Montreal 2017
Hospital Executive
Study Tour

Information Package for Study Tour
June 5th to June 8th 2017

Organized by the International Hospital Federation and Health Investment & Financing
AGENDA

June 5th – June 8th
Montreal Hospital Executive Study Tour
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June 5th – June 8th

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Monday, June 5th
Policy Framework, Recent Reforms, Leadership and Managing Change

Agenda overview

Morning
09:30 – 14:30
University of Montreal School of Public Health, École de santé publique de l’Université de Montréal

09:30 – 10:00 Overview of Study Tour - Eric De Roodenbeke & Alexander S. Preker
10:00 – 10:15 Welcoming Remarks – Réjean Hébert
10:15 – 10:30 History of Universal Healthcare in Canada – Alexander S. Preker
10:30 – 11:30 Recent Reforms in Canadian and Quebec in Health Care – Jean-Louis Denis
11:30 – 12:30 Systems Integration and Care Management – André-Pierre Contandriopoulos

12:30 – 14:30 Working Lunch with Réjean Hébert at University of Montreal School of Public Health (same location)
13:00 – 14:00 Models of Long-term Care – Réjean Hébert

Afternoon
15:00 – 17:30
McGill University, Desautels Faculty of Management

15:00 – 15:05 Introductions – Alexander S. Preker
15:05 – 16:00 Managing the Myths of Health Care – Henry Mintzberg
16:00 – 17:30 Evaluating the Performance of Health Care Systems – François Champagne

19:00 Open Dinner Arrangement (Cost not included) – See recommended list
University of Montreal School of Public Health, École de santé publique de l'Université de Montréal
Venue: 7101, Park ave, Room 3019, Montreal
Subway: Blue line, Park ave. Metro Station (Jean Talon & Park)

McGill University, Desautels Faculty of Management
Venue: 1001 Sherbrook Street West, Montreal
Room 616 / 627
Subway: Green line, Peel Metro Station (Peel and De Maisonneuve)

From Peel Metro Station to McGill University

From Le Pois Penché to McGill University
Keynote Speakers and Biographies

Monday Morning, June 5th 2017

Jean-Louis Denis, Professor, Department of Management, Policy & Evaluation, School of Public Health, University of Montreal and Chair on Governance & Transformation in Health Care and Systems Health Innovation Forum, Montreal

Jean-Louis Denis is a professor in the Department of Management, Policy and Evaluation in the School of Public Health at the University of Montreal. He is a researcher at the Institut de recherche en santé publique de l’Université de Montréal and visiting professor at Euromed Management (Marseille). He has worked for over 20 years in the training of health system managers and as a researcher in the transformation of healthcare organizations and systems. Author of numerous papers on governance and the process of change in healthcare organizations and systems, his current research looks at the integration of care and services, healthcare reforms, medical leadership and leadership in professional organizations, and the role of scientific evidence in the adoption and implementation of clinical and managerial innovation. He is a member of the Royal Society of Canada, Fellow of the Canadian Academy of Health Sciences and chair of the advisory board of CIHR’s Institute of Health Services and Policy Research.

André-Pierre Contandriopoulos, Professor Emeritus, Department of Management, Policy & Evaluation, School of Public Health, University of Montreal, Montreal

André-Pierre Contandriopoulos is a Professor Emeritus in the Department of Management, Policy and Evaluation in the School of Public Health at the University of Montreal. He is member of the Royal Society of Canada and of the Canadian Academy of Health Sciences. Professor Contandriopoulos’ research and public interventions have had a significant impact on the evolution of Quebec’s public health system. In particular, his work on the financing of care and the importance of preserving a public and universal health insurance system have often been at the heart of many public debates on this theme. He has trained dozens of masters and doctoral students and his ideas have had a significant influence in the field throughout the world. Several of his former students and colleagues have eventually ended up in senior positions in international organizations like the World Health Organization and the World Bank where his ideas and thought leadership have benefitted countless populations in developing countries.

Pr. Réjean Hébert, Dean, School of Public Health, University of Montreal

Réjean Hébert is a Professor of Management, Policy and Evaluation at the Department of Health Administration at the University of Montreal. He holds a diploma in geriatric medicine from the Université de Sherbrooke and a master’s degree in epidemiology from the University of Cambridge. He was the first Scientific Director of the Institute of Aging of the Canadian Institutes of Health Research, after he created the Center for Research on Aging at the Sherbrooke University Institute of Geriatrics, in 2001. He was Dean of the Faculty of Medicine and Health Sciences at the Université de Sherbrooke from January 2004 to September 2010. Elected MP in September 2012 and subsequently appointed Minister of Health and Social Services and Elders in the same year. In addition, he was appointed Minister responsible for the Estrie region. He has carried out work that has had a significant impact on the health service of the elderly. It is engaged in the definition of public policies for the elderly and caregivers. Réjean Hébert is a full professor in the Department of Health Administration at the University’s School of Public Health since 2014. Hébert is a member of the Canadian Academy of Health Sciences (2005). His training includes a MSc Epidemiology (University of Cambridge) and a Ph.D. in Geriatric Medicine (University of Sherbrooke).
Henry Mintzberg, Cleghorn Professorship of Management Studies, (Strategy and Organization), Montreal

