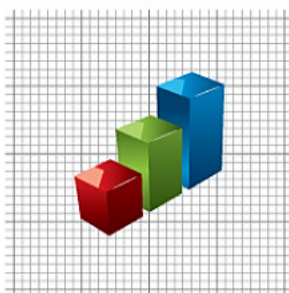


LAMB

Integrated Rural Health and Development



Annual Report
2009

LAMB AT A GLANCE

LAMB works to improve the health of poor people in north-west Bangladesh. Services cover a population of well over a million people. The main site is 2km west of the town of Parbatipur, about 24km east of the District city of Dinajpur.

LAMB was started in the early 1970s by missionaries who saw the absence of skilled medical care in the area. Initially LAMB provided mobile clinics and healthcare teaching. The hospital opened in 1983. LAMB continues to be a Christian based activity of World Mission Prayer League, aiming to serve God by serving the poorest.

FACILITIES

- A 150 bed capacity general hospital including in-patient, out-patient and diagnostic services.
- 28 community clinics, eighteen of which have midwives 24 hours.
- A large training centre with 6 class rooms and residential accommodation for trainees.
- An English-medium school.
- A research unit linked to the hospital and community.
- A rehabilitation centre for disabled children.
- Office accommodation for centrally based staff.
- Residential accommodation and a Guest House for short term workers and visitors.



SERVICES

- Clinical services include Maternity services, General surgery, Paediatrics, Medicine, Out-patient care.
- Community programs include Primary Health Care, Social and Spiritual Development, Participatory Action for Development.
- Training, primarily but not only health focused.
- Research using the extensive hospital/community/clinical/socio-economic data.
- Special programs including Club Feet, Fistula, Cleft Lip and Palate Repairs.

COVERAGE

The hospital treats over 8,000 in-patients and over 50,000 out-patients annually. The Community Health Development Program covers a total population of about 700,000.

STAFF

At the end of 2009, LAMB had a total number of 594 staff and 449 volunteers. 64% of staff were female and 36% male.

FINANCES

In 2009 the annual budget was approximately USD 1.8 million, BDT 12 crore. 21% came from patients for fees and medicines (at close to cost). 53% was for work done for institutional donors. 20% was from private donations, of which half went to the Poor Fund.

PARTNERS (in alphabetical order)

BRAC, CDD, CRWRC, DFID, Engenderhealth, FOL, FOLIA, Glencoe Foundation, Global Fund, Government of Bangladesh, LHCF, Operation Cleft, PLAN Bangladesh, Tearfund, WMPL.

WELCOME

2009 was another busy year for LAMB. It was not so much a year of fast growth, more a year of preparing for the future. There was a lot improvement behind the scenes to be ready for the new challenges and further growth of 2010 and beyond.

NORMAL LAMB SERVICES CARRIED ON, INCLUDING

50,000 Hospital outpatients	8,000 Hospital inpatients	13,000 Antenatal patients
3,000 Babies delivered in Hospital	2,000 Babies delivered in Community Clinics	71,000 Community clinic patients
13,500 Adolescents trained in Community	638 Trainees through the Training Centre	105 Children at LAMB School

AT THE SAME TIME AS

Improving LAMB long-term financial viability	Building links with (inter)national agencies	Introducing Staff Values to help improve LAMB service
Senior management taking on more responsibilities and new skills	Step improvement in long term viability of community clinics	New research program with longer term study potential
Handing-over microcredit operations	New comprehensive accounting system	Building hospital/ school links into national systems
Nominating a Director for spiritual health growth	LAMB external reputation was building	

CHANGE WAS NEEDED

The need to further develop the way LAMB was doing things was apparent. LAMB had out-grown its infrastructure and systems. The major growth in departments needed much increased delegation, and there was a need to align with strengthening national policies and systems. We wished to further embed our values in the way we worked.

Microcredit, becoming more of a commercially competitive activity, was no longer a good fit for LAMB. Long-standing major projects were coming to an end, and sustainability needed to receive bigger emphasis.

Hence, in addition to managing operations, considerable effort went into these changes.

BUT THE VISION REMAINED UN-CHANGED

Unchanged was that LAMB is a Christian organization, committed to the poor. Its vision of "People of Bangladesh, transformed by the love of God, live in healthy and just communities" continues to be its driving force. The overall vision focuses down on

- Healthy people
- Honourable and just health policies and systems
- Capable communities
- Love of Christ experienced
- Responsive leadership for communities

COMMUNITY HEALTH AND DEVELOPMENT PROGRAM

Very good progress was seen in LAMB's focus on communities, particularly for long term sustainability. The finances of clinics for self sustainability took a big step forward. Progress towards working in partnership with Government rather than independent LAMB units also augurs well. Maternal mortality rates in LAMB areas continued to fall.

