Health Innovation and Neighbourhood: Towards New Health Service Models
16-20 September 2019

Organized by International Hospital Federation and facilitated by French Hospital Federation
About International Hospital Federation (IHF)

The International Hospital Federation (IHF) is an international not-for-profit, non-governmental membership organization. Our members are worldwide hospitals and healthcare organizations having a distinct relationship with the provision of healthcare. We provide them with a platform for the exchange of knowledge and strategic experience as well as opportunities for international collaborations with different actors in the health sector.

Established in 1929 after the first International Hospital Congress in Atlantic City, USA as the International Hospital Association, it was reamed after the Second World War in 1947. With its Headquarters in Geneva the IHF is constituted under the Civil Code of Switzerland. The IHF recognizes the essential role of hospitals and health care organizations in providing health care, supporting health services and offering education. Our role is to help international hospitals work towards improving the level of the services they deliver to the population with the primary goal of improving the health of society.

Route de Loëx 151, 1233 Bernex, Switzerland, +41 (0)22 850 94 20, info@ihf-fiH.org. www.IHF-fiH.org

About French Hospital Federation (FHF)

The French hospital Federation was created in 1924 and gathers more the 1 000 public health care establishments (hospitals) and more than 1 000 public retirement homes. The Federation represents almost 100% of public healthcare facilities.

This legitimacy and national dimension give to the French hospital Federation a leading role in the French healthcare system.

1 bis, rue Cabanis, 75014 Paris, France, +33 (0)1 44 06 84 44, fhF@fhF.fr. www.fhf.fr
# Paris 2019 IHF Hospital and Health Executives Study Tour
16-20 September 2019

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Study Tour Summary

This Study Tour, entitled “Health Innovation and Neighbourhood: Towards New Health Service Models”, will take the participants through the French health system and the various areas related to it, such as the current reform with the “Ma Santé 22” bill and the reconceptualization of health neighborhoods; the interaction between the public and the private sector; and of course, the role of innovation. This document presents these various themes and provides an insight of what will be learnt, who will be met, and what is not to be missed. After these five days, the participants will return to their home country with innovative ideas and new experiences to optimize delivery of care.

Presentation of the French Health System

In France, the health system is a major element of the national cohesion to which the French are very attached. Very proud of the values carried by their system (solidarity of the healthy towards the sick people, universality of care, …), the French are also worried about its future. Thus, for 15 years, crises have multiplied, and health has been at the heart of the recent demands that have marked the country (movement of the “yellow vests”): medical desertification, sharp increase in health expenditures, health professionals’ malaise, etc. There are many sources of concern. It is in response to these challenges that President Macron has embarked on a health system transformation plan through the “Ma Santé 2022” bill, that is intended to be a comprehensive plan for both hospital reform and primary care.

The Potential of Health Neighborhoods

As part of the reorganisation of the provision of care at the local level, the Study Tour features the presentation of the Orsay Hospital Center as well as the merger project of the Longjumeau and Orsay hospitals, and the presentation of the organisation of the provision of health care into neighbourhoods. The French health system was historically built around hospitals. To respond to the development of chronic diseases, new expectations of patients, but also to control costs, the reform of the health system aims to strengthen primary care and especially to better organize it. New tools of cooperation between the city professionals are therefore being broadcast, and this is a real revolution in the French system.

Financing

In France, hospital acute care and hospitalization at home (HAD) are paid by a diagnosis-related group method under the medical activity-based payment system. Self-employed professionals are paid on a fee-for-service basis. Tariffs are set through negotiations between SHI and health care providers and approved by the Ministry in charge of Health. A session of the Study Tour will be dedicated to the presentation of
the health system financing, its evolution, and the interaction between efficiency and quality of care.

