

Key areas: *Global Health | Immunization | Primary Health Care | Public-private partnerships*

Proven leader contributing to development, global health, partnerships, workforce development, and results. Repeatedly awarded for excellence and innovation over more than 25 years leading teams with developing countries and international partners to save lives and avert disease. Expertise include public-private partnerships, education and capacity development, research and development for new interventions, infectious diseases, immunization, supply chain, and primary health care in the developing world.

Professional Experience

Bridges to Development, Geneva, Switzerland

(2018–present)

Co-Founder and Managing Partner, Switzerland

Founder and Managing Partner of Bridges to Development (Switzerland), a non-profit, founded in 2018 and based in Europe and the US to improve education and health, especially for girls and women, as critical bridges to sustainable development. Bridges Guides and facilitates projects and investments in innovative partnerships and technologies supporting education and health in low and middle-income countries for impact.

Gavi, The Vaccine Alliance

(2007 – 2018)

Director, Health Systems & Immunization Strengthening, Country Programmes (2014 – 2018)

Managed a unit of 15 staff including private sector secondees from Fortune 100 company, led diverse multi-organization collaborations, and implemented innovative programs of support from conceptualization through governance processes to scale-up and evaluation of results in developing countries. Ensured Gavi's financial support for health system strengthening of approximately \$225M per year in more than 60 countries strengthens primary health care systems and immunization services, contributing to sustainable improvements in coverage and equity of services. Shared lessons and catalyzed innovations across countries and partners, including around primary health care in urban slums, supply chains, and capacity-building and training of country health workforce.

- Oversaw portfolio of approximately 65 grants contributing to highest ever health system strengthening disbursements, utilization, and achievement of outcomes within the context of primary health care services; 70% of grant targets close to or fully achieved; portfolio of 18 conflict or fragile countries maintained vaccine coverage from 2014-16, and a portfolio of 50 non-fragile countries achieved 86% coverage with three doses of routine infant vaccines in 2016
- Led innovations to Gavi's grant-making model from global policy to country-levels to increase the effectiveness of integrated support to countries
- Secured additional \$30M for investments in Ebola-affected countries; Received “Special Thanks and Recognition (STAR)” award from CEO for work anticipating Gavi's response to the Ebola outbreak
- Implemented innovative mechanism to improve reliability, mitigate risks, and decrease operating costs for improved sustainability of supply chains, including securing additional commitment from Gavi Board of more than USD\$250M for country supply chains

Special Advisor for Immunization, Country Programmes (2013 – 2014; 2018)

Advised and oversaw implementation of strategies for diverse organizations to collaborate and strengthen immunization as part of wider primary health care services in Gavi-eligible countries including:

- Led development of Gavi's 2016-2020 strategy in relation to improving coverage and equity and health systems strengthening, approved by Board in June 2014; Recognized with “Special Thanks and Recognition (STAR)” Award by GAVI CEO
- Developed strategies for systemically fragile countries, facing emergencies, or implementing mass campaigns
- Led negotiations for Gavi with Global Polio Eradication Initiative, leading to agreement on Gavi's role in polio eradication, including \$430M of polio funds flowing through Gavi and alignment around a single, streamlined management and donor reporting structure; Recognized with STAR Award by GAVI CEO

Senior Specialist, Policy (2012)

Led development and early implementation of innovative support to countries:

- Promoted after approximately 1.5 months to line management authority for Gavi support and activities related to HPV vaccine demonstration programmes, and measles and rubella vaccines
- Secured new Gavi funding commitment of \$160 million for measles vaccination
- Led Gavi's Vaccine Investment Strategy
- Led innovations in vaccine procurement options for countries using Gavi resources

Program for Appropriate Technology in Health (PATH), Ferney-Voltaire, France (2001 – 2010) Director, Policy & Access Unit, Malaria Vaccine Initiative (MVI), (2007-2010)

Managed collaborations with African governments, public health and bilateral partners, WHO, UNICEF, Gavi, and The Global Fund.

- Ensured malaria vaccines in research and development were aligned with the needs and health systems of developing countries, co-manage collaboration with large pharmaceutical organization on \$180 million project leading to the first malaria vaccine recommended by WHO, and collaborated regularly with projects in health system strengthening, reproductive health, and logistics.
- One of the lead authors on successful grants to PATH of almost \$300 million
- Initiated and led collaborations with more than 10 international product-development partnerships, as well as private pharmaceutical companies

Senior Program Officer, Policy & Access Unit, Malaria Vaccine Initiative, (2005- 2007)

Established unit and strategy, managed operational research with African countries on eventual decisions for use of malaria vaccines, managed impact and cost-effectiveness modelling, contributed to establishing a multi-billion dollar advance market commitment for vaccines, and co-authored grants of over \$100 million. Co-created and rotating chair of collaboration with large pharmaceutical company.

Senior Program Officer, Children's Vaccine Program (2001-2005)

Supported scale-up of Gavi and PATH, managing and supporting programs in SE Asia (e.g. Cambodia, India, Indonesia) and Africa on health system and immunization strengthening, adoption of new vaccines, and financial sustainability. Contributed to establishment of the International Financing Facility for immunization which has disbursed \$2.5B for immunisation and secured donor commitments of \$6.5B. Developed distance learning module relating to new vaccine decision-making, financing and economics, and supply and procurement.

PATH, Seattle, WA, USA

(1999 – 2001)

Program Officer, Children's' Vaccine Program

Provided technical assistance to developing country health programs (Asia, Africa, Eastern Europe). Managed a burden of disease study with Thai government of bacterial pneumonia, meningitis, and sepsis with over 100,000 children under surveillance, leading to national policy-making on use of Hib vaccine. Provided core analytic and strategic input to the establishment of Gavi, directly informing strategic and investment decisions.

Consultancies Include

World Health Organization

Bill and Melinda Gates Foundation

PATH, Bangkok, Thailand

London School of Hygiene and Tropical Medicine, London, Geneva, and Seattle (1998-1999)

Washington State Reformatory, Dept of Corrections, Monroe, WA

(1994 – 1997)

Registered Nurse II

Education & Honors

PhD, Epidemiology Magna Cum Laude, Swiss Tropical and Public Health Institute/University of Basel, 2011

Thesis title: "Planning for new health interventions for developing countries: An integrated strategy to prepare for malaria vaccines and lessons for future interventions"

MSc, Public Health, London School of Hygiene and Tropical Medicine, UK, 1998

BSc, Nursing, Summa Cum Laude, University of Washington, Seattle, 1994

Only three-time recipient of **CEO STAR Award** from GAVI (2012-18), **Fulbright Grant** postgraduate study, London School of Hygiene and Tropical Medicine (1997-1998); **Oustanding Service, Oustanding Humanitarian and Dean's Club Special Scholar Awards** (1993-94)