Henry Mintzberg is the Cleghorn Professorship of Management Studies Strategy and Organization International Masters for Health Leadership. Mintzberg is an internationally renowned academic and author on business and management. Perhaps the most distinctive feature of Mintzberg’s research findings and writing on business strategy, is that they have often emphasized the importance of emergent strategy, which arises informally at any level in an organization, as an alternative or a complement to deliberate strategy, which is determined consciously either by top management or with the acquiescence of top management. He has been strongly critical of the stream of strategy literature which focuses predominantly on deliberate strategy. Mintzberg joined McGill’s Faculty of Management in 1968 and was awarded the Bronfman Chair in 1982. In addition to teaching at McGill, he has been a Visiting Professor at the Université d'Aix Marseille (France), Carnegie-Mellon University, École des Hautes Études Commerciales (Montreal), the London Business School (England) and INSEAD (France). He holds a joint appointment at INSEAD in France. Henry Mintzberg is also a former President of the Strategic Management Society. Henry Mintzberg’s current research interests are general management and organization, including the process of strategy formation, the design of organizations and the impact of design on organizations. He runs two programs at the Desautels Faculty of Management which have been designed to teach his alternative approach to management and strategic planning: the International Masters in Practicing Management in association with the McGill Executive Institute and the International Masters for Health Leadership. With Phil LeNir, he owns Coaching Ourselves International a private company using his alternative approach for management development directly in the workplace.

François Champagne, Professor, Department of Management, Policy & Evaluation, School of Public Health, University of Montreal, Montreal

François Champagne is a Professor of Management, Policy and Evaluation in the School of Public Health at the University of Montreal. He is a researcher at the Institute of Public Health Research (IRSPUM) and a contributor to the International Health Unit at The School of Public Health of the University of Montreal. From 2003 to 2013, he was the Scientific Assistant to the Canadian Health Services Research Foundation, now the Canadian Foundation for Health Services Improvement, and was Chair of the Canadian Institutes of Health Research Institute's Advisory Board. Services and policies from 2004 to 2007. He was one of the founders and co-chairs of HealNet / Relais, a Canadian network of centers of excellence, dedicated to research on optimizing the use of Evidence in health decisions. In 2002, he received the Recognition Award from the Société québécoise d'évaluation de program. He has published books in French, English, Spanish and Portuguese on the use of epidemiology in management, research methods, assessment, quality of care and performance of health care organizations. Since 1976, he has often acted as a consultant for health care organizations, international organizations and governments in Canada, France, Africa, Brazil, Haiti, Turkey, the United States and in China. His training includes a Ph.D. Community Health (University of Montréal) and M.H.A. [Master of Health Administration] (University of Ottawa)
Tuesday, June 6th
Site Visit to Emergency, Ambulatory and In-Patient Care Facilities

Agenda overview

Morning

09:00 – 12:00
Site Visit to Emergency, Ambulatory and In-patient Care Facilities

10:00 – 10:05 Introductions – Eric de Roodenbeke
10:05 – 12:00 CIUSSS du Centre-Sud – Richard Massé

12:30 – 14:30 Lunch (cost included) – Au Petit Extra

Afternoon
15:00 – 17:30
McGill University Hospital Group

15:00 – 15:05 Introductions – Eric de Roodenbeke
15:05 – 17:30 McGill University Hospital Group – Martine Alfonso, Patricia Lefebvre & Pierre Major

18:30 – 21:00 Private reception and buffet dinner – Medtronic at Hall Residence
**Locations**

**CIUSS du Centre-Sud**  
Venue: 1301 Sherbrooke East, Montreal  
Subway: Orange line, Sherbrook Metro Station (Berry and Sherbrooke)

![Map of CIUSS du Centre-Sud](image1.png)

**Lunch – Au Petit Extra**  
Venue: 1690 Ontario St E, Montreal, QC H2L 1S7, Canada  
+1 514-527-5552  
[http://www.aupetitextra.com](http://www.aupetitextra.com)

- **From CIUSS Centre-Sud:** there is a 9 minutes’ walk between CIUSSS Centre-Sud and the restaurant

![Map of Lunch – Au Petit Extra](image2.png)
McGill University Hospital Group
Venue: 1001 Decarie Boulevard, Montreal
Subway: Orange line, Vendôme (Vendôme et Maisonneuve)

Private Reception and Buffet Dinner
Venue: Hall Residence
46 Summit Circle, Westmount Que, 13Y 1B3, Canada
15 minutes taxi ride
Keynote Speakers and Biographies

Tuesday Morning, June 6th 2017

Richard Massé, Director for Public Health, CIUSSS Centre-Sud, Former Assistant Deputy Minister, Former Chief Medical Officer

Dr. Richard Massé has been Director of public health at CIUSSS du Centre-Sud de l’Île-de-Montréal since April 2012. He is a community health specialist. From 1998 to 2003, Dr. Massé served as Assistant Deputy Minister of Health and Chief Medical Officer for Health (CMOH) for the province of Québec, and then as President and CEO of Institut national de santé publique du Québec. He has also had a prolific academic career as assistant professor in the Department of Epidemiology and Biostatistics, McGill University, as well as Director of Université de Montréal’s School of Public Health. Since 2008, he has been an associate professor in the Department of Social and Preventive Medicine at Université de Montréal. Throughout his career, he has sat on several committees, participated in numerous research projects and has over 30 publications to his name. Under his leadership, INSPQ produced nearly 80 public policy notices as well as scientific and technical documents on a variety of topics such as communicable diseases, suicide prevention in youth, use of cell phones while driving, and health and aging, to name a few. As Director of public health, Dr. Massé has taken on two public health priorities: reducing social inequalities in health and chronic disease prevention and management. His strategies target three main risk factors associated with chronic diseases—smoking, poor diet and sedentary lifestyles—and implementation of healthy public policies. He is committed to using scientific evidence, enhancing evaluations of population health initiatives as well as the health impacts of public policies.

