

SECTION I. General information

1) Full name: Carissa Faustina Etienne¹

2) Place and Date of Birth: Curacao, Netherlands Antilles, 2 November 1952

3) Nationality: Citizen of the Commonwealth of Dominica

4) Current Place of Residence: Geneva, Switzerland

5) Mailing Address:

[DELETED]

6) Phone numbers (home, office, cellular):

[DELETED]

7) E-mail address:

[DELETED]

8) Educational Degrees:

MSc Community Health (major in Health Care Management), London School of Hygiene and Tropical Medicine, University of London, 1981-1982

Bachelor of Medicine and Bachelor of Surgery, University of the West Indies, 1970-1976

Honorary Diploma of Public Health, London School of Hygiene and Tropical Medicine, University of London, 1996

SECTION II. Professional background (please include information about the requirements established in the Rules Governing the Election Process for the Position of Director of PASB [Resolution CD47.R4, 2006])

9) Current position:

Assistant Director General
Health Systems and Services
World Health Organization
Geneva, Switzerland

10) Previous positions (in reverse chronological order):

Assistant Director, Pan American Health Organization – Washington, D.C 2003-2008

Consultant for the mobilization and engagement of civil society and communities in the national planning process, National Integrated Development Planning Team – Dominica 2002-2003

¹ *NOTE FROM THE PAN AMERICAN SANITARY BUREAU: This curriculum vitae is published just as it was received from the candidate. For the purpose of its inclusion on the Web page on the election process, personal contact information has been deleted.*

Associate Professor, Ross University School of Medicine – Dominica	1996-2003
Chief Medical Officer, Ministry of Health – Dominica	2000-2002 1995-1996
Director, Primary Health Care Services, Ministry of Health – Dominica	1989-2001
Coordinator of the National AIDS Program and Chairman, National AIDS Committee – Dominica	1989-2001
Designated National Epidemiologist, Ministry of Health – Dominica	1989-1994
Disaster Coordinator, for the Ministry of Health – Dominica	1989-2001
Founding Member of the Technical Advisory Committee of the Eastern Caribbean Drug Service – Saint Lucia	1986-1999
Medical Director, Princess Margaret Hospital, Ministry of Health – Dominica	1986-1989
Medical Officer of Community Medicine, Ministry of Health – Dominica	1982-1986
Medical Officer, Princess Margaret Hospital – Dominica	1977-1981
Lecturer, Dominica School of Nursing	1977-1981

11) Relevant publications (maximum 10). (Please include year of publication, original title, institution or organization, list of co-authors, electronic link, etc.):

World Health Organization (WHO). (2010) The world health report: health systems financing: the path to universal coverage. Geneva: WHO.

<http://www.who.int/whr/2010/en/index.html>

Evans,D, **Etienne,C** (2010) Health system financing and the path to universal coverage Bulletin of the WHO 06/2010; 88(6):402. DOI: 10.2471/BLT.10.078741

<http://www.who.int/bulletin/volumes/88/6/10-078741/en/index.html>

Etienne, C. (2010) Health technologies, health systems, and health outcomes in the 21st century. World Hospitals and Health Services, Vol. 46(1), pp. 4-5.

<http://www.ihf-fih.org/en/Publications/Journals/World-Hospitals/World-Hospitals-and-Health-Services-2010-Volume-46-Number-1>

Samb, B., Desai N., Nishtar, S., Mendis, S., Bekedam, H., Wright, A., Hsu, J., Martiniuk, A., Celletti, F., Patel, K., Adshead, F., McKee, M., Evans, T., Alwan, A., **Etienne, C.** (2010) Prevention and management of chronic disease: a litmus test for health-systems strengthening in low-income and middle-income countries. The Lancet, Vol. 376(9754), pp. 1785-1797.

[http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(10\)61353-0/fulltext](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(10)61353-0/fulltext)

Kushner, A.L., Cherian M.N., Noel, L., Spiegel, D.A., Groth, S., **Etienne, C.** (2010) Addressing the millennium development goals from a surgical perspective: essential surgery and anesthesia in 8 low- and middle-income countries. Archives of Surgery, Vol. 145(2), pp. 154-159.
<http://archsurg.ama-assn.org/cgi/content/full/145/2/154>

Rasanathan, K., Villar Montesinos, E., Matheson, D., **Etienne, C.**, Evans, T. (2009) Primary health care and the social determinants of health: essential and complementary approaches for reducing inequities in Health. The Journal of Epidemiology and Community Health Online First, published on Nov. 22, 2009 as 10.1136/jech.2009.093914.
<http://jech.bmj.com/content/early/2009/11/13/jech.2009.093914.full.pdf>

