



Lagertha  
HEALTH ACCESS

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Carolyn (Cali) Hall, Public Health Consultant



# Introductions



A passionate and internationally experienced **public health professional** with over **25 years of global experience** spanning **industry, NGOs, and institutional organizations**. Demonstrates strong **thought leadership** and a deep commitment to improving **health ecosystems in low- and middle-income countries (LMICs)**.

Highly skilled in working with **multicultural teams**, bringing **empathy, patient centricity**, and a collaborative approach to every initiative. Deeply committed to **advocating for higher standards of care** and **removing barriers to patient access** in underserved communities.

An effective **communicator and storyteller**, adept at conveying the human impact behind health challenges and bringing the **patient's voice** to the forefront. Offers a **strategic understanding** of the broader **business, regulatory, legal, and compliance frameworks** that influence access to healthcare.

Most recently, Cali founded **Lagertha Health Access**, an independent consultancy dedicated to advancing equitable health access and delivering sustainable, patient-centered solutions.



## Why the name?

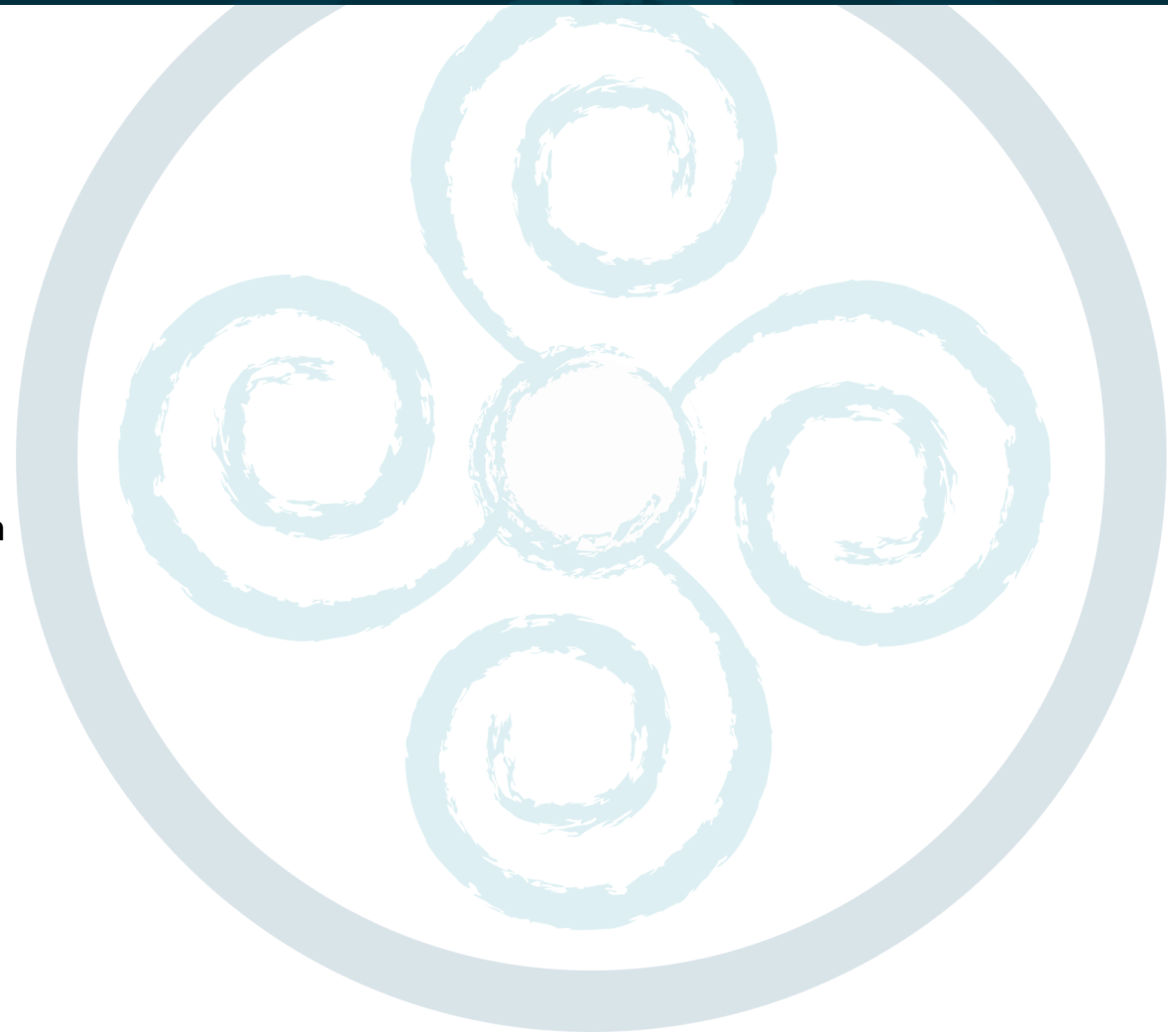
### Who was Lagertha.....