Tuesday afternoon, June 6th 2017

Pierre Major, Associate Director of Planning, Project, Management & PPP Contracts, McGill University Hospital Group (MUHC), Montreal

Pierre E. Major has over twenty-five years of management experience at the MUHC, many years of which closely tied to the organization’s redevelopment project and its relationships with external stakeholders such as the City of Montréal, Government of Québec, transport bodies and community groups as well as with internal stakeholders. Currently, as the Associate Director of Planning, Project Management and PPP Contracts—a $2.355 billion modernization project—Mr. Major provides strategic oversight and helps coordinate a broad range of activities related to project planning, project management and PPP contract management at the Glen site. He also participates in the finalization of the transportation plan for the Glen Site (new entrance to the site via the Vendôme multimodal station) and the reuse of existing properties, several of which are of heritage value. Mr. Major holds a Bachelor of Science degree and a Master of Health Administration from the University of Ottawa.

Normand Rinfret, Former Director General and CEO of the McGill University Health Centre (MUHC), Montreal

Normand Rinfret Normand Rinfret is the former Director General and CEO of the McGill University Health Centre (MUHC). He is a seasoned executive with over thirty years of management experience in the health sector. In 2012, Mr. Rinfret was named unanimously by the Board of Directors of the MUHC to the position of Director General and CEO. Subsequently, as a result of the Quebec government’s decision to modify the organization and governance of the health and social services network, Mr. Rinfret re-applied for his position and was appointed in March 2015 by the Ministry of Health and Social Services to the newly-named role of President and Executive Director. In September 2016, Mr. Rinfret stepped down from his role at the helm of the MUHC. Mr. Rinfret leveraged his vast knowledge and experience in administration, governance, labour relations and government negotiations to influence and shape positive changes at the MUHC and, more generally, in the health sector. Between 2005 and 2015, he worked tirelessly to assure that the MUHC prepared meticulously for the opening of the $1.3-billion state-of-the-art Glen site, including the harmonization and optimization of practices,
the highly-orchestrated moves of departments and clinical/research units as well as the safe transfer of pediatric and adult patients from legacy sites. In parallel, he supported the foundations’ collaborative efforts to complete the $300-million Best Care for Life campaign, returned the organization to fiscal equilibrium in record time and continued to drive the organization’s plans for the future forward. During his tenure, Mr. Rinfret established rigorous governance mechanisms and a performance culture based on continuous improvements.
Wednesday, June 7th
Extended Care and Innovative Delivery Models

Agenda overview

Note: Bus leaves at 7:00 a.m. from Hotel Manoir Sherbrooke, 157 Sherbrooke St. East

Morning
10:00 – 12:00
Arbec Health Group

10:00 – 10:05 Introduction – Alexandre S. Preker
10:05 – 12:00 General overview of long term care in Quebec – Paul Arbec

12:00 – 13:00 Networking Lunch (Cost included) – at Arbec Health Group location

Afternoon
15:00 – 17:30 Site Visit to Montreal Institute of Geriatrics – Isabelle Matte & Jouhayna Zahreddine

19:00 Open Dinner Arrangement (Cost not included) – See recommended list
**Locations**

**Arbec Health Group**
Venue: CHSLD Émile McDuff  
1440 Boulevard Iberville, Repentigny, Quebec  
Transportation: Gaudreault Bus pickup at 7:00 from Hotel Manoir Sherbrooke, 157 Sherbrooke St East, Montreal

**How to get to Hotel Manoir Sherbrooke**
Subway: Green, Orange and Yellow lines, Berri-Uqam Metro Station  
Then there is a 10 minutes’ walk between Berri-Uqam Metro Station and the Hotel Manoir Sherbrooke

**Montreal Institute of Geriatrics**
Venue: Rm B2309, Salle Raynald Beauchemin, 2nd floor  
4565 Queen Mary Rd, Montreal,  
Transportation Provided
For information: Subway: Snowdon (Snowdon or Cote Des Neige)
Paul Arbec, President and General Director, Arbec Health Group, Quebec

Paul Arbec is the President and General Director of the Arbec Health Group, a post he has held since 1999. Mr. Arbec’s role within the organization, as well as the organization as a whole, has evolved considerably over the last twenty-five years. He invested his first five years in auxiliary services, heavy work and renovations, then moved to administration (purchases, payroll, accounts payable, accounts receivable), through the Human Resources Department and the Administrative Services Department. He is a Founding member of the Association of Long-term Private Institutions of Quebec (AELDPQ); a Member of the Board of Directors of the Association of Self-Funded Private Care Centers (ACAPA); a Member of the board of directors of the Association of Private Colleges for; a Member of the Board of Directors of the Laurentides / Lanaudière Health and Social Services Supply Corporation for over 15 years; as well as several other influential groups dealing with the care for the elderly in Quebec. Mr. Arbec holds a degree in administration from Concordia University and completed, in June 2008, a graduate degree in residential management and private CHSLDs offered by the Université de Sherbrooke and the Association des Résidences and private CHSLDs in Quebec (ARCPQ).

