

Curriculum Vitae

Neelam Sekhri Feachem

Experience

1994-present: The Healthcare Redesign Group Inc.

Chief Executive Officer

Co-Founder and Chief Executive Officer of a consultancy firm specializing in designing and operating health financing and delivery systems. Clients have included governments, hospitals, insurers, medical groups, managed care organizations, international agencies and research institutions.

The Healthcare Redesign Group was recognized by the San Francisco Business Times as one of the fastest growing privately held companies in the Bay Area in 1998.

See separate list of selected client engagements

January 2003 - January 2007: The World Health Organization

Health Policy and Financing Adviser

Department of Health Financing

Headquarters, Geneva

Advised countries and regions on health financing issues with a particular emphasis on public/private financing and insurance arrangements. Areas of expertise include the role of private health insurance in health financing, regulating insurance markets, private and public collaboration for financing and delivery of health care, innovative solutions for sustainable financing of HIV/AIDS, and funding options for universal health coverage in developing countries and emerging economies. Country engagements spanned Eastern Europe, Asia and Africa. Served on the Commercial Advisory Board of the British National Health Service; and the Working Group for Private Insurance of the Organization of Economic Cooperation and Development.

1981-1994: Kaiser Permanente Medical Care Program

Largest private health care system in United States, serving 8.7 million members in 9 states and the District of Columbia. Integrated financing and delivery system which insures and delivers a full package of preventive, ambulatory and hospital services.

1989-1994

Assistant Regional Controller

Regional Offices, Northern California Region, Oakland. Total regional revenues of four billion dollars.

Directed staff of 550 at 31 locations. Involved in all aspects of financial operations of the insurance arm of Kaiser Permanente, the Kaiser Foundation Health Plan. Managed clinical and financial systems implementations. Managed non-dues revenue including direct patient billing, coordination of benefits, third party liability and workers' compensation.

- Increased revenues by 22% in one year. Directed business plan for restructuring occupational medicine/workers' compensation services.
- Chair, Strategic Information Systems Committee and Information Technology Redesign Team.

1986-1989

Director, Management Continuity and Organizational Development

Central Offices (National Headquarters), Oakland

Led national executive selection, organizational development, and human resources development program. Implemented national program for succession planning. Managed joint executive education programs at Stanford and Harvard Universities.

1981-1986

Assistant Medical Center Administrator

Sacramento Medical Centre, Northern California Region. Largest medical complex in system, serving 300,000 members.

- Directed integrated inpatient, ambulatory, home health and outpatient services with a staff of over 700 and budget of \$13 million. Managed wide range of clinical, ancillary and support functions. Directed insurance capability, quality assurance, emergency services, and key medical staff committees. Managed relations with regulatory and accreditation agencies.
- Implemented Diagnostic Related Groups (DRGs) when Medicare changed reimbursement methods
- Reduced utilization and increased continuity of care, resulting in annual savings of \$3 million.
- Received exceptional contribution award for creating integrated quality assurance, utilization management, credentialing, home health and case management system to reduce bed days/1000 by over 20%.

Prior to 1980

Virginia Mason Hospital, Seattle Washington, Administrative Resident

United Hospitals, St. Paul Minnesota (United Health Plan affiliate), Management Engineer

Metropolitan Council, St. Paul, Minnesota (Regional Health Systems Agency), Researcher

Education

1987 Kaiser Permanente-Stanford Executive Program
Stanford University, Palo Alto, California

1980 Masters in Hospital and Healthcare Administration
University of Minnesota, Minneapolis, Minnesota

1978 Bachelor of Arts, Microbiology and Chemistry
University of Minnesota, Minneapolis, Minnesota

Other Professional Appointments

Faculty, Global Health Leadership Forum, University of California Berkeley, and Cambridge University, 2005 to present

Member, Commercial Advisory Board, Department of Health
National Health Service, United Kingdom, 2003 to 2007

Member, Private Insurance Working Group, Organization of Economic Cooperation and Development, 2003 to 2005

Treasurer and Chair Finance Committee, Board of the Alameda County Medical Centre, 2001-2003

Member, Board of the Global AIDS Interfaith Alliance, 2000-2004

Member, Board of Street Survivors, India, 1999-2003

Chairperson, Just Say No International Advisory Board 2003

Faculty, National University 1989-1991

Board Member, Sacramento County Health Council, 1985

Board Member, Golden Empire Health Systems Agency, 1983

President, Treasurer, Secretary, American College of Healthcare Executives, Sacramento Chapter, 1983-1985

Member, American College of Healthcare Executives, 1980-1989

Personal

Lady Feachem lives with her husband, Sir Richard, in the San Francisco Bay Area and Switzerland. She travels extensively and enjoys yoga, hiking and scuba diving.

