

## CURRICULUM VITAE

**Proposed Position in the Programme:** Health Planning/Management/Public Health

- 1. Family Name:** Thayer
- 2. First Names:** Christine Flora Helen
- 3. Date of Birth:** 06/06/47
- 4. Nationality:** British
- 5. Civil Status:** Married
- 6. Education:**

Institution [Date from – Date to ]	Degree(s) or Diploma(s) obtained
University of Aberdeen 1969	MA – Political Studies
Institute of Health Services Management 1973	Diploma: Health Services Management
University of London 1981	LLB: Law
University of Nancy 1992	Diploma: Public Health
University of Aberdeen 1993	Certificate: Health Economics
University of Paris VII 1996	DEA (= M. Phil) Health Systems
University Paris VII 2007	Ph.D. in Health Systems (awarded “cum laude”)

**7. Language skills: Indicate competence on a scale of 1 to 5 (1 – excellent; 5 – basic)**

Language	Reading	Speaking	Writing
English (Mother tongue)	1	1	1
French	1	1	1
German	1	1	2
Spanish	1	2	2

**8. Membership of professional bodies:** Director of Health Programmes, International Association Law, Ethics & Science

- 9. Other skills:** Full computer literacy
- 10. Present Position:** Independent Consultant in Health Planning and Management and Public Health
- 11. Years within the firm:** since January 2004
- 12. Key Qualifications:**

More than 15 years' professional experience in health & development, including substantial evaluation experience and a strong research background:

- Participation in **15 evaluation missions (mainly for the EU), team leader in nine of them**. Sound knowledge of evaluation methodologies including application of the DAC criteria
- Since 1989 technical assistance on health issues to the governments of intermediate and less-developed countries in the fields of health planning (including human resources), management, quality improvement and public health.
- Experience of **managing a health systems research portfolio** for the French Health Ministry over a 6-year period and later for a Paris-based school of management. Several of the research themes were related to planning and management of human resources for health.
- **Strong and longstanding interest in health migration issues: subject of dissertation for the Diploma in Public Health of the University of Nancy (1992).**
- **Doctorate awarded cum laude by the University of Paris 7 (2006) for a thesis on the migration of health professionals within the enlarged European Union. The focus was on the flow of doctors and dentists in particular from the poorer to the more economically developed countries in a context of commercial liberalisation and increasing globalisation. The thesis examined the general background (the world wide migratory phenomenon), the size and nature of the flows within Europe, the reasons for these trends, the availability (or not) of reliable information, the impact on the health systems of the sending and receiving countries, the permanence or otherwise of the migration and the options and tools available for better and more ethical management of migratory flows in the health field.**

**13. Specific experience in the region:**

Date	Location	
1998	Uruguay	Organisation of a 3-day seminar in collaboration with the Catholic University of Uruguay
1998	Chile	Organisation of a seminars on health planning in collaboration with the University of Chile
2000	Chile	Organisation of 2 seminars on health and ethics in collaboration with the University of Chile