Isabelle Matte, Associate Director of Long-Term Care, Support Program for Autonomy of Seniors, Integrated Health and Social Services University Network (CIUSSS), South-Central Montreal

Isabelle Matte has been the Associate Director of Long-Term Care within the Support Program for the Autonomy of Seniors of the Integrated Health and Social Services University Network (CIUSSS) for South-Central Montreal since May 2015. This long-term care services branch, with over 2,800 beds in 17 long-term care homes and nearly 4,000 employees is one of the largest in Quebec. Ms. Matte holds a graduate degree in Social Administration and is specialized in social work. In 2013, she was the Director of the Long-Term Care in the CSSS Sud-Ouest-Verdun which had 7 facilities and 1187 long-term care beds. Prior to this, she was counselor for the environment in long-term care, then the site coordinator at the Champlain Long-Term Care Centre and before that, worked for 12 years at the Pointe St-Charles Community Clinic (a private institution with a CLSC mandate) for 12 years, three of which were in the Senior Management.

Jouhayna Zahreddine, Site Coordinator, Montreal Institute of Geriatrics, Montreal

Jouhayna Zahreddine has been the Site Coordinator for the Montreal Institute of Geriatrics since November 2016. The Institute has 446 long-term care beds and an active program for short-term geriatric care. For the past 12 years, she has held various positions at the Montreal Institute of Geriatrics, notably as head of administration for the geriatric evaluation and post-acute care programs and as head of the housing unit. A nurse by training, she holds a Master’s degree in aging, health and society and a Diploma in cultural diversity.
Thursday, June 8th
Role of National Organizations in Ottawa

Agenda Overview

Note: Bus leaves at 7:00 a.m from Hotel Manor Sherbrooke, 157 Sherbrooke St. East

Morning
10:00 – 10:05 Introduction – Eric de Roodenbeke
10:05 – 11:30 HealthCareCan – Bill Tholl

11:30 – 13:30 Networking Lunch (Cost included) at Rideau Club (transportation provided)
Owen Adams, Chief Policy Advisory, Canadian Medical Association
Paul-Émile Cloutier, Incoming President & CEO, Healthcare CAN
Brent Diverty, Canadian Institute of Health Information (CIHI)
Daviel Levac, President & CEO, Elizabeth Bruyère Hospital
Geneviève Martin & Asmita Gillani of Global Programs at HSO, Accreditation Canada
Carolyn Pullen, Director, Policy, Advocacy and Strategy, Canadian Nurses Association
Bill Tholl, Outgoing President & CEO, HealthcareCAN

Afternoon
14:00 – 16:00 Canadian Institute for Health Information – Brent Diverty

Wrap up and Closing Remarks

Transportation provided to Trudeau Airport and downtown Montreal
Locations

**HealthCareCan**
Venue: 17 York Street, Ottawa, Ontario, Canada

IMG Excel-Tours Bus pickup at 7:00 a.m. from Hotel Manor Sherbrooke, 157 Sherbrooke St East, Montreal

**Networking Lunch at Rideau Club** (Cost included)
Venue: 99 Bank St., Ottawa
Transportation provided

**Canadian Institute for Health Information**
Venue: 495 Richmond Road, **Suite 600** Ottawa
Transportation provided
Bill Tholl, Founding President and CEO of HealthCareCAN, Ottawa

Bill Tholl serves as the Founding President and CEO of HealthCareCAN (formerly the merged Association of Canadian Academic Healthcare Organizations and the Canadian Healthcare Association). The mandate of the new organization is to speak with one unified voice on behalf of Canada’s healthcare community to advance organizational and health system performance. Mr. Tholl is a respected senior executive, with extensive experience in health policy, planning and financing in Canada and abroad. Prior to joining HealthCareCAN, he was the Founding Executive Director of the Canadian Health Leadership Network (2009-2014). This network was formed to increase leadership capacity throughout Canada’s health and healthcare systems. Mr. Tholl also served as CEO and Secretary General, Canadian Medical Association (2001-2008) and CEO of the Heart and Stroke Foundation of Canada (1995-2001). The Globe and Mail has described Bill as “Medicare’s Mr. Fix-it”. He is a much sought-after speaker, being billed as a “leader of leaders” for his pioneering work with CHLNet. He is the lead author of “Twenty Tips for Surviving and Prospering in the Association World” (Canadian Society of Association Executives, 2010) and has written on many topics, most recently as the co-author of “Bringing Leadership to Life in Health” (Springer, January 2014). He was the recipient of numerous national awards and is a Certified Corporate Director (ICD.D). Prior to these appointments, he served as a senior public servant with the Government of Canada. Mr. Tholl has served as an associate faculty member at Royal Roads University and as a lecturer in health leadership, policy and economics at the University of Ottawa. He holds a Master’s Degree in health economics (from University of Manitoba).

