



2025 Frost & Sullivan Institute

Visionary Leadership Best Practices Recognition

Dr. Armida Fernandez

Healthcare - APAC Region



Congratulations!

The Frost & Sullivan Institute is proud to honor Dr. Armida Fernandez with this prestigious recognition for her exceptional foresight and innovative solutions to global Healthcare challenges. Her visionary leadership continues to inspire transformative change and advance a more sustainable future for all.

David Frigstad

Chairman, Frost & Sullivan
Executive Director, Frost & Sullivan Institute

Why Us?

Frost & Sullivan Institute recognizes leaders who not only achieve commercial success but also drive meaningful change across environmental, social, and technological domains. Our evaluation is backed by decades of industry expertise, global research, and a commitment to fostering leadership that creates inclusive and sustainable futures.

Why Now?

Unplanned urbanization has rapidly expanded in India, leading to dense slum populations where healthcare disparities are dire. Maternal and child mortality rates remain unacceptably high in such areas due to limited access to quality healthcare, poor nutrition, and social vulnerabilities such as gender-based violence. Urban health equity has emerged as a critical priority, with growing recognition that health is not merely the absence of disease but a state of complete physical, mental, and social well-being. As India is advancing economically, ensuring that vulnerable communities are not left behind is more urgent than ever. Dr. Armida Fernandez's work addresses these pressing issues through a scalable, community-based healthcare model that embeds services directly within urban slums. Her approach is critical now, as India and other rapidly urbanizing nations seek sustainable solutions that deliver equitable healthcare, empower local communities, and reduce preventable deaths among women and children.

About Frost & Sullivan Institute

The Frost & Sullivan Institute is a non-profit organization dedicated to leveraging business practices to address global priorities. Our mission "Innovating to Zero" focuses on driving innovations that eliminate critical challenges such as carbon emissions, food and water scarcity, poor healthcare access, and digital exclusion.

Visionary Leadership

Dr. Armida Fernandez has shown transformative leadership as a pediatrician, public health advocate, and co-founder of SNEHA. As former Dean of Lokmanya Tilak Municipal Medical College (LTMMC), she leveraged her medical expertise to pioneer a participatory, community-driven model for improving maternal and child health in Mumbai's urban slums. Her holistic approach integrates medical care, education, nutrition, and empowerment initiatives. By training local women as health workers and collaborating with government agencies, NGOs, and academic partners, Dr. Fernandez has ensured her programs are culturally sensitive, sustainable, and replicable across urban regions in India. Her vision embodies the Frost & Sullivan Institute's mission of creating an impactful innovation that delivers measurable change for vulnerable populations.

Recognition Criteria

- Innovation:** Developed a community-based healthcare model that integrates medical services with education, nutrition, and social empowerment for underserved populations in urban slums. Pioneered a comprehensive community-based healthcare model that integrates a wide range of initiatives that includes but is not limited to maternal and newborn health programs to ensure safe pregnancies and institutional deliveries; child health and nutrition interventions to prevent malnutrition through growth monitoring and caregiver education; and empowerment programs addressing gender-based violence through counseling, as well as legal support, and community awareness. Her work also includes adolescent health education focused on menstrual hygiene and reproductive health, as well as the innovative mobilization of local women as community health workers who deliver door-to-door services and build trust within slum communities.
- Implementation:** Successfully scaling programs through partnerships with government agencies, NGOs, and academic institutions, and training local women as health workers to ensure sustainability and cultural relevance. By partnering with municipal health systems and advocating for policy change, Dr. Fernandez has created a sustainable framework that embeds healthcare access and social support directly into the fabric of underserved urban neighborhoods.
- Impact:** Demonstrated measurable outcomes, including outreach to over 359,000 households for nutrition counseling, assistance to more than 137,000 pregnant women through maternity referral networks, and a 92% success rate in routing referrals through public health systems. Between 2022 and 2025, programs have resulted in a 31% reduction in maternal anemia, a 27% reduction in child wasting, and a 19% increase in full immunization coverage among children aged 12–23 months. The organization has also supported 38,421 survivors of violence, with 82% reporting a reduction in violence levels, and reached 28,434 adolescents through life skills and health education, contributing to a 16% improvement in gender equitable attitudes and a 52% increase in adequate dietary diversity among adolescents.

Key Accomplishments

Community-Based Healthcare Model:

Developed a participatory system to improve maternal and child health outcomes directly within slum communities.

Nutrition Outreach:

Reached over 359,000 households with nutrition counseling between 2016–2025, supporting dietary improvements and awareness.

Maternal Health and Referrals:

Assisted 137,326 pregnant women with potential complications through established maternity referral networks, with 92% of referrals successfully routed through the public health system.

Improved Antenatal Care Access:

Achieved a 53% increase in first-trimester antenatal care registration, from 60% to 92% (2022–25).

Reduction in Maternal Anemia:

Lowered anemia prevalence among pregnant women by 31%, from 48% to 33% (2022–25).

Child Nutrition:

Reduced wasting (a form of child malnutrition) by 27%, from 11% to 8% among children under five (2022–25).

Child Immunization:

Improved full immunization coverage for children aged 12–23 months by 19%, from 75% to 89% (2022–25).

Support for Survivors of Violence:

Provided counseling services to 38,421 survivors, with 82% reporting a reduction in violence levels (2016–25).

Adolescent Empowerment:

Reached 28,434 youth through health education and life skills programs, leading to a 16% rise in gender equitable attitudes and a 52% improvement in dietary diversity among adolescents aged 10–16 years (2021–25).

"Dr. Fernandez's work is rooted in kindness and community. She has been a saving grace to countless mothers and children who are often overlooked in society. Dedicating her entire life to service, she has established a legacy many cannot even dream of."

-Bivechana Gautam, Donor Relations Executive, Frost & Sullivan Institute

