

# BERNICE N. T. DAHN

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## **SUMMARY OF EXPERIENCE**

I have 19 years of experience as a public health physician, administrator, policy-maker and educator. This experience includes my current assignment as Minister of Health of the Republic of Liberia for a little over a year. I also served as Deputy Minister and Chief Medical Officer of the Republic of Liberia for approximately eight years with oversight of about 150million USD of projects. My role has included leadership, supervision and management of national and partner staff, donor and partner coordination and strategic and ambitious agenda setting. In this position, I spearheaded the establishment of a Postgraduate Medical Education for Physicians and Surgeons in Liberia, which started in 2013. Previous to my role as Deputy Minister and Chief Medical Officer I served as the Reproductive Health Advisor for UNFPA for four years, Family Health Director at the Ministry of Health for three years and a year as the Director for Nutrition, at the Ministry of Health. Since 2005, I have served as an Assistant Professor for Public Health at the A. M. Dogliotti College of Medicine, University of Liberia.

## **SELECT ACCOMPLISHMENTS**

Over the years, there have been many achievements of the department which include but are not limited to the following:

- Developed and led the process leading to the passing of an Act to Establish the Liberian Post graduate College for Physicians and Surgeons
- Facilitated an effective donor coordination mechanism that lead to the establishment of a Health Sector Pool Fund and directed USAID support to the MOHSW- the first direct government to-government funding mechanism which is a pilot for testing this approach in 3<sup>rd</sup> world countries..
- Instituted a parignm shift post-war from an environment of NGO controlled resources in the health sector building of County Health Teams capacity for managing donor funds( contracting in and out health services by the MOHSW) This , gives the Government of Liberia more control and ownership of donors and development agendas.

- Facilitated and guided the establishment of the Liberia Medicine and Health Product Regulatory Authority
- Spearheaded the Development of several policy documents including but not limited to the Basic Package of Health Services which after successful implementation in over 80% of public health facilities was transformed into “The Essential Package of Health Services”, The National Health Policy and Plan, National Sexual and Reproductive Health Policy, National Nutrition Policy, National Strategy for Child Survival, National Mental Health Policy among others.
- Introduction of Performance Based Financing as a health systems approach for quality improvement and creation a a results-based approach to service delivery
- In a quest to promote competence in the learning and training environment, and ensuring equity of professional nursing development throughout the counties, I spearheaded the revitalization of the Nursing and schools in Lofa, Zwedru and TNIMA.
- Recognizing the need for quality medical education, I led the process of revitalization of the A.M. Dogloiti School of Medicine, University of Liberia with accompanying modern teaching laboratories and curriculum revision to accommodate new development in medicine.
- Standardized incentives for health workers among government and NGO workers.
- Introduced an annual accreditation system for all public health facilities to improve quality of care.
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**SKILLS AND  
TECHNICAL  
AREA**

I am passionate, determined, caring and committed person with leadership and managerial skills and a commitment to excellence. I am highly effective, an excellent communicator, with skills in leadership, agenda setting, innovative health program development, strategic planning and program implementation with the ability to find solutions and resources to challenging problems. Ability to effectively monitor and evaluate programs and projects, monitoring human and financial resources, sector assessment and institutional development.

As a seasoned management and policy expert in the field of public health I possess skills and competence in the following areas:

- Strategic Planning
- Health Policy Development
- Health Program Development
- Monitoring and Evaluation
- Resource Mobilization
- financial management
- Capacity Building

## **EDUCATION**

- 2005                    **Degree: Masters of Public Health**  
 School of Public Health & Community Medicine  
 University of Washington  
 Seattle, Washington
- 1996                    **Degree: Doctor of Medicine**  
 A. M. Dogliotti College of Medicine  
 University of Liberia  
 Monrovia, Liberia
- 1987                    **Degree: Bachelor of Science: Zoology**  
 T. J. R. Faulkner College of Science and Technology  
 University of Liberia  
 Monrovia, Liberia