**Innovation**

Focused on innovation, the French health system relies on a vast network of university hospitals and of world-class research teams, as well as on a very important industrial fabric. It is the interaction between these different actors that will be at the heart of the program with exchanges between innovators, startuppers, researchers and institutions in charge of promoting these innovations in order to implement them in care.
Day 1: Monday, September 16

Agenda

Afternoon

13:30 – 17:30

Ile-de-France Regional Council

Overview of the Study Tour – Eric de Roodenbeke & Cédric Arcos

The French Healthcare System – Lise Rochaix

As a professor in health economics at the University of Paris 1 Panthéon-Sorbonne, Lise ROCHAIX will address the main features of the French healthcare system (health insurance, financing, drug prices) and assess its overall performance. Recent reforms and their expected outcomes will also be addressed.

The Île-de-France region and its actions in favour of public health – Axel Topçu & Paul Reymond

The “French Healthcare” Initiative – Jean-Patrick Lajonchère

Jean-Patrick LAJONCHERE will give an experience feedback regarding his current position as CEO of the Paris Saint-Joseph hospital, founded in 1878. With a capacity of 677 beds and 73 300 hospital stays in 2018, it is currently one of the most important non-profit private hospitals (ESPIC) in France. Throughout his career, he occupied different positions in hospital engineering and management at Parisian hospitals (AP-HP) and Ministry of Health. He will also present the “French Healthcare” initiative, launched by the French Ministry of Foreign Affairs in 2017 in order to promote the French expertise and vision in healthcare.

19:00 Cocktail dinner on boat “Gavroche”, with cruise on the Seine river (cost included)
Keynote Speakers

Monday Afternoon, September 16

Jean Patrick LAJONCHÈRE, Director General, Paris-Saint-Joseph Hospital Group

Jean-Patrick Lajonchère was appointed CEO of the Paris Saint-Joseph private hospital in 2009, after a 15-year career in hospital engineering and management for several French major public facilities, thirteen years in public administration - first at AP-HP (Assistance publique – Hôpitaux de Paris) then at the French Ministry of Health. His strong experience in both public and private health sector has enabled Jean-Patrick to reach a clear understanding of synergies to be developed and deployed by France to structure its support to French health industries and services export. Hence, in 2016, Jean-Patrick Lajonchère was appointed by the French Ministry of foreign affairs to be the new Senior Advisor for the Healthcare business sector. He has been recently reaffirmed in his position.

Lise ROCHAIX, Professor, University Paris 1 Panthéon-Sorbonne

Lise Rochaix, Ph.D., is full professor in the economics department of the University of Paris 1 Panthéon-Sorbonne and holds the Paris School of Economics chair in health economics, Hospinnomics endowed by the Greater Hospitals of Paris (AP-HP). In October 2015, she has been appointed chair of the board of directors of the technical agency in charge of hospital information ATIH (Agence Technique d'Information Hospitalière). She has published widely on topics related to regulatory issues in the healthcare sector, with both equity and efficiency considerations. She has been appointed president of the European Health Economics Association (EuHEA) in July 2018 for a two-year mandate.
Locations

Île-de-France Regional Council
33 Rue Barbet-de-Jouy, 75007 Paris

With a little more than 10,000 employees, 209 elected representative and a budget of 5 billion euros, the Île-de-France Region is looking after most areas that concern the action of the 12 million inhabitants of Paris: transport, high schools, learning, economic development, the environment
Website: https://www.iledefrance.fr/

To get there

Subway: line 13, Metro Station Saint-François Xavier (4-minutes walk)

OR

Subway: line 10 or 12, Metro Station Sèvres – Babylone (9-minutes walk)
Cocktail dinner on boat “Gavroche”

The boarding is from 7pm to 7:30 pm. The boat is at the Arsenal Harbor (Port de l’Arsenal), in front of the Canaurama office at Boulevard de la Bastille 50 (here in green). Use line 1, 5 or 8 to reach Metro station “Bastille”. Walk out through exit 4 called “Port de l’Arsenal”.