**Carolyn (Cali)** drew her inspiration from **Lagertha**, the legendary 9th-century Norwegian shieldmaiden who stood up for vulnerable communities — a warrior who balanced courage and strength with the equally powerful virtues of **compassion and wisdom**.

**Lagertha Health Access** was founded on Cali's steadfast belief in **shared humanity** and the **power of collaboration** to drive progressive, lasting change. This ethos has guided her entire career — from years spent **living and working on the frontlines in Asia and Africa** to building partnerships that have delivered **tangible improvements in patient access and healthcare systems**.

Cali has a rare ability to **bridge worlds**: connecting **governments, international aid organizations, and local communities** to create solutions that are inclusive, sustainable, and impactful. She combines a **deep understanding of health access challenges** with a lifelong **passion for community transformation**.

At her core, Cali is a **connector and advocate** — someone who believes in bringing people together to amplify their collective strength. She sees her role as **giving voice to those who might otherwise go unheard**, ensuring that compassion, evidence, and equity remain at the heart of global health decision-making.





# Track record – worked with and for.....

INDUSTRY &  
TRADE  
ASSOCIATIONS



NOVARTIS

The Novartis Foundation



MULTILATERAL,  
ACADEMIC,  
LOGISTICS &  
PRODUCT  
DEVELOPMENT  
PARTNERSHIPS

•Médecins Sans  
Frontières  
(MSF)



Global Antibiotic Research & Development Partnership



PMI



Because diagnosis matters



BILL & MELINDA  
GATES foundation

Swiss TPH

Swiss Tropical and Public Health Institute  
Schweizerisches Tropen- und Public Health-Institut



FUNDING &  
IMPLEMENTATION



WORLD BANK GROUP



ADB ASIAN DEVELOPMENT BANK





# Therapy and region expertise

## Disease Area Speciality

Infectious diseases ( HIV, Hepatitis, STD, Malaria)

NCDs Diabetes, Oncology, Ophthalmology.

Rare & Genetic Diseases Haemophilia, Thalassaemia, Sickle Cell ,Metabolic disease, Immune deficiencies.

Cell & Gene Therapy.

Maternal Child Health.

