthetics, ensuring high quality rehabilitation services are available to them before and after they receive the prosthetic devices. The PIH/ZL facility in Cange has become a referral center for patients in need of rehabilitative care in preparation for and following prosthesis fitting, and we expect the collaboration with HAS to grow in the months to come. In order to coordinate and provide stability to these efforts PIH/ZL has hired a full-time physical therapist with ten years of experience in the rehabilitation of victims of trauma and extensive experience training technicians at our referral site in Cange with Healing Hands for Haiti. This position will provide the oversight necessary to link service, capacity building, and education into a comprehensive rehabilitation program.



Expanding Capacity to Deliver Mental Health and Psychosocial Services in Haiti

With an expanded team of 17 psychologists and 50 social workers and social work assistants, PIH/ZL has provided an initial mental health and psychosocial response consisting of support to staff members, development of community programs, implementation of some enhanced basic clinical services, launching of child and family activities, and training in Psychological First Aid, all of which have served to help stabilize individuals and communities during the early phases of the current emergency. To support and strengthen these activities, PIH/ZL is developing mental health curricula to train staff members and support the expansion of our capacity to deliver mental health and psychosocial services.

In collaboration with the Haitian Ministry of Health and in accordance with the *Mental Health and Psychosocial Support Guidelines in Emergency Settings* issued in 2007 by the UN’s Interagency Standing Committee, PIH/ZL has been working to ensure that care following the Haitian earthquake is implemented through a systematic, collaborative, integrated, and multi-sector approach. In collaboration with the Government of Haiti, PIH/ZL is supporting the drafting of a national plan for mental health.

PIH/ZL is also working to support other government ministries to incorporate mental health care into their recovery efforts. For example, one of our Haitian psychologists led a two-day training session for 25 education inspectors and education committee members from the Ministry of Education for the Central Plateau and has piloted several school interventions in the communities of Hinche and Mirebalais. In the coming months, PIH/ZL’s expanded psychology team, in collaboration with the Ministry of Education, will be visiting schools in the Central Plateau in order to lead memorial services and provide individual counseling for children and adolescents experiencing significant emotional distress.

Meeting Medical Needs

January 12–April 12

Volunteers deployed to Haiti – **516**

Doctors – **189**

Nurses – **222**

Rehabilitative Specialists – **20**

Other – **85**

Medicines, supplies and equipment shipped – **422 tons**

Average number of patients seen per week at settlement clinics – **5,250**

Patients fitted for prosthetics – **18**

Social and Economic Support Services

0-3 Month Activities

Protecting the Most Vulnerable Children

Knowing that roughly two-thirds of our patient population at PIH/ZL's four IDP settlement health clinic sites are female and that more than a quarter are children under five, PIH/ZL has increased child protection efforts in the IDP settlements and throughout Port-au-Prince by actively reporting unaccompanied children to a national referral center being run by UNICEF and creating safe spaces for children. Also in Port-au-Prince, PIH/ZL has partnered with Operation Blessing to purchase a property at which we can operate a home for unaccompanied minors and other vulnerable children, particularly those with debilitating disabilities. Currently, PIH/ZL is directly caring for 41 children from age two weeks to 21 years old who are physically or mentally disabled. Moving forward, this initiative to find a home where the children can receive the ongoing educational, emotional, and psychosocial support that they need to thrive will be called *Zanmi Beni*.

PIH/ZL also offers support groups for youth affected by HIV/AIDS and their parents or caregivers. This intervention includes sessions covering such topics as improving active listening and problem-solving skills, creating a positive home environment, conflict resolution techniques and practical ways for parents to help protect their children from unwanted pregnancy, drug and alcohol abuse, and sexually transmitted infections. Prior to the earthquake more than 420 children and their parents were enrolled in these support groups. Now, in the aftermath of the earthquake, the curriculum focusing on HIV/AIDS-affected families will continue to be adapted to help address the greater need for psychosocial support of earthquake-affected families.

Addressing Basic Needs of Displaced People in Port-au-Prince

In addition to addressing medical needs of Port-au-Prince's displaced population through the IDP settlement clinics, PIH/ZL has forged strategic partnerships with other organizations—ACTED, Operation Blessing, Samaritan's Purse, World Food Program, and the Progress and Development Foundation (Prodev), among others—to provide basic services like clean water, sanitation, food, and education in the four settlements where we have clinical operations. With all of these partners, PIH/ZL acts as a distributor, implementer, or liaison within the settlements. PIH/ZL has been particularly instrumental in forming a collaborative education partnership that is providing two sessions of schooling Monday through Friday, with additional psychosocial support for 200 children in each of PIH/ZL's four settlement sites.