#### 14. Professional experience:

Date from Date to	Location	Company	Position	Description
Since 2004	France	Self Employed	Consultant	Variety of work in the fields of health policy, planning, financing, management and public health in transitional and less-developed economies mainly in Asia and Africa.
11/2011	Indonesia	EU & WHO	TL, evaluation & planning	<b>Final evaluation</b> of the WHO avian influenza programme and support to the design of an HIV intervention.
10/2011	DRC	UNFPA	Health systems expert	<b>Evaluation</b> of the UNFPA programme (family planning, maternal health and sexual violence) in the Democratic Republic of Congo.
2010/11	Morocco	Europ. Invest. Bank	Health management expert	Support to 12 hospitals in Morocco, developing a modernisation programme designed to improve general and financial management
03-06/10	Tunisia	EU	Health management expert	<b>Evaluation of the impact of the recent care financing reform in Tunisia.</b>
01/10 until now	Kenya	KfW	Team leader and health care policy expert	Responsible for the implementation of a health care financing programme designed to strengthen financial access to quality reproductive health services for economically disadvantaged women.
12/2009	Vietnam	Fr. Dev. Agency	TL, health policy expert	Formulation of a project designed to restructure/ modernise the management especially the financial management of the Univ. Hosp. of Hanoi.
10-11/09	Indonesia	EU	TL, public health expert	<b>Evaluation of WHO programme supporting the government in implementation of H5N1 control measures.</b>
09/2009	West Indies	French Develop. Agency	Team leader, health economics expert	Formulation and negotiation of an international health care agreement between the islands of Martinique and Saint Lucia aimed at achieving an appropriate and effective financial arrangement in respect of health care coverage for Saint Lucians receiving treatment in Martinique.
07/2009 – 08/2009	Kenya	GTZ	TL, health policy and planning & quality expert	Design and development of a quality improvement strategy for hospital and primary care sectors in Kenya.
05/2009 – 07/2009	Indonesia, Philippines	InWent	Team leader and evaluation expert	<b>Evaluation</b> of the InWent (German Development Cooperation) capacity building programme in district health management and financial management in 4 South-East Asian countries.
07/2008 – 08/2008	Laos	EC	TL, HR & health planning expert	Identification mission, Part 2 : proposals for <b>the strengthening of human resources</b> in health care financial management.
09-10/08	West Indies	French Dev. Agency	TL, health policy & planning	Formulation and negotiation of an international health care agreement between the islands of Martinique and Saint Lucia aimed at achieving an appropriate and effective financial arrangements in respect of health care coverage for Saint Lucians receiving treatment in Martinique.
07/2008 – 08/2008	Laos	EC	TL, HR & health planning expert	Identification mission, Part 2 : proposals for <b>the strengthening of human resources</b> in health care financial management.
02/2008 – 05/2008	Vietnam	EC	Health policy and planning expert	Capacity assessment in (1) sector policy development, including planning and budgeting; (2) sector management; (3) sector coordination; and (4) service delivery in preparation for new health sector programme.
01-02/08	Cambodia	MSF (Belg)	TL, public health expert	<b>Evaluation of MSF health projects</b> in Sotnikum and in particular the <b>public health aspects</b> (2001 – 2006)
04/2007 – 06/2007	Indonesia	EC	Team Leader (TL)	Improving the quality of primary health care in three provinces; Project Management including working with professional staff with high level officials.
03/2007	Vietnam	French bilateral aid prog. 'Esther'	TL, evaluation expert	First of two <b>evaluation</b> missions designed to assess a health care partnership programme in HIV/Aids; overall project management.
01/2007 – 02/2007	Indonesia	EC	TL, quality and HR	Improving the quality of primary health care <b>and strengthening of human resources</b> in three provinces; overall project management.
06/2006 – 11/2006	Indonesia	EC	TL, quality and HR	Improving the quality of primary health care <b>and strengthening of human resources</b> in three provinces; overall project management.
04/2006 – 05/2006	India	EC	Public Health Expert & TL	<b>Final evaluation</b> of the EU programme of support to health and family welfare; overall project management.
08/2005 – 10/2005	Indonesia	EC	TL, quality and HR	Improving the quality of primary health care <b>and strengthening of human resources</b> in three provinces; overall project management.
03/2005 – 08/2005	Philippines	EC	Expert Health Planning & TL	Support to 16 provinces with the development of a new system of decentralised health planning; overall project management.
02/2005 - 03/2005	Chad	EC	Public Health Expert	<b>Evaluation</b> and re-orientation of the health reform programme.
10/2004	India	EC	Public Health Expert	<b>Evaluation</b> of the Health and Family Welfare Programme with a view to recommending release of the fourth tranche of European Union programme funding.
07/2004 – 10/2004	Indonesia	EC	Health Planning Expert	Support to the Ministry of Health and three provinces in the development of their overall project and annual work plans.
07/2004 &	Burundi	EC	Public Health Expert & TL	<b>Mid-term evaluation</b> of a European Union project whose objective is the restoration/ renovation of health services in five provinces;