Publications

1. Levine R, Pickett J, Sekhri N (2008). Forecasting for Global Health: Is it Possible? Global Health Link. Global Health Council. January 2008. No. 47.
2. Levine R, Pickett J, Sekhri N (to be published 2008). Demand Forecasting for Essential Medical Technologies. American Journal of Law and Medicine.
3. Yadav P, Sekhri N, Curtis K (to be published 2008). Barriers to access: An assessment of stakeholder risks and incentives in the value chain for Artemisinin Combination Therapy (ACT) treatments.
4. Sekhri N. (November/December 2007) Letter to the Editor: Creating Innovative Investing in Health Care. Health Affairs.Vol.26. No.6. p.1791.
5. Sekhri N, Kutzin J (2007). Options for health financing and private insurance in Armenia. World Health Organization, European Region. Copenhagen.
6. Sekhri N, Levine, R, Pickett J (May 2007). A Risky Business: Saving Money and Improving Global Health through Better Demand Forecasts. Center for Global Development. Washington DC.
7. Yadav P, Curtis K, Sekhri N. (January 2007). Mapping and Realigning Incentives in the Global Health Supply Chain. Global Health Forecasting Group. Center for Global Development. Washington D.C.
8. Sekhri N, Chisholm R, Longhi A, Evans P, Rilling M, Wilson E, Madrid Y. (2006). Principles for Forecasting Demand for Global Health Products. Global Health Forecasting Group. Center for Global Development. Washington D.C.
9. Sekhri N, Savedoff W. (2006). Regulating Private Health Insurance to Serve the Public Interest. International Journal of Health Planning and Management. 21: 357–392. Published online 27 October 2006 in Wiley InterScience. (www.interscience.wiley.com).
10. Sekhri N, Savedoff W. (2006). Harnessing Private Health Insurance: Trends and Regulatory Challenges In: Preker, A (ed). A Friend or Foe: Private Voluntary Health Insurance in Development. The World Bank. Washington D.C.
11. Sekhri N. (June 2006). From Funding to Action: Strengthening Healthcare Systems in Sub-Saharan Africa. World Economic Forum. Geneva.
12. Sekhri N. (February 2006). Forecasting for Global Health: New Money, New Products and New Markets. Global Health Forecasting Group. Center for Global Health. Washington D.C.
13. Sekhri N, Savedoff W. (2006): Regulating Private Health Insurance to Serve the Public Interest: Policy Issues for Developing Countries. Health Financing Policy Paper. World Health Organization. Geneva.
14. Sekhri N, Savedoff W. (2005) Regulating Private Health Insurance to Serve the Public Interest. Middle East Economic Research Forum Proceedings. Lebanon.

15. Feachem R, Sekhri N. (2005). Moving towards true integration. *British Medical Journal*, 330, 787-788.
16. Sekhri N, Savedoff W. (2005). Private Insurance: Implications for Developing Countries. *Bulletin of the World Health Organization*. 83:127-136.
17. Sekhri N, Savedoff W. (2004): Private Health Insurance: Implications for Developing Countries. Health Financing Policy Paper. World Health Organization. Geneva.
18. Feachem R, Sekhri N. (2004) Reply to questioning the claims from Kaiser. *The British Journal of General Practice*, 54 (503), 422.
19. Feachem R, Sekhri N, White K. (2002). Getting more for their dollar: a comparison of the NHS with California's Kaiser Permanente. *British Medical Journal*; 324:135-43.
20. Sekhri N. (2001). (Editorial Board). *Global Health Care Markets: A Comprehensive Guide to Regions, Trends, and Opportunities Shaping the International Health Arena*. John Wiley & Sons.
21. Sekhri N. (2001). Mexico's Health Care System. In: (ed) Weiners, W. *Global Health Care Markets: A Comprehensive Guide to Regions, Trends, and Opportunities Shaping the International Health Arena*. John Wiley & Sons.
22. Sekhri N. (2001). India's Urban Health Care Market in the Twentieth First Century. In: (ed) Weiners, W. *Global Health Care Markets: A Comprehensive Guide to Regions, Trends, and Opportunities Shaping the International Health Arena*. John Wiley & Sons.
23. Sekhri N. (2001). Overview of the United States Health Care System. In: (ed) Weiners, W. *Global Health Care Markets: A Comprehensive Guide to Regions, Trends, and Opportunities Shaping the International Health Arena*. John Wiley & Sons.
24. Sekhri N. (2000). Managed Care: the U.S. Experience, *Bulletin of the World Health Organization*; 78:830-44.
25. Sekhri N, Gomez O, MacDonald T. (1999). *Cross-Border Health Insurance: An Overview*. California Healthcare Foundation. Oakland.
26. Sekhri N, MacDonald T, Breaden M, Gannon G. (1997). *Physician Sizing Model (software application)*. Child Health Institute. Kansas City.
27. Sekhri N. (1996). *Restructuring for Managed Care: An Assessment Tool*. Child Health Institute. Kansas City.
28. Sekhri N, Briones D, MacDonald T. (1996). *Model for Capitation Contracting (excel tool and workbook)*. Child Health Institute. Kansas City.
29. Sekhri N, MacDonald T. (1996). *Innovative Pricing Practices for Children's Health Care Systems*. Child Health Institute. Kansas City.
30. Sekhri N, MacDonald T. (1995). *Guide to Managed Care Contracting: Capitation*. Child Health Institute. Kansas City.