Linking Sustainable Agriculture Assistance to Food Aid

PIH/ZL has rapidly launched a two-phased program to address food security in Haiti's rural areas that have been burdened by the exodus of family members from Port-au-Prince. Phase One is well underway with the goal of bringing first harvests of food to the region by May 2010. PIH/ZL quickly identified 300 acres of fallow farmland and worked with local farmers to immediately begin plowing and irrigating fields and planting a crop of precocious (fast-growing) corn. The initiative has employed close to 100 farmers by working with local associations to train and gather farming families to cultivate crops communally in groups called *kombits* in Haitian Creole. After an initial group training session, participating families received the supplies needed to cultivate the land and support from agronomists and technicians. Crops will be used to feed and support the farmers, their families, and the communities in which they live as well as the most vulnerable displaced people who have migrated to the Central Department. As an interim step before the harvest, PIH/ZL increased food assistance packages,

Socioeconomic Support

January 12–April 12

Children receiving schooling
in settlements – **800**

Unaccompanied minors and other vulnerable
children in support groups – **120**

Unaccompanied minors with disabilities
served by *Zanmi Beni* home – **41**

Farmers trained and employed – **100**

Solidarity salary packages distributed – **4,403**

distributing 160 metric tons of food to 3,100 IDPs living in the Central and Artibonite Departments and an additional 200 metric tons of food to 3,891 vulnerable patients and their family members in the month of March. This additional March food assistance represents nearly half the amount PIH/ZL distributed in all of last year.

For phase Two, PIH/ZL has hired and trained 20 *ajan agrikol* (agricultural assistants) and has identified 1,000 families who need additional assistance and support in order to farm their own lands successfully. Each of the 20 *ajan agrikol* has been assigned 50 families and will train those families in farming techniques that will help improve their production. After being trained, participants will receive seeds appropriate to the land and season, fertilizers and insect control, trees both for fruit and reforestation, a goat and chickens, access to tool banks, land preparation assistance, ongoing help from agronomists and technicians from Zanmi Agrikol (a sister organization that focuses on agricultural initiatives), training in management and economics of secondary crops for trade, and help in forming secondary trade groups.

Improving Access to Clean Water

To respond to the intensified and growing need for access to potable water in the Central Department, where 90,997 people from Port-au-Prince have returned to live, PIH/ZL is ramping up our community water projects. PIH/ZL plans to triple the number of community water projects it implements over the next 12 – 15 months. With support from our partners at **charity:water**, PIH/ZL will cap springs in eight communities and build and deliver 350 dry latrines and 320 biosand filters in order to reach a population of 28,000. The target communities are some of the most vulnerable in the Central Department.

Enrolling Displaced Children in School

In addition to the education initiative dedicated to serving children living in IDP settlements, PIH/ZL is also working to address the needs of a large population of vulnerable children who are living with family members or friends outside of Port-au-Prince. In a census of communities in the Central Department, PIH/ZL community health workers have reported some households with as many as 15 people living in one or two room homes. PIH/ZL has launched an assistance program to provide school fees and other social support to vulnerable displaced children from Port-au-Prince who are now living with pre-existing patients in PIH/ZL's HIV/AIDS and TB programs. In addition, ten new schools have been added to the PIH/ZL school lunch program roster, serving an estimated 1,700 additional children daily and bringing the total receiving school lunches to nearly 11,000.



Providing Direct Economic Support

Nearly all of PIH/ZL's 4,403 staff lost loved ones; many of our professional staff members have also lost their homes and possessions in Port-au-Prince. Despite the tremendous loss they incurred, the overwhelming majority of our staff returned to their posts with PIH/ZL within days of the earthquake. Like others in the Central and Artibonite Departments, our staff members are taking in relatives from quake-affected areas with nowhere to go. These front-line healthcare workers, more than half of whom are very poor themselves, are crucial to PIH/ZL's ability to address survivor needs and build long-term capacity in the public healthcare system. To ensure their ability to continue to do their vital work, PIH/ZL has distributed one-time direct financial assistance—"solidarity packages"—to our employees at all levels to use for food, water, housing assistance, transportation costs, and other essentials. Solidarity packages have been given based on a sliding scale to all 4,403 staff members according to current salary levels.

Health Systems Strengthening

0-3 Month Activities

Strengthening the Public Health System: Operations, Infrastructure, and Teaching

Before the quake, PIH/ZL was serving a population of 1.2 million people in the Central and Artibonite Departments. According to United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the population living in these areas has been increased by the arrival of an estimated 250,000 displaced people, and perhaps more who have not been counted in the official census. In addition to serving patients and their families from our facilities in the Central and Artibonite Departments, following the earthquake, PIH/ZL has helped provide services to people seeking health care at eight additional sites (HUEH, Croix des Bouquets, Carrefour, four IDP settlements, and Verrettes). Six of the new sites (HUEH, four IDP settlements, and Verrettes) are still being operated or significantly supported by PIH/ZL staff members. These six additional sites represent a 50 percent increase in the number of facilities in which PIH/ZL works in Haiti over the past three months. PIH/ZL's role at each of these new sites will evolve over time with the goal of strengthening the public health care system.