## **ADVANCED TRAINING**

- June 2010            **Certificate: Yale Global Health Leadership Institute Conference**  
 “Building Leadership for Health”  
 Yale University
- June 2009            **Certificate: Global Health Leadership Institute Conference**  
 “Strategic Problem Solving in Global Health”  
 Yale University
- June 2009            **Certificate: Making Decentralization Work**  
 Tools for Policy Makers and Managers  
 Harvard School of Public Health

Boston, Massachusetts

- June 2008      **Certificate: Global Health Leadership program**  
Judge Business School  
University of Cambridge
- January 2007      **Certificate: Global Health Leadership Forum**  
School of Public Health  
University of California Berkeley
- July 2007      **Certificate on Health Management:**  
International Health Exchange and Cooperation Center  
Ministry of Health, Beijing  
People's Republic of China
- October 2002 –  
January 2003      **Certificate: Online Course:**  
Meeting the Family Planning & Reproductive Health Needs of  
Clients with HIV/AIDS Living in Low Resource Settings.  
Johns Hopkins University Affiliate
- September 2001–      **Certificate: Population Leadership Program**  
**Daniel J Evans School of Public Affairs**  
University of Washington
- June 2002      **Certificate on International Health**  
School of Public Health & Community Medicine  
University of Washington
- September 2001–  
June 2002      **Certificate of Competence:**  
Regional Training of Trainers for Reproductive Health  
Mauritius Institute of Health  
Pamplemousses, Mauritius
- May – June 1999

## **PROFESSIONAL EXPERIENCE**

October 2006 – Present – **Ministry of Health: Deputy Minister for Health Services/Chief Medical Officer: Oversight and manage 120million USD as Principal Recipient of the GFTAM, 60million USD Health Pool Fund, 42million USD Fixed Amount Reimbursement Agreement (FARA), GOL budget approximately 50- 65million USD per annum and other funding source from UN agencies.**

### **MAIN DUTIES AND RESPONSIBILITIES**

As Deputy Minister for Health Services and Chief Medical Officer of the Republic of Liberia, I am directly responsible for ensuring that effective, efficient, quality and equitable health services are available to the people of Liberia. I am duly assisted by two assistant ministers who supervise curative and preventive aspects of the Department respectfully. Additionally, my office has oversight of fifteen county +health teams and twenty-two programs and divisions of the MOHSW. In my role, I provide leadership and direction to health planning and implementation as the Chief Medical Officer.

- Collaborate with other stakeholders in setting policies and standards to guide and regulate health care provision and health program management in the country;
- Monitor the health care delivery system to ensure that cost-effective, quality care is provided and accessible to all;
- Provide supportive supervision and up-to-date technical support and guidance for capacity building at various levels of health care delivery and health program implementation;
- Coordinate and consolidate county health program development in support of county/district initiatives;
- Compile county health programs and synchronize them to reflect a national health programming strategy;
- Develop and manage health program monitoring and evaluation system;
- Develop and promote culturally sensitive health learning methods, systems and materials as demanded by county health programs;
- Design mechanisms for drug management, control, information systems, regulation and registration.

November 2002 –  
September 2006

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**United Nations Population Fund: Reproductive Health Advisor**

**MAIN DUTIES AND RESPONSIBILITIES**

- Consulted with concerned officials within the government, UN agencies, regional organizations and NGOs regarding UNFPA funding consideration and advice on the appropriateness and feasibility of UNFPA technical assistance within the framework of established development priorities.
- Advised Government in consultation with appropriate participating agencies on the identification and subsequent formulation of project requests.
- Drafted project proposals including project objectives, strategies, implementation work plans and budgets.
- Drafted regular correspondence with UNFPA headquarters, participating and executing agencies and Government authorities regarding programme and project issues.
- Drafted relevant parts of project Progress and Evaluation reports prepare terms of reference for visiting missions; assess the achievements and deficiencies of ongoing projects in connection with tripartite review and evaluation and draft projects.
- Briefed visiting officials on UNFPA program activities in Liberia and undertake monitoring visits to projects.