A large 3 year program for LHCF/ DFID completed, as did a long standing program with Tearfund as their strategy changed away from a health focus. Both programs were successful in achieving their different targets in health and development. LAMB's microfinance program, with 6,000 members, was handed over to a local microfinance NGO as part of a LAMB strategic review. Microcredit has become more a commercial activity.

HOSPITAL

The workload for LAMB Hospital's largest activity – maternity services – reduced. A Government voucher system trial for free services at Government facilities led to the reduction. Despite that, out-patient numbers continued to rise. A program to improve non-clinical care of patients was set into motion – improving information availability, reducing waiting times, and improving facilities for those waiting.

In cooperation with an Australian foundation, the Ponsetti, non-surgical, low cost method of treating club feet was introduced. This is proving very successful. Roll-out to other hospitals across Bangladesh was initiated by the Foundation. Support to disabled children was further increased at LAMB with the expansion of facilities to make assistive devices.

TRAINING CENTRE

The Training Centre load grew even closer to full load. Additional accommodation for trainees was organised in a separate existing building. The demand for LAMB training increasingly is now high from external international and national organizations, including government. 93% of trainee days were for community health service providers.

MIS-RESEARCH

This was the second of a 3-year research program with Emory University on prolonged labor/ birth asphyxia. A new research partnership commenced with University of California -Davis on nutrition supplements. Non-electronic historic data continued to be uploaded.

SCHOOL

The School expanded up to Class 10, with total student number increasing to 105. The school follows the UK system, so the first students were preparing for their O-level exams.

MANAGEMENT AND SUPPORT

New Accounting software was purchased and installed to enable LAMB to improve its own financial understanding of its activities, as well as to meet the high standards of accounting required by international agencies. A 'Staff Values' program was initiated to further strengthen caring for other staff, for patients, for trainees and for community members.

SPIRITUAL HEALTH

To give increased impetus to LAMB's work in the area of spiritual health, a Director was given a significant part time role to develop this strategically. Staff Values are one element. LAMB's new Staff Values are both Christian values and good organizational practice.

STATISTICAL DATA

COMMUNITY HEALTH AND DEVELOPMENT PROGRAM	2009	2008
General Information		
Unions	29	29
Villages/Ward	252	253
Households	130,000	117,720
Total Population	953,049	896,216
Health Care Centre (HCC)	28	26
HCC with Safe Delivery Unit	17	15
Health Teaching		
Mothers and Children	506,616	326,240
Adolescents	20,000	21,822
Health Care Centre patients		
0-5 yrs old	5,658	6,694
>5yrs old	29,407	27,123
Antenatal Care	35,307	35,203
Total deliveries	2,044	1,901
Health checks, child growth centre	3,706	7,337
Family planning		
Number served	1,998	2,184
Disability		
Clinics	19	17
Assistive device distributed	218	168
Teaching	39,984	32,382
Referred patients	292	340
Treated at LAMB Rehab centre	770	753
TB Control		
Sputum tests	7,338	6,215
Patients - new and relapsed	748	633
Patients cured/ treatment over	686	680
Obstetric Fistula		
Fistula workshops	64	53
Attendees	3,959	6,784

HOSPITAL	2009	2008
General Information		
Approved Number of Beds	115	115
In-patients		
Total	8,136	8,865
Male	2,148	2,341
Female	5,988	6,524
<5 years	1,928	2,237
Surgery patients		
- Caesarian Section	735	808
- Other	1105	1084
Other maternity related patients	2304	2636
Medicine/ general patients	2064	2100
Out-patients		
Total	49,773	49,502
Male	17,353	16,391
Female	32,420	33,111
<5 years	5,408	5,846
Antenatal	13,705	15,507
Eye	749	843
Other	29,911	27,306
Services		
Blood Transfusions	867	1,060
Laboratory Tests	70,361	76,810