At all of these sites, PIH/ZL is pursuing improvements to existing clinical operations as well as ongoing capacity development in surgical, rehabilitation, and mental health services. Already, PIH/ZL is implementing a basic emergency obstetrical care package at two sites. The program shifts tasks so that midwives work in delivery rooms and maternity wards and not in the clinics doing prenatal visits and family planning as they did previously. In addition, we have launched a plan to integrate our seven surgical sites into a “hub and spoke” organization in which the least complex operations are, for the most part, performed at the smallest, least technologically complex facilities while advanced operations are performed in the larger, more technologically advanced, sites.

In response to the great need for physical infrastructure improvements to public health facilities, PIH/ZL construction and renovation projects already identified and underway include: significant renovations to five health care facilities—in Boucan Carré, Thomonde, Cerca-la-Source, St. Marc, and Petite Rivière de l' Artibonite—some of which had been damaged by the quake and all of which need expanded ward capacity; and the construction of three new facilities—a major teaching hospital and training center in the small city of Mirebalais, a home for unaccompanied minors and vulnerable children in Port-au-Prince, and a logistics center and warehouse in Port-au-Prince to serve all of the clinical sites and overall expanded operations since the crisis.

Lastly, PIH/ZL has been helping the MSPP cultivate partnerships with leading academic partners from the United States to improve public medical and nursing education. Notably, PIH/ZL has initiated a plan to build a large-scale teaching hospital in Mirebalais to provide relief to HUEH, which will take years to repair. Plans for Mirebalais have been designed to include the construction of a training center, complete with dormitories, classrooms, and conference rooms.

Advocating for the Human Rights Approach to International Aid for Haiti

Along with our direct response on the ground, PIH/ZL is advocating for improved implementation of emergency and long-term development aid in Haiti and therefore the rights of the Haitian government and people as they seek to rebuild their country. Our long-standing, rights-based principles are even more critical now, in the aftermath of such devastation. As strategies for aid delivery unfold, these principles

Investing to Build Back Better

January 12–April 12

Total new local hires – **358**

Clinical programs expanded

- **Surgery**
- **Rehabilitative medicine**
- **Mental health**

Infrastructure projects underway – **7**

Farmers enrolled in long-term agricultural assistance program – **1,000**

Community water projects identified – **8**

and policies guide our efforts to direct the attention of the international community to the voice of the Haitian people and to strengthening the Government of Haiti's ability to fulfill their citizens' basic rights. PIH/ZL has maintained an ongoing presence in the high-level policy dialogue, helping to expose the reality of the conditions in Haiti and to identify key strategies for building the country back better by participating in briefings and on panels in Washington, DC, and by documenting and publishing videos, articles, and reports.

Complementing the role of President Bill Clinton, Dr. Paul Farmer, and staff at the UN's Office of the Special Envoy to Haiti, PIH participated in preparatory meetings leading up to the Haiti Donors' Conference held at UN Headquarters in New York on March 31, 2010. Representatives in attendance relayed feedback from our teams on the ground and shared a framework and principles for donor, implementer and NGO transparency and accountability. The rights-based framework was developed in collaboration with the Center for Human Rights and Global Justice, the Institute for Justice and Democracy in Haiti, and the Robert F. Kennedy Center for Justice and Human Rights. Working with those same partners, PIH/ZL provided testimony before the Inter-American Council on Human Rights on March 23, 2010, and co-authored a letter, signed by over 300 NGOs, which outlined important policy and practice recommendations.

Along with the OSE, PIH/ZL will continue to collaborate with our partners to advocate for better implementation of foreign aid-funded projects and for more aid to be channeled through the Government of Haiti in order to strengthen their systems to provide health care, education, water, sanitation, public infrastructure, jobs, and good governance, particularly following the nearly \$10 billion committed by bilateral and multilateral donors at the 2010 Donors' Conference.

Financial Summary

As of March 31, 2010, PIH/ZL has spent just over \$10 million on earthquake relief and rebuilding activities and expects to spend \$20 million total by June 30, 2010, the end of our fiscal year. Based on our preliminary estimates, the \$10 million has been allocated across the following categories: \$5.1 million for facility-based services, \$2.8 million for social and economic support services, \$1.4 million for IDP settlement clinic activities, \$330,000 for our medical volunteer program, \$67,000 for evacuee follow-up services, and \$340,000 in administrative costs. These expenditures reflect PIH/ZL's swift response in providing expanded services and emergency care to survivors immediately following the earthquake. Building on over 20 years of experience working in Haiti, they also represent the first installments on PIH/ZL's \$125 million, 30-month plan to support the Haitian government's efforts to rebuild the country's public health and medical education systems by providing ongoing clinical care and social support over the medium term and strategic health systems improvement in the long term.

Conclusion

PIH/ZL has a deep, long-standing commitment to breaking the cycle of disease and poverty in Haiti, a commitment that has only intensified since January 12, 2010. While sobered by the immense needs in the country, we are deeply committed to the long, difficult road ahead. PIH/ZL will approach "building back better" in Haiti with the same values and principles that have guided our work for many years, namely: partnership with the Government of Haiti to achieve sustainable, long-term improvements to the country's health system; pragmatic solidarity with the Haitian people to address their most basic human needs; and a comprehensive approach to help sustainably lift communities out of poverty.