![Map of Bastille area with Cockpit dinner location marked]

![Aerial view of Bastille area with Cockpit dinner location marked]
Day 2: Tuesday, September 17

Agenda

Morning

8:00 Meeting point at 38 Boulevard de Vaugirard

9:00 – 12:00

Orsay Hospital Center

The New Hospital Organization and the Future Orsay-Longjumeau Hospital –
Cédric Lussiez & Vincent Lebon

Cédric LUSSIEZ will present the recent merger project of the Lonjumeau (377 beds) and Orsay (185 beds) hospitals. As part of the Groupe Hospitalier Nord-Essone (GHNE), the two hospitals were already forging closer ties for several years (common direction, pooling of resources). This merger project should allow to reinforce outpatient care (OC) within the hospital and to develop closer ties with other healthcare providers in its territory. He will specifically address the role of hospitals on their territory as well as governance issues in healthcare institutions.

As closer ties between the world of research and hospitals are promoted by public authorities, Pr. Vincent LEBON will present a project called PASREL that aims to develop closer ties with the research ecosystem on the territory.

12:00 – 13:00 Lunch (cost included)

Afternoon

14:00 – 17:00

Site visit to the Health Center “Les Allées”

Presentation of the Health Center “Les Allées” – Damien Nicolini & Cédric Arcos

Health centers are at the heart of current evolutions concerning primary healthcare. Their creation has been strongly encouraged for many years by public authorities. They require a coordinated exercise of health professionals. Damien NICOLINI has created in 2012 a multi-professional health center located in Corbeil-Essonnes (a suburb city located 40 km from Paris) with multiple activities: dermatology, pediatrics, general medicine, podiatry.

The Potential of Health Neighborhoods – Philippe Soulié

As the Île-de-France Regional Delegate of the French Hospital Federation (FHF), Philippe SOULIE will advocate for more cooperation between healthcare providers. The French health system is quite stratified and hospital-oriented. However, more inclusive forms of territorial cooperation tend to emerge and to bring together all healthcare providers in a specific geographic area.

18:00 Back at the Montparnasse train station

19:00 Open Dinner Arrangement (cost not included)
Keynote Speakers

Tuesday Morning, September 16

Cédric Lussiez, CEO, Hospital Group Nord-Essonne

Cédric Lussiez has obtained master's degrees in Economics, History and Health Management, the latter in 1998. Since then, he has worked widely in hospital management, and became the CEO of the Groupe Hospitalier Nord-Essonne (GHNE) in March 2019. Through his professional experience, he gained various interpersonal skills and a proven ability to make people work together. He has strong interest in new technologies for hospitals.

Tuesday Afternoon, September 17

Damien Nicolini, President, Espace Vie

Damien Nicolini is trained as a nurse and is involved in various organizations to optimize the coordination of primary care in Corbeil-Essonnes. In 2012, he created a multi-professional health center and the same year, he participated to the creation of the first Health Regional Professional Community of Île-de-France. In 2016, he established the Primary Care Coordination Platform and became the manager of the LLC “Health Innovations”. Since 2012, he is the President of the association Espace Vie.

Philippe Soulé, Regional Delegate, French Hospital Federation

Philippe Soulé is currently the Île-de-France Regional Delegate at FHF (French Hospital Federation). Prior to this, he accumulated a wide professional experience within hospitals, mainly among Saint-Maurice Hospitals and the Intercommunal Hospital Centre of Créteil, where he was General Secretary. He stands for more cooperation between all health establishment.
Locations

08:00 am **Departure of the bus at 8am at 38 Boulevard de Vaugirard**, in front of the Montparnasse station (Subway lines 4, 6 12, 13). Please make sure to arrive at least 5 minutes in advance.

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**Orsay Hospital Center**
4 Place du Général Leclerc, 91400 Orsay

The Orsay Hospital is part of the Nord-Essone Hospital Group, gathering the sites of Juvisy, Longjumeau and Orsay. This will act as an illustration of the new hospital organization.