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08/2004				overall project management.
11/2003 – 04/2004	India	EC	Public Health Expert	Member of a team, responsible for recommending organisational improvements in the fields of reproductive and child health to the EC and the government of India in the context of a major national programme (applied research project to maternal and child health).
09/2003 - 10/2003	Senegal	EC	Health Economist	Member of a team responsible for <b>evaluating</b> the European Commission's PASS (Programme d'Appui à la Santé) Health Sector Support Programme in Senegal.
08/2003 - 09/2003	CV Islands	Government	Public Health Expert & TL	Responsible for <b>evaluating</b> the epidemiological need for, and cost effectiveness of developing, by means of a public private partnership, comprehensive health services on the island of Sal in the Cape Verde Islands; overall project management.
03/2003 - 04/2003	India	EC	Public Health Expert & TL	Responsible for assessing the need for changes in health professional education in the state of Gujarat Public within the European Commission project supporting reform of health care in <i>India</i> ; overall project management.
07/2002 - 08/2002	Vietnam	EC	Public Health Expert & TL	<b>Evaluation</b> of the health systems development programme.
02/2002 - 03/2002	Senegal	Luxembourg Dev. Agency	Public Health Expert	Formulation of a project whose objective was the reinforcement of maternal and child health care in the city of Dakar
11/2001-12/2001	Kosovo	Luxembourg Development Agency	TL & Hospital Management Expert	Identification mission designed to advise the Luxembourg Ministry of Foreign Affairs on the investment of 3 million Euros in the reinforcement of management skills at Prizren Hospital in Kosovo and the development of a hospital reconstruction programme
08/2001-09/2001	Cambodia	EC	TL & Public Health Expert	Pre-formulation mission designed to evaluate health needs in Cambodia, the relevance of national health policy and the government's capacity for successful implementation, taking account in particular of the role of the various donor organisations. One of the major recommendations concerned strengthening the role of the private sector in primary health care.
2000 – 2002	Morocco	EC	Hospital Mng. Expert	Reforming health care in the Oriental Region
2000	Poland	EC	Health Information Expert	Introduction of health indicators as a management tool in primary and secondary care
10/1999 – 12/2003	France	Conservatoire National des Arts et Métiers (linked to the Ministry for Education)	Secrétaire Général du Pôle Santé du CNAM	Secretary General of the Centre for Health Training and Research ("Mission Santé") at the Conservatoire National des Arts et Métiers in Paris. This included responsibility for the development of health training and research programmes in collaboration with other academic departments, and involved the design, launching and management of a new Master's Degree in Health Economics and Management. The Secretary General carried a substantial teaching load and participated in research (in particular, management of a major research project for the Health Ministry on Future Training Needs in Public Health) and consultancy activities.
1999	Mali	UNICEF	Health Economics Expert	<b>Evaluating</b> the government's vaccination programme and making recommendations for improvements
1998	Russia	EC	Health Management Expert	Advising the Economics Ministry on the reform of health care in five Russian municipalities. This involved helping the health authorities in question to adjust to the introduction of a new insurance based financing system, as well as to decentralisation measures and the new privatisation initiatives. Much of the work focused upon improving efficiency, productivity and management systems within the municipal health services, including the regulation of private sector activity.
1997	Albania	UNFPA	TL & Public Health Expert	Drawing up a reproductive health strategy for the Ministry of Health.
1996	Poland	EC	TL & Health Information Expert	Related to reorganisation of the primary health care information. This project involved a critical assessment, over a period of five months, of the pilot medical registration system within primary care, to ensure its compatibility with hospital information systems and procedures and its usefulness as a tool in the implementation of a new insurance-based health care financing system. Another dimension of the project concerned drawing up proposals for the progressive linkage of this system with newly introduced health computerisation arrangements
1994	Morocco	Ministry of Employment	Advisor	Advice to the Ministry of Employment on the reform of health care financing in Morocco, and proposals for improving the management and accountability of a network of private hospitals (International Labour Organisation)
03/1993 – 07/1999	France	Ministry of Health	Technical adviser (Chargé de mission) to the Director of Hospitals	Advice to the Director of Hospitals on international health issues, and management of various international portfolios. The duties of this post also included a major research component: a series of comparative international studies on management issues such as the development of service contracts as a management tool, quality assurance in hospitals, the management of university hospitals, prison health care etc.
03/1993 – 02/1998	France	National Hospital Advisory Centre	Part-time consultant	Management of a large international, European Commission-funded information technology and communications project as well as health consultancy activities, in Central and Eastern Europe and North Africa.
04/1987 –	France	Council of Europe	Administrator, Health	Intergovernmental work with the health ministries of (initially) Western Europe and (after 1989) Central and Eastern Europe with the

Date from Date to	Location	Company	Position	Description
03/1993			Division	aim of coordinating policy in various fields: health information management, organ transplantation, blood transfusion, tissue banking, cancer care, mental health, development of patient-centred care. Support to the health ministries of the countries of Central and Eastern Europe in the post-1989 reform of their health systems organisation of a series of management training programmes for senior health professionals in the countries of Central and Eastern Europe (development of training programmes for civil servants and public authorities).
1985 - 1987	England	South Tees Healthy Authority	General Manager	Manager of a 500-bedded hospital (setting-up, extending / re-engineering primary care services, hospital costing and payment systems).
1983 - 1985	England	Darlington Health Authority	Hospital Administrator, Aycliffe Hospital	Manager of a 400-bedded hospital.
1977 - 1983	Maternity leave			Law Degree and Institute of Linguist's Diplomas in translating and interpreting in French and German.
1976 - 1977	England	North Lothian Health District	Hospital Manager	Manager of a 200-bedded hospital and a small psychiatric day hospital.
1974 - 1976	England	Scottish Blood Transfusion Serv.	Assistant National Administrator	Supporting the management at national level of the Scottish Blood Transfusion Service.
1972 - 1974	England	Mid-Sussex Hosp. Mngm. Committee	Dep. Personnel Manager and Training Off.	Hospital personnel management and management of the training portfolio.
1969 - 1971	England	NHS South Western Region	National Management Trainee	Two year training in health service management

**15. Other relevant information (e.g. Publications):**

More than 25 publications on health planning and management