TRAINING CENTRE	2009	2008
Courses	22	24
Trainees	638	634

SCHOOL	2009	2008
2010	2009	
Students	108	92

LAMB STAFF	2009	2008
Total	594	659
Male	217	252
Female	377	407

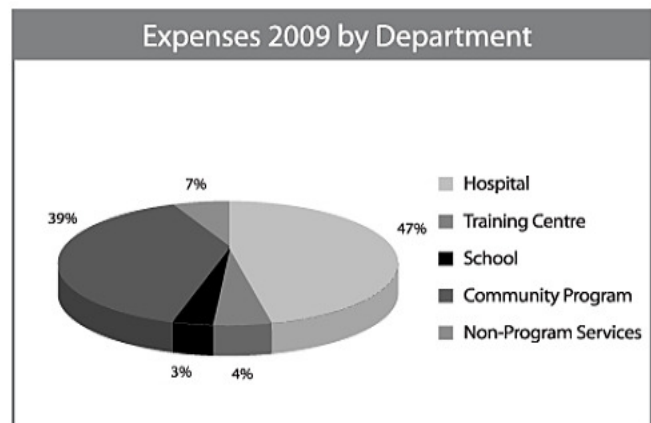
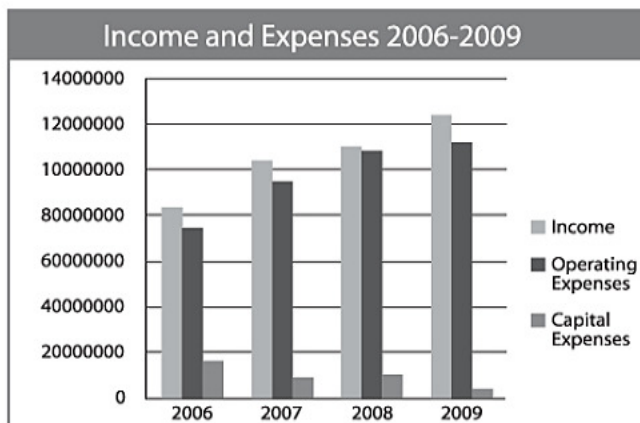


Financial Statement 2009 (1st January - 31st December)

Amounts in Taka	LAMB	School	LAMB-PLAN Partnership	Total Year 2009	Total Year 2008
Income					
Hospital Fees and Medicine					
Paid by Patient	26,143,812			26,143,812	23,006,688
Paid by Poor Fund Subsidy	10,813,994			10,813,994	11,443,035
Total Hospital fees	36,957,806	-	-	36,957,806	34,449,723
Training centre	7,949,617			7,949,617	6,220,678
School		1,744,053		1,744,053	2,010,521
Community Program			25,402,513	25,402,513	24,317,067
Non-program income	7,326,785		430,626	7,757,411	5,642,008
Grants	31,685,885			31,685,885	21,932,728
Total Earned income	83,920,093	1,744,053	25,833,139	111,497,285	94,572,725
Donations	11,246,299	657,342		11,903,641	15,804,655
Donations (excl. to Poor Fund)	11,246,299	657,342	-	11,903,641	15,804,655
Total Income	95,166,392	2,401,395	25,833,139	123,400,926	110,377,380
Expenses					
Operating Expenses					
Salary and Benefits	42,757,427	1,305,322	14,915,814	58,978,563	58,824,943
Drugs & Pharmaceuticals	5,769,711		377,970	6,147,681	8,020,702
Supply & Expenses	11,080,405	460,883	489,035	12,030,323	12,273,554
Food	2,632,150	140,559	217,522	2,990,231	4,680,970
Travel/vehicle expenses	2,491,324	11,691	1,041,133	3,544,148	4,208,906
Building & Equipment maint.	2,749,639	174,351	141,646	3,065,636	3,371,516
Depreciation	4,572,326	185,348		4,757,674	4,724,285
Training	7,146,973	61,912	5,440,792	12,649,677	9,931,369
Other expenses	4,345,040	530,547	3,238,369	8,113,956	3,064,919
Total expenses	83,544,995	2,870,613	25,862,281	112,277,889	109,101,164
Operating result	11,621,397	- 469,218	-29,142	11,123,037	1,276,216
Capital Expenditure					
Build. Addition	1,315,972			1,315,972	4,843,498
Plant equip addition	-	593,053	-	593,053	2,300,779
Medical equipment	1,089,801			1,089,801	1,606,033
Vehicle/Bicycle addition	27,812			27,812	1,241,253
Total Capital Expenditure	2,433,585	593,053	-	3,026,638	9,991,563
Total Net Result	9,187,812	- 1,062,271	-29,142	8,096,399	- 8,715,347

NOTES

1. Non-program income derives from housing, guesthouse and vehicle charges.
2. All LAMB's accounts above have been subject to audit by independent auditors.
The figures combining LAMB, School, and PLAN have not been audited as a consolidated total.





Serving in a LAMB Community Clinic



Paediatric Care in LAMB Hospital



At the School, the First O-Level Students



6 Months at the Training Centre



The Rehabilitation Unit applies the Ponsetti technique for Club Feet Realignment



LAMB

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