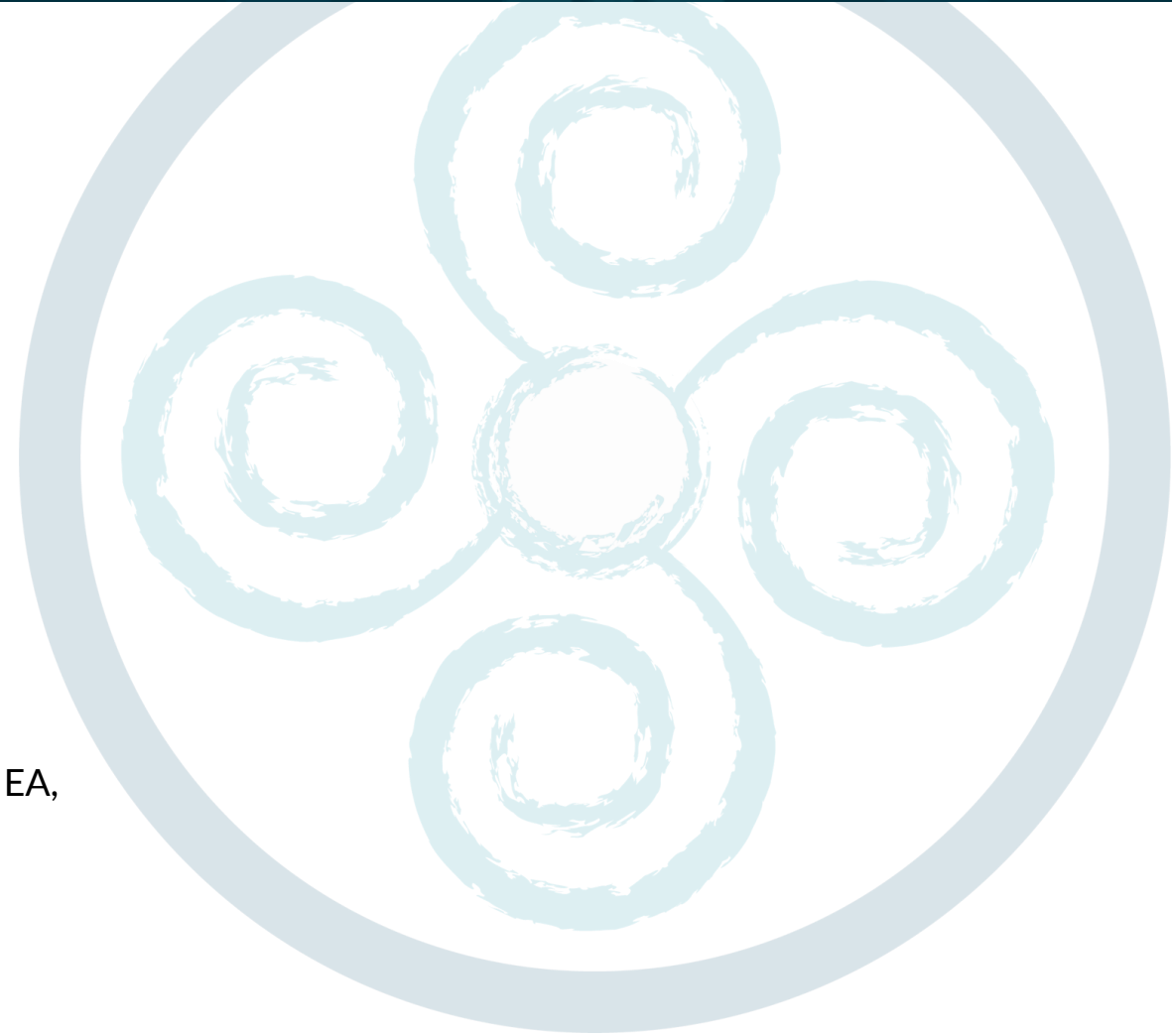
Vaccines - Childhood, Influenza, H5N1( Pandemic preparedness)

NTDs Dengue /Leprosy.

AMR

## Geographical experience

Extensive -Asia Pacific (including Japan, China, SEA & India), Africa. Europe, MEA, LATAM, Turkey, Russia & CIS.





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Case Study examples




As part of the **Global Health Access Centre of Excellence**, I supported the integration and implementation of our industry partner's **Access Principles**—focused on R&D, affordability, and health system strengthening—to expand access to healthcare and improve standards of care for underserved populations worldwide.

In this role, I **served as a technical advisor and strategic partner** to country and regional teams, helping design innovative access solutions, strengthen health systems, and accelerate patient reach through cross-functional collaboration and shared learning.

I provided targeted support to **health system strengthening (HSS) initiatives** across **India, Cambodia, Vietnam, and Sub-Saharan Africa**, ensuring alignment between on-the-ground implementation and global access strategies.

**Impact:** Supported the development and monitoring of key **M&E metrics** to evaluate progress, measure outcomes, and guide continuous improvement in access initiatives.



 Skills: HSS, Strategic Partnership Management, Social business, Public Affairs & Policy shaping.