Asmita Gillani, Partner on Global Policy Health Standards Organization (HSO) and Accreditation Canada, Ottawa

Asmita Gillani is a Partner on Global Policy for the Health Standards Organization (HSO) and its affiliate, Accreditation Canada. HSO is a premier international organization for developing and assessing healthcare standards to improve quality of care worldwide. Prior to joining HSO, Ms. Gillani was the Chief Executive Officer at the Aga Khan University Hospital (AKUH) in Nairobi, Kenya, which is part of the Aga Khan Development Network, headquartered in France. AKUH is a major University Teaching and Referral Hospital with over 45 satellite medical centers in multiple countries. More recently, she was the Regional Director for Africa where she led the establishment of high quality healthcare facilities in East, Central and West Africa. Before her tour of duty in Africa, she was the Chief Operating Officer and interim Chief Executive Officer of Mackenzie Health Centre (formerly known as York Central Hospital) in the Greater Toronto Area in Ontario, Canada. Ms. Gillani has over twenty years of international executive experience in leading complex national multi-site health care organizations. Her international health care experience includes working in the UK, Canada, Saudi Arabia and East Africa in both public and private sectors. Examples of her recent accomplishments include: Leading the design of an Integrated Health System consisting of four hospitals, 66 satellite medical centers and 5 primary care centers in four countries; Establishing the first comprehensive Heart and Cancer Centre in sub-Saharan Africa; Transforming a community hospital into a major Academic Medical Centre and establishing post graduate residency programs in nine medical disciplines and two clinical fellowships; Redefining the role of Primary Medical Centers in rural Africa to include birthing services with dramatic improvements in MDG (SDG) goals in select populations. Through her extensive travels to some of the poorest healthcare settings, she has developed a deep appreciation of the resilience of the human spirit and of the innovations that come from necessity.
Brent Diverty is the Vice President of Programs at CIHI. He has executive responsibility for CIHI’s range of health services, expenditure and workforce data holdings and many of the standard information products that flow from them. Prior to re-joining CIHI in February 2013 Mr. Diverty spent two years at the Australian Institute of Health and Welfare in Canberra where he provided strategic leadership to the organization as a member of the executive team and programmatic leadership to a diverse portfolio of health and welfare information programs. Previously Mr. Diverty worked as a director at CIHI in management consulting roles and at Statistics Canada. Over his 20-year career he has worked on both the supply and demand sides of data and information in most cases with a focus on health services and population health. He holds an MA in economics from McMaster University with a specialization in health.
Facilitators and Organizers

&

Biography of the participants
Facilitator and organizer

Alexander S. Preker, President & CEO, Health Investment & Financing Corporation

Alexander S. Preker is President and CEO of the Health Investment & Financing Corporation and a Founding Member of the New York Chapter of the Keiretsu Forum and LLP with Keiretsu Capital. He is a Commissioner with the Global Commission on Pollution, Health and Development and Chairs the External Advisory Committee for the WHHSJ of the International Hospital Federation. He is a Member of the Board of the USA HealthCare Alliance and several health care companies. Mr. Preker was a former Head of the Health Industry Group and Health Investment Policy Analysis for the Investment Climate Advisory Services of the World Bank Group. He leads a team of advisors and analysts that work with policy makers, investors and health businesses in improving the market environment for private sector participation in the health sector in developing countries. Mr. Preker has had a distinguished career, working at different times for World Bank, International Finance Corporation (IFC) and World Health Organization (WHO). Previously, as Chief Economist for the health sector, he coordinated the technical team that prepared the World Bank’s Health, Nutrition and Population Sector Strategy in 1997. Mr. Preker is an Adjunct Professor of Health Policy and Management in the Mailman School at Columbia University in New York and an Adjunct Professor of Public Administration and Health at the Wagner Graduate School of Public Service at New York University. He is a member of the teaching faculty for the Berkeley/Cambridge Health Leadership Forum and the Faculty of Management, McGill University in Montreal. His training includes a Ph.D. in Economics from the London School of Economics and Political Science, a Fellowship in Medicine from University College London, a Diploma in Medical Law and Ethics from King’s College London, and a MD from University of British Columbia/McGill.