Samb, B., Evans, T., Dybul, M., Atun R., Moatti J.P., Nishtar, S., Wright, A.; Celletti, F., Hsu, J., Yong Kim, J., Brugha, R., Russell, A., **Etienne, C.** (2009) An assessment of interactions between global health initiatives and country health systems: world health organization maximizing positive synergies collaborative group. The Lancet, Vol. 373(9681), pp. 2137-2169.
[http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(09\)60919-3/fulltext#fn1](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(09)60919-3/fulltext#fn1)
Evans T., Nishtar S., Atun R., Etienne, C. (2008) Scaling up research and learning for health systems: time to act. The Lancet, Vol. 372(9649), pp. 1529-1531.
[http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(08\)61634-7/fulltext](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(08)61634-7/fulltext)

Macinko J., Montenegro H., Nebot Adell C., **Etienne C.** y Grupo de Trabajo de Atención Primaria de Salud de la Organización Panamericana de la Salud. (2007) La renovación de la atención primaria de salud en las Américas. Revista Panamericana de Salud Publica. Vol. 21(2/3), pp. 73–84.
<http://www.scielosp.org/pdf/rpsp/v21n2-3/03.pdf>

DeShazo P., **Etienne, C.** (2006). Responding to an influenza pandemic in the Americas. Center for Strategic and International Studies Americas Program. Policy Papers on the Americas, Vol. XVII, Study 1, August.
http://csis.org/files/media/csis/pubs/ppa_v17_1.influenza.pdf

Etienne, C. (1990) The development of the local health systems in Dominica and its effect on immunization coverage [Article in Spanish]. Boletín Oficina Sanitaria Panamericana, Vol. 109(5-6), pp. 547-551.
<http://www.ncbi.nlm.nih.gov/pubmed/2151167>

12) Main contributions in public management and administration, public health, international health, and public health leadership (maximum 10):

Building equitable, effective and efficient primary health care (PHC) based health systems

At WHO, led the efforts to renew PHC at the global level and to strengthen health systems based on primary health care, promoting the integration of all health system functions and "building blocks" into well-functioning systems. Pushed forward the four broad policy directions for reducing health inequalities and improving health for all: tackling health inequalities through universal coverage, putting people at the center of care, integrating health into broader public policy processes, and providing inclusive and participatory leadership for health. Led the formulation of guidelines for the retention of healthcare workers and transformative education, and shepherded passage of the historic Global Code of Practice on the International Recruitment of Health Personnel. At PAHO, led the renewal of PHC in the Americas and the development of the regional strategy for implementing PHC-based health systems, including the initiation of the Integrated Health Service Delivery Network.

In Dominica, led the transformation of the national health services based on PHC, including the reorganization of the infrastructure, management and delivery of services, the management of medicines and supply chain, and the training of healthcare workers. At all levels, promoted intersectoral action to address the broader determinants of health.

Developing and implementing policy options and strategies to achieve universal coverage

At WHO, led global advocacy to achieve universal coverage and social protection in health. Led the development of the "World Health Report 2010 - Health systems financing: the path to universal coverage". Supported the development of policy options and strategies for countries to modify their financing systems and move more quickly towards universal coverage, and sustain the gains that they have achieved. Developed an action agenda for countries at all stages to achieve this goal, including ways in which the international community can better support efforts in low income countries to achieve universal coverage and improve health outcomes. In Dominica, through the reorganization of the national health system, achieved universal coverage to comprehensive and integrated health services for the entire population, including access to safe medical products.

Improving women's and children's health

While in PAHO, led the development of a *Gender Equality Policy* to mainstream a gender equality perspective across the region and within the Secretariat in the planning, implementation, monitoring and evaluation of policies, programs, and research. Initiated the development of regional strategies for neonatal and adolescent health, taking an integrated approach to health throughout the life course.

In Dominica, implemented district-level improvements of infrastructure and services, with a focus on maternal and child health and which resulted in immunization coverage rates of 95%, coverage for prenatal care and deliveries by trained birth attendants of 90%, and effective health education programs that reached the entire population. Introduced and maintained the community health information system, which supported program delivery and monitoring.

Reducing the burden of HIV/AIDS

Through the work on the "Positive Synergies" initiative at WHO, working with three consortia (academia, civil society and governmental) established the necessity for a strong integrated national health system as a fundamental prerequisite for ensuring delivery of comprehensive services, including disease-specific services. At PAHO, led the development and roll out of the regional plan of action for the implementation of the "3 by 5" initiative, followed by the development of the Regional HIV/STI Plan for the Health Sector 2006-2015. As coordinator of the Dominican National AIDS Program defined, coordinated, and implemented programs for prevention and management of STI/HIV/AIDS. Sourced and managed funds from donor agencies for the HIV response effort in Dominica in the early stages of the epidemic.