Responsible for expanding patient access to Biocon Biologics' critical therapies by conceptualizing, driving, and executing innovative access agreements to improve the availability of quality cancer and diabetes care across LMICs (Middle East & Africa, Southeast Asia, LATAM, Russia/CIS, and Eastern Europe).

Led the implementation of the company's flagship "10 Cents Initiative"—a program designed to provide comprehensive diabetes management solutions, including recombinant human insulin, for under 10 cents per patient per day. Engaged with global health stakeholders to advance pooled procurement strategies that enhance access to essential medicines for noncommunicable diseases (NCDs), particularly in oncology and diabetes.

### Key Achievements:

Secured multiple MOUs with national health ministries within three months—during the COVID-19 pandemic and under remote work conditions.

Measurable impact demonstrated through successful partnerships and expanded access outcomes.

reach52 partners with Biocon to bring affordable quality insulin to the Philippines



Skills: Monitoring and evaluation, managing workplans, stakeholder mapping and engagement promoting Flagship initiative, Daily collaboration.



Project Lead – Philanthropic Primary Healthcare, Rwanda  
 Led the implementation of a pioneering primary healthcare clinic project in Rwanda, overseeing the design, setup, and management of new-generation clinics funded by the company to enhance sustainability and advance progress toward the UN Sustainable Development Goals (SDGs).  
 Drove the scale-up of second-generation health posts to support Rwanda’s national objectives for improving key health indicators, including:

- Health workforce density and equitable distribution
- Access to essential medicines and medical supplies
- Utilization of outpatient services
- Coverage of services for severe mental health disorders

IMPACT measures:

SERVICES/POPULATION	BEHAVIORAL MEASURES	ITEMS MEASURED IN ECONOMIC EVALUATION OF SGHP		EVENTUAL EXPECTED OUTCOME
		ECONOMIC COSTS	QUALITY OF LIFE	
<b>MATERNAL/ ANTENATAL HEALTH</b> Pregnant women and women of reproductive age	Antenatal care (ANC) compliance; quality and efficiency; benefit of test and treat in one visit; reduced follow-up loss	Work days lost; transportation expenses; time for visits and travel	Modeled statistical infant and maternal deaths; cost effectiveness of ANC screening	Reduced complications from pregnancy/childbirth; reduced stillbirths and perinatal deaths; antenatal/postpartum care; infectious disease care; attended births
<b>INFANT/YOUNG CHILD HEALTH</b> Children < 4 years	Postnatal visit compliance; quality and efficiency of postnatal visit	Caregivers' work days lost; transportation expenses; time for visits and travel	Modeled statistical child deaths, based on service utilization	Reduced child mortality < 5 years
<b>INFECTIOUS DISEASE SCREENING</b> All ages	Benefit of test and treat in one visit; reduced follow-up	Work days lost; transportation expenses; time for visits and travel	Based on service utilization; level of function from quality-of-life questions.	Earlier intervention for managing pneumonia and diarrhea; hep B, HIV, TB, malaria, syphilis/STI incidence
<b>ANNUAL CHECKUPS/ NCD &amp; CHRONIC MANAGEMENT</b> Adults age 45+	Ongoing stress and health concerns	Work days lost; transportation expenses; time for visits and travel	Modeled statistical child deaths; level of function from quality-of-life questions	Early diagnosis of noncommunicable diseases (NCD); wellness awareness; reduced hospitalizations; to lower risk of diabetes/hypertension/CVS and associated chronic diseases



## DECENTRALIZING HEALTHCARE

### The Rwanda Case Study

Today, 83 percent of Rwandans live in rural areas, far away from health services. To get care, they must walk long distances, pay for transport or forgo services.

Health posts were created in Rwanda to provide primary healthcare services within a 30-minute walk from any rural Rwandan home. The second-generation health post (SGHP) model, based on feedback from key stakeholders and users, expands access to testing and services with the goal of further closing the gap in healthcare in rural areas.

