

# ***RAPHAEL DOUGLAS BARRETT***

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## **SOME ACCOMPLISHMENTS**

### Business

- Turned around private companies from losses/near closure to sustained profitability and meeting the expectations of shareholders and financiers
- Developed strategic cooperative-marketing model of the Jamaica Tourist Board to increase global market penetration and presence whilst reducing administrative costs
- Major investor in Reggae Sunsplash Inc and staged other major entertainment events domestically and internationally
- Developed and managed process taking Seprod Group of Companies public in 1984; led conglomerate for the next 10 years improving output, productivity and profitability

### National Health Financing

- Developed proposal for a Visitor Health Fee to improve Caribbean Health infrastructure
- Guided Sint Maarten government to join the OECS-PPS in August 2014
- Influenced, developed and implemented National Health Financing mechanisms and systems in the Caribbean starting with the Jamaica National Health Fund in 2000
- Created EHPO<sup>®</sup>, a strategic modeling tool for health financing policy and decision makers

### Technical

- First Jamaican engineer at the Prospect Pen Satellite Earth Station; member of installation and commissioning team; managed first Jamaican satellite television broadcast in 1972.

## **SOME EXPERIENCES**

- National Health Financing Advisor for WHO/PAHO-CPC, CARICOM, LAC Governments, and the PANCAP/GIZ/EPOS project
- Lead Technical Consultant: CARICOM Regional Health Insurance Mechanism feasibility
- Lecturer at the University of the West Indies-Mona and the University of Technology
- Chairman Jamaica Tourist Board with executive duties of the Director of Tourism
- Over 10 years senior management experience as head of, then, largest manufacturing & distribution conglomerate in the English-speaking Caribbean
- Over 20 years senior management experience in statutory organisations at the executive & board level
- Advisor to PwC and private companies on business recovery, restructuring, strategy, operations
- Over 40 years management and data technology systems experience

## ACADEMIC EXPERIENCE

<b>Master of Business Administration</b>	University of Western Ontario, Canada	1981
<b>Diploma, Management Studies</b>	University of the West Indies, Mona	1979
<b>Certificate, Senior Management</b>	University of the West Indies, Mona	1976
<b>Certificate, Engineering Management</b>	University of the West Indies, Mona	1974
<b>Diploma - Satellite Communications</b>	IMTR College, Oxford, England	1972
<b>Bachelor of Science (Physics Special)</b>	University of the West Indies, Mona	1971
<b>Registered Professional Engineer</b>	PE/08/0080 <b>Specialisation:</b> Electronics	

## PROFESSIONAL EXPERIENCE

**Health Sector Reform Expert** *Ministry of Health - Jamaica* 2017 -2018

Member of an international consulting team that developed a *10-Year Strategic & Implementation Plan* for the Jamaica Ministry of Health providing technical inputs and oversight of the technical and quality control aspects of the study - funded by the IDB

**Lecturer** *University of Technology (Jamaica)* 2010 -present

Lecturer in Decision & Statistical Analysis, Financial Management and National Health Financing for the Master of Health Administration degree in the College of Health Sciences

**Senior Lecturer (adjunct)** *University of the West Indies (Mona)* 2012 -present

Course leader and lecturer for the Introduction to Engineering Management & Accounting Systems course for final year undergraduates in the Faculty of Engineering

**Team Leader** *Ministry of Health - Trinidad* 2012 - 2014

Project Team Leader and Health Policy Expert, *Implementation Support for the Reengineering of the MoH for Health Transformation Program-Strengthening Health Services Delivery* providing consulting services and technical assistance to support implementation of the health transformation agenda of the government of Trinidad & Tobago - partially funded by the IDB.