Eric de Roodenbeke, Chief Executive Officer, International Hospital Federation

Eric de Roodenbeke assumed the position of Director General of the International Hospital Federation in June 2008. Between July 2007 and May 2008 he was Senior Health Specialist at the World Health Organization (WHO) for the Global Health Workforce Alliance (GHWA) during which time he was involved in support country action programs to develop a response to the HRH crisis; development of strategies for regional networks in support of HRH development and was the focal point for follow up actions in Francophone countries. He was Senior Health Specialist at the World Bank (AFTH2 & WBI) from 2004 to 2006 in which time he was Team leader (TL) for various health intervention, educational, management and capacity building programs mostly in Africa. He was Director of a hospital of the University Hospital (CHU) of Tours, and Senior Officer responsible for hospital and health financing interventions at the French Ministry of Foreign Affairs from 2001 to 2003 and 1999 to 2001, respectively. Between 1996 and 1998, he was Senior Officer on hospital policy expertise at the French Ministry of Cooperation. From 1994 to 1996, he was Deputy Director of the 870-bed University Hospital of NANTES. 1989 to 1994, Dr. de Roodenbeke was the Expert, task team leader for a project involving construction, equipment, management of a 500- bed hospital in, Burkina Faso. He was Deputy Director of Epinal-Vosges (France) General Hospital from 1984 to 1989. Dr de Roodenbeke has published widely on hospital organization, health systems reforms human resources and health facility management, health policy, insurance and financing in developed and developing countries. Dr. de Roodenbeke holds a Ph.D. in health economics - University of Paris 1, Sorbonne (France); a Hospital Administration Diploma from ENSP Rennes (France); and a Diploma in Public Health from the University of Nancy (France).
Biography of the participants

Rosa Asbert, Medical Director of the Health Care Mútua Terrassa Foundation, Barcelona Spain

Rosa Asbert is the Medical Director of the Health Care Mútua Terrassa Foundation. This is a nonprofit health care organization who has an University Hospital associated to University of Barcelona, and 9 Primary care centers in the area of Barcelona, Spain. The organization covers the health care needs for 400,000 people in all specialties including Mental Health care and social services. She holds a degree in Medicine from University de Barcelona, and a specialty in Anesthesiology, she has worked as a anesthesiologist and Chief of service/coordinator in surgical area for many years. She has also worked in innovating surgical assistance and patient-care centered processes, from primary care to the most High Technology care. She has studied and coordinated the implementation of fast track programs in knee and hip arthroplasty and also colonic cancer and other cancer programs. She is really interested in quality-centered patient assistance. She obtained qualification from the European Foundation of Quality Management (EFQM) and Lean Healthcare. She obtained an Executive master in Healthcare Organizations Leadership from ESADE Business and Law School in Barcelona. She has been is working in Medical Management since 2011.

Hortenzia Beciu, MD, MPH, Director for the Middle East and Africa at Johns Hopkins Medicine International, Baltimore, USA

Hortenzia Beciu is director for the Middle East and Africa at Johns Hopkins Medicine International. She provides direction and oversight in project management, research and analysis, and she participates in Johns Hopkins Medicine International strategic planning. Dr. Beciu has extensive experience in the health sector, working with governments, development partners and various health industry groups (hospital sector, pharmaceuticals, medical technology and information technology). Before joining the Johns Hopkins team, she worked at the International Finance Corporation as coordinator for its relations with the health industry and review of investment climate and business environment issues related to strengthening the role of the private health sector in emerging markets. She also led a large review on the financing and economics of scaling up education for health workers in low- and middle-income countries. She worked for several years at the World Bank, conducting high-level health policy reviews and designing, implementing and supervising health systems projects. She was the country lead for Sierra Leone, under a ministerial leadership initiative, conducting dialogue with the government, coordinating activities with other development partners, and providing technical support in such areas as health financing, donor coordination and health insurance. Jointly with the United States Agency for International Development and other partners, she helped the government of Liberia with its postwar health care reconstruction efforts. She also led one of the World Bank programs for scaling up education of health workers in Ghana and Mozambique. Prior to her work at the World Bank, she worked with the Pan American Health Organization and the Institute for Health Services Management in Romania. Dr. Beciu holds a medical degree from the Carol Davila University of Medicine and Pharmacy in Romania and a master’s degree in global health from the George Washington University.

Mrs. Nevila Caushi – Head of Hospital Planning and Administration Sector MOH, Albania
Maria Chiara Macahilig Estacio, Hospital Administrator, Butuan Doctors’ Hospital, Butuan City, Philippines

**Maria Chiara Macahilig Estacio** is the Hospital Administrator for Butuan Doctors' Hospital in Butuan City in the Philippines. She is currently the hospital administrator taking charge and operating a 150-bed family-owned private tertiary care healthcare facility, Butuan Doctors' Hospital, which has been existing for the last 48 years. She has devoted her time managing close to 300 personnel under her watch and a hospital that is bustling with patients and consultants every day from a small town that is populated with about 340,000 people. Formerly, she was an assistant executive administrative officer of Butuan Doctors' College, a sister school of the hospital, which has been offering healthcare related courses such as nursing, radiologic technology, medical technology and midwifery in the last 47 years. She had held the position for 6 years from 2005 to 2010. Up to present, she is member/compliance officer of the Board of Directors of Butuan Doctors' Hospital and College, Inc. In 1999, she has finished her degree in Doctor of Dental Medicine at the University of the East, Metro Manila. In 2004, after having worked abroad for a few years and deciding to return home, a sudden twist of fate and an eventual change in her career occurred having been given the opportunity to work intensively in the family business. After finishing college, Dr. Macahilig Estacio ventured into taking specialty studies in University of Southern California, Los Angeles, USA to be certified on Periodontology and Implant Dentistry. In 2009, she had completed her Masters in Business Administration at the Ateneo de Manila University Graduate School of Business in Makati City, Metro Manila. In 2009, she had also completed a course to become an Interior Designer at the Philippines School of Interior Design, Taguig, Metro Manila which has aided her strongly in healthcare facility design and planning.