Each health post can serve up to 6,000 people (fewer in less dense areas), extending the network of hospitals and health centers to deliver equitable,



### SECOND-GENERATION HEALTH POST SERVICES

- Antenatal and postnatal care
- Maternal and child care
- Family planning
- Nutrition
- Infectious disease testing/treatment



Skills: Innovative financing, Partner management, Government engagement, Human Centred design  
 Fundraising & storytelling.



As part of GARDP's partnership with Entasis Therapeutics Limited (now an affiliate of Innoviva Specialty Therapeutics), I supported the development of *zolidnadacin*—a first-in-class antibiotic for the treatment of uncomplicated gonorrhoea. The pivotal global Phase 3 registration trial (2019–2023) was conducted at 16 sites across five countries: Belgium, the Netherlands, South Africa, Thailand, and the United States. This landmark initiative represents the **first antibiotic clinical trial led and sponsored by a non-profit organization** like GARDP, marking a breakthrough in the fight against drug-resistant infections.

In my role, I **managed an alliance partnership** and provided **market access and policy support**, mobilizing resources and partners to ensure sustainable access to life-saving treatments. I also led the development of **patient access strategies** to enable equitable rollout in low- and middle-income countries (LMICs).

**Impact:** Secured LMIC government commitments to fund and implement national rollout programs—ensuring long-term accessibility and public health impact.



 Skills: R&D liaison, patient journey mapping, early access program design and pandemic preparedness planning.



**Managing a Gates Foundation partnership to coordinate >\$5M investment to dramatically lower the cost of manufacturing monoclonal antibodies.** Monoclonal antibodies are a key area of focus for the Global Health – Infection TC as they hold significant promise for treating many conditions, including infectious diseases and drug-resistant infections. Unfortunately, they remain largely out of reach in resource-limited settings due to high production costs and other access barriers.

This is a partnership formed around a shared goal for equitable access, shared risk, and a shots-on-goal approach to increase the probability of success!

**Success could unlock global patient impact of mAbs for infectious disease and beyond.**

Managed the establishment of a multi-stakeholder cohort, uniting organizations that would typically be competitors around a shared commitment and transparent collaboration toward a common mission.



**Skills:** R&D liaison including empowerment to a mission, relationship building, cohort set up.



# Patient Grp and Civil Society advocacy experience



## India



## Africa & Middle East



## Asia



Skills: Policy & Systems Understanding, Strategic Advocacy & Campaigning, Communication & Storytelling, Community Engagement & Mobilization, Partnership & Diplomacy, Technical & Programmatic Skills, Partnership & Diplomacy, Organizational & Leadership Skills.



# Other case studies

## That I can provide more details on...

- An industry led business model innovation project in India focused on patient finding, early diagnosis and effective treatment of patients. (Haemophilia disease)
- A WHO Global Initiative in Childhood Cancer where I was the industry advisor for access to affordable medicines.
- Managing an industry philanthropic Leprosy donation program in India in conjunction with WHO.
- Providing Health system strengthening /Health Economic advice on a Ugandan community-based Malaria testing program to implement testing mechanisms for the National Malaria program to monitor Malaria hotspots and initiate faster corrective action.
- The design, development & pilot of an industry led Maternal Child Health ( MCH) diagnostic (testing pregnant mothers at the last mile) for HIV, Syphilis, Hepatitis B and Malaria - led to commercialisation.
- Led work on a (APEC) Forum whereby Health Ministers from the 21 economies of the Asia-Pacific Economic Cooperation established the APEC Rare Disease Network. This group of government policymakers, academic & clinical experts, patients & advocates, and industry leaders developed the *APEC Action Plan on Rare Diseases*, which all 21 APEC Health Ministers approved and endorsed in 2018. The *Action Plan on Rare Diseases* contains more than 70 recommendations & 30 targets with measurable indicators across 10 pillars. It is informed by peer-reviewed evidence, best practices & real-world learnings from diverse stakeholders around the world.
- Extensive experience in industry led patient advocacy with Patient advocacy and Civil Society groups supporting chronic and acute conditions
- Extensive experience in industry led patient assistance programs ( PAPS) and Patient Support Programs (PSPs) in many different chronic disease areas.