**Member** *WHO/PAHO Universal Health Coverage TWG* 2012 - 2013

Member of a Sub-Regional CPC/PAHO TWG to develop a Road Map for UHC in the Caribbean

**Advisor** *National Health Insurance Board - Turks & Caicos Islands* 2012, 2016

2012 - Conducted a policy and operational review of the National Health Insurance Board to advise on improving effectiveness, viability and sustainability

2016 - Revised proposals to restructure operations and reduce costs for improved efficiency and effectiveness, benefits' coverage and purchasing

**Advisor** PANCAP/GIZ HIV Migrant Project 2011 - 2015  
 EPOS Health Management Consultants (GmbH) Regional Health Financing Expert for the project - *Improving access of migrant and mobile populations to HIV services in the Caribbean (Regionale HIV/AIDS Bekämpfung in der Karibik)* funded by the German government

- Regional Health Financing Expert for the Regional Advisory Group
- Focal Point for the Health Financing Regional Expert Group based in *Guyana*
- Regional Coordinator for health financing research supervising Consultants in *Antigua & Barbuda, Suriname and Trinidad & Tobago*
- Conducted health financing research in *Sint Maarten, Guyana and Suriname* to generate additional finances for a national health system
- Developed proposals for the *Sint Maarten* government to reduce drug procurement costs by up to 75%. Led discussions in a National Consultancy that led to Sint Maarten gaining membership in the OECS-PPS
- Developed a proposal for a Visitor Health Fee in the *Caribbean* to help finance the provision of national health services in each country

**Advisor** CARICOM Secretariat 2011 - 2013  
 Advisor to the Health Sector Development Unit on Health Financing mechanisms and policy

**Advisor** PricewaterhouseCoopers 2010 - 2012  
 Provided Management Advisory services to the PwC Transactions & Crisis Management Unit based in Kingston, Jamaica

**Advisor** Universal Health Coverage, St. Lucia 2010 - 2011  
 Conducted a Policy Review and Analysis of UHC for the Government of St. Lucia and the WHO/PAHO CPC. Presentations made to the Prime Minister, economic and financial advisers

**Principal Investigator** CARICOM Regional Health Insurance 2009 - 2011  
 Senior member of the CARICOM Regional Health Insurance Mechanism research team responsible for quantitative analysis and policy formulation

**Chief Executive Officer** National Health Fund, Jamaica 2003 - 2008  
 Responsible for the design, development, formation, initial staffing and establishment of the Jamaica National Health Fund ([www.nhf.org.jm](http://www.nhf.org.jm))

**Health Systems Consultant** Inter-American Development Bank 1999 - 2003  
 IDB consultant with the Jamaica MoH as Director, NHIP Implementation Unit

- Led the conception and development of the National Health Fund as an approach for initiating a National Health Insurance Plan
- Conducted management reviews and analyses of JADEP and government hospital Operating Theatres to improve efficiency and management effectiveness
- Initiated the conception, development and implementation of NIGold Health Insurance

**Chief Executive Officer** Reggae Sunsplash Inc; Radobar Holdings 1995 - 2001

Started own businesses in the Entertainment and Solar Energy Systems industries.

- Staged Reggae Sunsplash festivals for three years turning event around from substantial losses to low profitability
- Coordinated local exposition of 1998 FIFA World Cup global promotion
- Radobar Solar Systems Limited installed solar lighting for 3-mile walkway in Ocho Rios in 1997 which was the largest solar lighting installation in the Caribbean at the time

**Chairman 1991 - 1995; Director 1996** Jamaica Tourist Board 1991- 1996

- Improved market penetration in non-traditional markets, i.e. Europe, Japan, South America
- Restructured global operations by streamlining offices and adding more country markets
- Reduced administrative expenses from 67% to 35% of budget - with no budget increase
- Began the emphasis on culture in non-traditional destination marketing by using reggae music - 'One Love' (voted BBC song of the 20<sup>th</sup> century)
- Introduced the concept of cooperative advertising to tourism destination marketing

**General Manager, Administrative Manager** Seprod Group 1982 -1991

- Appointed General Manager in 1984; group comprised 7 companies & 2,000 employees
- Instituted ISO quality management processes in administration and manufacturing
- Developed and implemented corporate strategic planning and budgetary processes with integrated performance incentive payment systems that included the entire workforce

**Managing Director** Tropicair Jalousies, Extrudoform, West Indies Paints 1981 -1982

- Rationalised operations merging Extrudoform Limited and Tropicair Jalousies Limited - metal fabrication & window/door manufacturing and increased WI Paints market share threefold in six months