July 1999 –  
October 2002

**Ministry of Health & Social Welfare: Director of Family Health**

**MAIN DUTIES AND RESPONSIBILITIES**

- Assisted in the reactivation of reproductive health services after the war in 1998.
- Assisted in the development of the reproductive health policy for Liberia.
- Developed a training curriculum and training course for traditional midwives.
- Developed a reproductive health curriculum for midlevel health workers
- Coordinated a safe Motherhood Needs assessment for Liberia.
- Developed a five-year safe motherhood strategic plan for Liberia.
- Developed reproductive health supervisory and monitoring

tools

- Analyzed program performance data quarterly and circulated findings for program improvement.
- Drafted correspondence for stakeholders meetings, prepared minutes and write reports.
- Applied for grants and managed grants for project implementation.
- Developed a National Reproductive Health Training Module For Adolescent Peer Educators
- Coordinated Gender Based Studies and other Studies of related concerns

June 1998–  
September 2001

**Family Planning Association of Liberia: Sectional Doctor (Part Time)**

**MAIN DUTIES AND RESPONSIBILITIES**

- Managed clients with infertility.
- Managed complications from the use of family planning commodities.
- Advised on family planning issues

March 1998 –  
June 1999

**Ministry of Health & Social Welfare: Director of Nutrition**

**MAIN DUTIES AND RESPONSIBILITIES**

- Coordinated National Micronutrient Surveys.
- Developed and implemented the National Micronutrient Strategic Plan for Liberia.
- Coordinated a National Nutrition Survey.
- Spearheaded the draft of a National Plan of Action for Nutrition.
- Applied for grants and managed grants for project implementation.
- Developed regulations for the strict importation of iodine salt.
- Advocated for the strict importation of iodine salt to be passed into law.
- Developed a national breast feeding code
- Advocated for the national breast-feeding code to be passed into law.
- Managed an office staff of thirteen persons.

2003 – 2007

### **OTHER WORK/PRACTICAL EXPERIENCE**

- Vice President: Liberia Medical and Dental Association
  - Organize scientific sessions for doctors
  - Conduct business meetings

2004 – Present

- Public Health Instructor: Cuttington University College Nov.
  - Teach Family Planning
  - Teach Family Health

November 2005  
– Present

- Assistant Professor: Public Health: A.M Dogliotti College of Medicine
  - Teach Family Health

2005 – Present

- Pediatrics Instructor: J.F.K. Medical Center
  - Teach Pediatrics
  - Pediatrics patient care
  - Conduct pediatrics ward rounds with medical students

1996 – 1998

- Physician: Swedrelief Hospital
  - Patient care

### **MAJOR PUBLICATIONS:**

Yes we were warned about Ebola: Opinion Editorial. The New York Times. April 7<sup>th</sup> 2015 edition

Building Capacity in Health Facility Management:  
Guiding Principles for Skills Transfer in Liberia

Published on <http://www.humanresources.com/content/8/1/s> 2010

Engaging with Sustainable Health Care Financing of Public Health Services; are they only for the poor

Published on <http://www.generalhealthforum.com/ghf> 08 files.....2008

A Symptom of Women's Vulnerability in Conflict Settings  
Women Affected During Conflict

A Case Study of Establishing a Fistula Repair Program for

Written along with Dr. John Mulbah et al/ WACS Book of Abstracts

A Situation Analysis of Care for Obstetric Emergencies in  
3 Counties in Liberia

Master Thesis

Implementing Liberia's Poverty Reduction Strategy

An Assessment of Emergency and Essential Surgical Care



Written along with Dr. Lawrence Sherman et al  
Arch Surg. 2011; 146(1): 35-39 /doc: 101001/archsurg. 2010.285

Introducing Health Facility Accreditation in Liberia  
Emily Cleveland et al  
Global Public Health. 2011 April 6 (3): 271-282