Emilia Gil Girbau, Deputy Directorate General of the Mútua de Terrassa University Hospital, Barcelona, Spain

**Emilia Gil Girbau** is the Deputy Directorate General of the Mútua de Terrassa University Hospital in Barcelona. She has worked in this capacity for 9 years. MútuaTerrassa is made up of professionals grouped into different bodies and companies for the purpose of protecting and improving people's health. The organization is committed to serving the community and has a clear orientation towards customer satisfaction. The hospital celebrated the 100 year anniversary of its opening in the year 2000. Mútua de Terrassa was founded in the year 1900 as a mutual insurance company for workplace accidents with the goal of mitigating the consequences of workplace accidents through financial assistance, healthcare provision, rehabilitation and workplace readaptation. Part of its name when it was founded included the slogan "Terrassa insurance for workplace accidents". Over the course of time, the organization gradually adapted to the changing needs of the community and diversified the services it offered. Today, MútuaTerrassa employs nearly 3,000 professionals, 80% of whom are women and 20% are men, with an average age of 38 years.

Philippa Hawkings, Regional Medical Director, WACHS-MW, Australia

**Philippa Hawkings** is the Regional Medical Director for WACHS-MW in Australia. She is a qualified Medical Administrator currently working as the Regional Medical Director for the Midwest of Western Australia (WA) providing medical leadership and governance as part of the executive team for the region. Working in collaboration with colleagues across all disciplines is something Philippa prioritizes in her work to ensure engagement and successful implementation of sustainable change. Originally from the UK Philippa graduated with an MBChB from the University of Manchester in 2002. In 2007 she emigrated to Australia, following a further 4.5 years working in acute medical specialties, she commenced training with the Royal Australasian College of Medical Administrators (RACMA). Philippa has worked across both public and private, metropolitan and remote health services as a medical administrator. From 2014 to 2016 she was part of the leadership team for the commissioning (and post-commissioning) of the state’s new flagship hospital. In 2014 she completed a Masters of Health Management, with a distinction, from the University of New South Wales and in 2016 became a Fellow of the RACMA. With a passion for the great outdoors Philippa has also completed leadership courses in Jungle and Dive and Marine expedition medicine, and organized and presented at a Diving Medicine conference in WA.
H.K.V Narayan, Medical Administrator and Deputy Director at Advanced Centre for Treatment Research and Education in Cancer (ACTREC), India

H.K.V. Narayan is a Medical Administrator pursuing and practicing the discipline of Hospital Administration for the past 20 years. Currently Dr. Narayan has been redesignated as Deputy Director at ACTREC which is a research oriented facility and has responsibilities of overseeing construction and commissioning of 2 greenfield Cancer Hospitals in the country. He joined Mysore Race Club Eye Hospital as it’s Hospital Administrator in 1996. In 1997 he joined the Tata Memorial Hospital (TMH) to review and revamp the infrastructure, systems and processes to meet contemporary patient needs. TMH is a prestigious tertiary comprehensive care centre for cancer in India. Established in the year 1941 TMH has a mandate to do Service, Education and Research in Cancer. In the last 20 years Dr. Narayan has participated in the review of infrastructure and processes with special emphasis on adapting Information and Communication Technology (ICT) hospital operation both over a hospital wide network as well as Internet. TMH today is a filmless and paperless hospital and much of it was accomplished using in house domain logic. The Electronic Medical Record is fully integrated with Smart card/SMS/Web technology. In addition to these service obligations Dr. Narayan has guided Hospital Administration interns over the past 2 decades. He graduated from Bangalore Medical College (India) in the year 1985 and worked as a medical doctor for almost a decade before pursuing a career in Hospital Administration. He attended the University of New South Wales in Sydney and completed a Master’s degree in Health Care Administration (MHA) in 1995.

Caroline Perruchot, Project Manager for Hospital Services, International Committee of the Red Cross, Geneva, Switzerland

Caroline Perruchot is Project Manager for Hospital Services at the International Committee of the Red Cross in Geneva, Switzerland, currently covering Hospital Management and The EMR (Electronic Medical Record) Project. The International Committee of the Red Cross (ICRC) is a humanitarian institution based in Geneva, Switzerland and a three-time Nobel Prize Laureate. State parties (signatories) to the four Geneva Conventions of 1949 and their Additional Protocols of 1977 (Protocol I, Protocol II) and 2005 have given the ICRC a mandate to protect victims of international and internal armed conflicts. Such victims include war wounded, prisoners, refugees, civilians, and other non-combatants. The ICRC is part of the International Red Cross and Red Crescent Movement along with the International Federation of Red Cross and Red Crescent Societies (IFRC) and 190 National recognized organizations in the world, having won three Nobel Peace Prizes in 1917, 1944, and 1963

Anna Riera, MD, MBA, MPA, Membership Director, Unió Catalana d’Hospitals, Barcelona, Spain