**DP Engineering, Maintenance Manager** Gleaner Company Limited 1975 -1980

- Installed computerised newspaper publishing, first in the English-speaking Caribbean, one of the first newspapers in the world to use OCR equipment for online input
- Appointed Maintenance Manager in 1977 and rationalised operations to improve maintenance service resulting in improved production reliability and reduced unit costs

**Station Engineer** JAMINTEL - Prospect Pen Satellite Earth Station 1971- 1975

- Responsible for satellite and undersea-cable telecommunications for international traffic serving Jamaica and the Cayman Islands; competence in LNA cryogenic systems, electronic and hydraulic servo systems, high power microwave transmitters, marine cable telephony
- Maintained Prospect Pen as the #1 station in the global Intelsat system for over 2 years

**PUBLICATIONS**

- *An overview of Financing HIV Services for Mobile & Migrant populations*  
PANCAP/GIZ project: 'Improving Access to HIV Services for Mobile and Migrant populations in the Caribbean' (Regionale HIV/AIDS Bekämpfung in der Karibik), 2012

- *A Policy Review and Analysis of the St. Lucia Universal Health Care Initiative*  
PAHO/WHO CP/CNT/1000072.001, 2011
- *Feasibility of a Regional Health Insurance Mechanism for Caricom*  
6<sup>th</sup> Caribbean Regional Meeting on National Health Financing Initiatives, 2010
- *A Model for The Analysis of Implementing Universal Coverage in National Health Financing*  
Oxford Policy Institute, 2006
- *Health Financing Innovations in the Caribbean - EHPO<sup>©</sup> and the National Health Fund of Jamaica*  
IDB Sustainable Development Department #SOC-138, 2004
- *El Modelo EHPO - The strategic analysis tool for healthcare policymakers*  
Software de costos hospitalarios, 2004

## PRESENTATIONS

- 4th Biennial Statistics Symposium and Pre-Conference Workshop Series: Keynote Speaker *Data-Driven Solutions – The Answer to World Problems* – Jamaica Statistical Society, Oct 2019
- Inaugural Health Information Management Conference: Keynote Speaker *The changing landscape in Health Information Management* – Univ. of Technology, Kingston, May 2019
- 11<sup>th</sup> Caribbean Regional Meeting: *National Health Financing Initiatives* – Bonaire, Oct 2016
- University of Technology Keynote Speaker `2016 Lignum Vitae Lecture': *The Financial and Economic Implications of Hospital Acquired Infections* – Kingston, Feb 2016
- WHO/PAHO Regional Forum: *Universal Health: A Necessary Investment for Sustainable Human Development* – Washington DC, Dec 2015
- 10<sup>th</sup> Caribbean Regional Meeting: *National Health Financing Initiatives* – Providenciales, Turks & Caicos Islands, Oct 2015
- PANCAP/GIZ Migrant Project Health Financing Post-Project Workshop – Dominican Republic, Mar 2015
- PANCAP/GIZ Migrant Project Health Financing Project evaluation – Sint Maarten, Feb 2015
- Chair & Vice-Chair, Suriname National Assembly: *National Health Financing options for a National Health Insurance plan for Surinam* – Paramaribo, Jan 2015
- 13<sup>th</sup> PANCAP AGM: *Improving the access of migrant & mobile populations in the Caribbean to HIV services* – Guadeloupe, Nov 2014
- 1<sup>st</sup> OECS Health Ministers Council: Keynote Speaker *A Visitor Health Fee for the OECS* – St. Vincent, Oct 2014
- OECS Director General, Dr D. Jules: *A Visitor Health Fee for the OECS* – St. Lucia, Jul 2014
- 16<sup>th</sup> OECS Health Ministers meeting: *A Visitor Health Fee for CARICOM* – St. Lucia, Oct 2013
- COHSOD XXV - CARICOM Health Ministers and senior Government officials: *Health Financing in CARICOM* – Washington DC, Sep 2013
- CARICOM 21<sup>st</sup> meeting of Chief Medical Officers: *"Universal Health Coverage- Health Financing"* - Barbados, Apr 2013
- PAHO/OCPC TWG Meeting: *"Budget and Resource mobilization for the UHC Road Map in the Caribbean"* - Barbados, Jan 2013
- PAHO/WHO Senior Policy Seminar Keynote Speaker: *"The Universal Health Coverage Agenda in the Caribbean: Challenges and Options"* - Barbados, Oct 2012
- PANCAP/GIZ Migrant Project Regional Advisory Workshop - Trinidad & Tobago, Jun 2012
- 6<sup>th</sup> Caribbean Regional Meeting: *National Health Financing Initiatives* – Bermuda, Nov 2011