Improving access to quality, safe, efficacious medical products

In WHO, managed the Essential Medicines and Health Technologies department to improve the safety and quality of medicines, notably child medicines, prequalify medicines for HIV/AIDS, TB, malaria, and reproductive health. Convened the First Global Forum on Medical Devices, and developed guidelines for technologies research and development, regulation, assessment, and management. While in PAHO provided guidance and oversight to regional pooled procurement mechanisms (Strategic Fund, PAHO Revolving Fund for vaccines) that promote access to quality essential public health supplies, vaccines and syringes, while providing technical cooperation that strengthened country capacities. Sub-regionally, as a founding member of the Technical Advisory Committee of the Eastern Caribbean Drug Service, implemented quality assurance and cost

containment measures, and a pooled procurement scheme for the islands of the Eastern Caribbean, as well as the definition and maintenance of the Eastern Caribbean Drug formulary. At the national level developed formularies to guide selection and use, reorganized the management of medical products and the supply chain.

Preparing for and responding to the threat of Pandemic Influenza

In response to 2005 threat of H5N2 avian pandemic circulation, applying a cross-organisational approach, led the development of PAHO's strategy to support multi-sectoral, national pandemic influenza plans, which were instrumental in the response to the H1N1 pandemic threat of 2009. Led the preparedness work to ensure the capacity of the PAHO Secretariat to respond to Pandemic Influenza.

Enhancing global aid effectiveness

Globally, worked to mainstream the Paris Declaration on Aid Effectiveness within WHO, notably through a strong emphasis on country ownership, national health planning and donor alignment and harmonization. In this context, responsible for leading the national health plans/policy/strategies work of WHO and chairing the International Health Partnership (IHP+), a coalition of international health agencies, governments and donors committed to improving health and development outcomes in developing countries through implementation of the Paris principles. Fifty-five partners have signed up to the IHP+ including 30 developing nations.

Coordinated the global development and application of the Joint Assessment of National Strategies (JANS) tool, which is proving instrumental in fostering alignment and harmonization of resources around national health plans.

In PAHO, successfully led complex, multi-country negotiations with high-level officials of government and the international community, including private sector to address key health issues.

Health leadership and administration

In WHO, led the work of the Health Systems and Services - HSS cluster (including the departments of Health System Governance and Service Delivery, Health Systems Financing, Human Resources for Health, Essential Medicines and Health Technologies, and Health Systems Research). This included managing organizational change processes designed to reduce costs while focusing on strategic priorities.

At regional level, directed PAHO's technical areas and Pan-American Centers: Health Systems Strengthening; Technology and Health Service Delivery; Family and Community Health; Health Surveillance and Disease Management; Sustainable Development and Environmental Health; Gender, Ethnicity and Health; Caribbean Epidemiology Centre (CAREC); Caribbean Food and Nutrition Institute (CFNI); Pan American Foot and Mouth Disease Center (PANAFTOSA); Latin American Centre for Perinatology and Human Development (CLAP); The Pan American Center for Sanitary Engineering and Environmental Sciences (CEPIS).

In Dominica, planned and managed all national health services including hospitals, health centers, health workforce, and the medical products supply system. As the Dominican CMO, responsible for providing health policy advice to the cabinet, and developing and enforcing regulations for health at the national level.

In the above roles, established a proven track record in leading and providing strategic, technical and managerial oversight of public health programmes at all levels – global, regional, sub-regional, national and local. Worked to engage and harmonize actions between the governmental health

sectors, others sectors, the international community, the private sector, civil society and organized community groups. Led high-level multidisciplinary and inter-programmatic working groups and task forces with regional and global representation. Fostered an environment that promotes innovation and integrated approaches to technical cooperation, cultivating the incorporation of new modalities with the systematic engagement of national institutions. Emphasized country-focused approaches to technical cooperation with clear and strategic value-added roles for each level of WHO and PAHO to support agreed goals. Ensured the development and application of critical knowledge to support technical cooperation.

Fostering partnerships for health

At global, regional and national level, promoted the strategic engagement of the international community, financial and development institutions, think-tanks and academic institutions in the work of the organization. Developed sustainable strategic partnerships to achieve measurable health impacts, recognizing that an inter-programmatic and multi-sectoral approach is essential to realize health goals. Key partners include: European Union, U.S. Government (USAID/PEPFAR, CDC, HHS, FDA), Canadian International Development Agency (CIDA), World Bank, Global Fund for AIDS, TB and Malaria (GFATM), Global Alliance for Vaccines and Immunisation (GAVI), Bill and Melinda Gates Foundation, Rockefeller Foundation, UN agencies (UNICEF, UNAIDS, UNFPA), civil society (Global Health Action, Global Health Council, Partners for Health, People's Health Movement), and WHO Member State governments.

Enabling community involvement

Enabled unprecedented community involvement in health and development in Dominica, championing the voice of the marginalized and vulnerable populations. Established village health committees and district health committees in all communities with a formal mechanism for participation in decision making processes at all levels. As a member of the planning team ensured broad community participation in the national planning process for the Integrated Development Plan of Dominica. Continued this approach regionally and globally, based on the core belief that community empowerment and inclusiveness is a means for effective decision-making at all levels.