Anna Riera is currently membership director at Unió Catalana d’Hospitals, an association of healthcare providers (Long Term care, Primary Care, Hospitals, High Technology hospitals and Mental Healthcare services providers) that provide healthcare and social services for the public healthcare system in Catalonia. She is an expert and has a comprehensive knowledge of healthcare systems field including organization model, healthcare delivery services funding and payment, quality models and innovation. She also works actively, along with providers, to improve public service systems. As a member representative, she works in many Health Authority commissions and boards to promote technical knowledge about healthcare system providers requirements. Previously Riera worked as a doctor, specialized in Internal Medicine. She has worked as healthcare consultant, developing strategic planning, healthcare services functional planning and business plan for healthcare services organizations, in Spain and abroad. She is also member of the Global Health Leadership Forum, from University of California Berkeley School of Public Health in partnership with Barcelona Graduate School of Economics and the Universitat Pompeu Fabra
Economics and Health Research Center (CRES). Anna Riera holds a degree in Medicine from Universitat Autònoma de Barcelona as well as a MBA from ESADE Business and Law School and Georgetown University Executive Master in Healthcare Organizations Leadership, Health and Health Care Administration and Management. She also holds an Executive Master in Public Administration, Public Administration, public policy analysis from ESADE Business and Law School.

Mrs. Bora Salaj – Administrator of Integrated Internal Disease – QSUT, Albania – TBC

Melinda Sukhla, Director of Strategy and Planning, St. Vincent’s Hospital, Sydney

Melinda Sukhla is the Director of Strategy and Planning at St Vincents Health Network (SVHN). SVHN is part of St Vincent’s Health Australia, the nation’s largest Catholic not-for-profit health and aged care provider. It was founded in 1857 by the Sisters of Charity, with a commitment to providing compassionate healthcare particularly for poor and vulnerable populations. SVHA provides clinical, research and education across 6 public hospitals, 8 private hospitals, 13 aged care facilities and 4 co-located research institutes. As a member of the SVHN Executive team, Melinda provides leadership on strategy, planning and strategic partnerships. She lead the development of enVision 2025 – SVHA’s national strategy, and is now leading a large redevelopment agenda for the Darlinghurst campus. The Campus comprises 2 public hospitals, 1 private hospital, 3 research institutes and multiple university partners. It provides tertiary and quaternary service for NSW, including heart and lung transplantation, bone marrow transplantation, clinical genomics, AIDs/HIV and mental health and drug and alcohol services. The redevelopment is exploring numerous strategic themes including precision medicine, virtual care, integrated ambulatory care, and innovative service models for vulnerable populations. Melinda is also responsible for developing partnership agreements with referral hospitals and industry partners, and supports colleagues to embed strategy and planning disciplines across the organization. Prior to her current appointment Melinda spent a decade with The Boston Consulting Group, formulating strategy in both the public and private sector. She led teams to provide strategic advice to senior executives in Industrial goods, Government, Consumer goods and Transport industries. Melinda hold a MBA with Distinction from the Kellogg School of Management, Northwestern University, with majors in Strategy, Social Enterprise and Management.

Ali Mere Yussif, President of the Federation of Hospitals of Sao Paulo (FEHOESP), President of the Brazilian Association of ABCDT Dialysis and Transplantion Centres and Vice-President of Confederação Nacional de Saude (CNS).

Ali Mere Yussif is the President of the Federation of Hospitals of Sao Paulo (FEHOESP), President of the Brazilian Association of ABCDT Dialysis and Transplantion Centres and the Vice-President of Confederação Nacional de Saude (CNS). He was the Director General of Hospital São Paulo Specialist Clinics 1987/2000, Founder and Executive Director of Grupo Lund de Nefrologia de Ribeirão Preto e Itú. He is a Nephrologist with a Masters in Internal Medicine by the Faculdade de Medicina in Ribeirao Preto – University of Sao Paulo (USP). Also, he holds an MBA in Healthcare Management and Health Economics by CPES/UNIFESP.
TRANSPORTATION
AND USEFUL
INFORMATION

Metro map, access to the airport, transport in Montreal and emergency contacts
Transportation and useful information

Map of the Metro Network in Montreal
Access to the airport

The airport proposes different types of services to link the airport to Montreal and the surrounding areas:


Moving within the city of Montreal

The STM (Société de Transport de Montreal) is in charge of managing the subway and bus transportation services. Get more information at [http://www.stm.info/en](http://www.stm.info/en)

Emergency Contacts

Emergency information

1. Alexander Preker +1 (202) 667-8286
2. Katelyn Yoo +1 (917) 913-4360

Emergency telephone lines

<table>
<thead>
<tr>
<th>Police, Fire and Ambulance</th>
<th>911</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montreal Police</td>
<td>+1 514 280 2222</td>
</tr>
<tr>
<td>Québec Security</td>
<td>+1 514 310 4141</td>
</tr>
</tbody>
</table>

From a cell phone: *4141

<table>
<thead>
<tr>
<th>Info-Santé: 24-hour service for urgent health questions. A nurse can provide information on the best course of action and/or where to go</th>
<th>811</th>
</tr>
</thead>
<tbody>
<tr>
<td>Québec Poison Control</td>
<td>+1 800 463 5060</td>
</tr>
<tr>
<td>Crimestoppers</td>
<td>+1 800 711 1800</td>
</tr>
<tr>
<td>Gas/Leak Detection</td>
<td>+1 514 598 3111</td>
</tr>
</tbody>
</table>

Emergency Health Information