- PANCAP/GIZ *Migrant Project Health Financing Workshop* - Trinidad, Oct 2011
- CARICOM RHIM Keynote Speaker *Stakeholders' Consultation Workshop* – Barbados, Jan 2011
- PANCAP/GIZ HIV *Inception Workshop Migrant Project* - Trinidad, Dec 2010
- *Caribbean Health Research Council/CMO Meeting* - Trinidad, Apr 2010
- *Healthy Caribbean 2008* – Barbados, Oct 2008
- 3<sup>rd</sup> Caribbean Regional Meeting *on National Health Financing Initiatives* – Trinidad, Oct 2008
- Bahamas Min of Finance, Min of Health, Natl Ins Board Keynote Speaker: *stakeholders public meeting on a Chronic Disease Prescription Drug Programme* – Nassau, Aug 2008
- Bahamas Government *Ministers & NIB National Health Financing meeting* – Nassau, Feb 2008
- 2<sup>nd</sup> Caribbean Regional Meeting *on National Health Financing Initiatives* – Aruba, Oct 2007
- Pfizer Inc. Keynote Speaker *Latin America Corporate Leadership Retreat* – Jamaica, Oct 2006
- 1<sup>st</sup> Caribbean Regional Meeting *on National Health Financing Initiatives* – Turks & Caicos Islands, Sep 2006
- CARICOM Council of Ministers (COSHOD) – St. Kitts & Nevis, Jun 2006
- *Health Financing in Developing Countries* (CERDI, World Bank, WHO) – France, Dec 2005
- *V<sup>th</sup> EUROLAC Forum* (World Bank, EU, IDB, PAHO) – Recife, Brasil, Apr 2004

## AFFILIATIONS

<i>Chairman</i> – Linvale Development Limited	2016 - present
<i>Chairman/Member</i> – Board of Governors, Vector Technology Institute	2006 – present
<i>Research Associate</i> - Oxford Policy Institute, UK	2006 - 2010
<i>Chairman</i> - Marksman Limited	1986 - 2009
<i>Advisor</i> - Medical Benefits Scheme, Government of Antigua & Barbuda	2007 – 2008
<i>Director, Deputy Chairman</i> - Jamaica Urban Transit Company	2001-02, 2007-08
<i>Member</i> - University Hospital of the West Indies Board of Management	2000 - 2008
<i>Member</i> - National Insurance Fund Board of Management	2003 - 2006
<i>Director</i> – Citizens Bank Limited	1986 - 1997
<i>Chairman</i> - Jamaica Tourist Board	1991 - 1996
<i>Director</i> - Dyoll Life Insurance Company Limited	1987 - 1996
<i>Vice President</i> - Jamaica Manufacturers Association	1983 - 1995
<i>Director</i> - Air Jamaica Limited	1989 - 1994
<i>Chairman</i> - Air Jamaica Pension Funds: Canada, Jamaica, UK, USA	1989 - 1994
<i>Chairman</i> - Institute of Cultural Affairs	1983 - 1993
<i>Director</i> - United Way of Jamaica	1986 – 1992
<i>Chairman</i> - Junior Achievement Jamaica	1983 - 1991

## PERSONAL INFORMATION

**Nationality:** Jamaican, Grenadian **Interests:** Boating, Deep-Sea Fishing, Music, Photography  
**Other:** *Paul Harris Fellow* – Rotary International Foundation;  
*Owner/Shareholder* of interests in Advisory Services and Real Estate Development