Website: [Nord-Essone Hospital Group](#)

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**Health center « Les Allées », Corbeil-Essonne**
25 Allée Aristide Briand, 91100 Corbeil-Essonnnes

« Les Allées » is a small multiprofessional health center (literally *health house*) established with the help of LLC Innovation Santé. This center gathers 37 health professionals from 11 professions.

Website: [Les Allées](#)

The bus will drive us to the health centre and will later drive us back to Montparnasse train station. We should be back in Montparnasse at 6pm.
Day 3: Wednesday, September 18

Agenda

Morning

9:00 – 12:00

National Assembly

Reforms of the French Health System – Alexis Thomas, Lamine Gharbi, Jean-Paul Ortiz & Didier Jaffre

As the chief of staff of the French Hospital Federation (FHF), Alexis THOMAS will tackle the topic of recent reforms of the health system and their impact on public hospitals, especially from the point of view of internal organization (recruitment issues, etc.).

Didier JAFFRE is the director of healthcare services at the Île-de-France Regional Health Agency (ARS). His intervention will present actions taken by ARS in the fields of healthcare planning, public health policy implementation, and hospital management.

Lamine GHARBI is the president of the French Private Hospitals Federation (FHP). With a strong experience in hospital management, his presentation will focus on the situation of private hospitals in France but also on new forms of cooperation that may arise with public hospitals.

Dr. Jean-Paul Ortiz is the president of the Confederation of French Medical Syndicates (CMSF). He will specifically highlight issues regarding medical demography and community-based practice.

12:00 – 13:30 Lunch at Chez Françoise (cost included)

Afternoon

14:00 – 17:00

Île-de-France Regional Council

Health system financing and its evolution – Marion Lelouvier & Philippe Naty-Dauphin

As the chief of staff of the National Federation of French Mutuality (FNMF), Marion LELOUVIER will address related topics concerning supplemental insurance (RC), which is increasingly involved in the French health system.

Philippe NATY-DAUFIN is the advisor to the President of the National Health Insurance Fund (CNAM), the compulsory social security scheme (RO). He will present the financing of healthcare providers by social security bodies, but also their actions in the field of risk management.
Overview of the organization and evolution of home care in France – Elisabeth Hubert

Dr. Elisabeth HUBERT, former French Minister of Health, is the president of the National Federation of Home Hospital Care Facilities (FNEHAD) and of Home Hospital Care (HAD France). She will present recent challenges regarding home care in France. Indeed, there are strong patient expectations regarding alternative forms of care, including outpatient care and home care (87% of patients would like to be cared for at home). Over the past 10 years, home care activity in France has almost doubled, reaching 4.9 million days of hospitalization in 2016.

17:15 – 18:30 Musée Rodin visit (cost included)
Keynote Speakers

Wednesday Morning, September 18

Lamine Gharbi, President, French Private Hospitals Federation (FHP)

Lamine Gharbi has a PhD in pharmacy studies, as well as two master's degrees, one in pharmaceutical industry management, the other in economics and management of healthcare facilities. He started working in the private hospital sector in 1990, before creating Cap Santé, a regional group of thirteen healthcare facilities. In 2014, he became the president of the president of the French Private Hospitals Federation. In parallel, Lamine Ghabi is involved in union action.

Didier Jaffre, Director of Healthcare Provision, Regional Health Agency Ile-de-France

Didier Jaffre is the Director of the care offer at the Regional Health Agency of Ile-de-France. He has a PhD in Health Economics, and is also the author of numerous contributions on planning, hospital cooperation and health equity topics.

Jean-Paul Ortiz, President, Confederation of French medical Syndicates (CMSF)

Jean-Paul Ortiz is a medical doctor, specialized in nephrology. He also obtained a Master of Medical Management (ESCP). In 1990, he founded the Saint-Roch haemodialysis center. Between 1997 and 2014, he was the President of the Union of Liberal Nephrologists, and President of the National Union of Private Hospitalization Physicians (Symhop) between 2003 and 2014. Since then, he is the President of the Confederation of French Medical Unions (CSMF) since March 2014 (re-elected in March 2018) and director of the journal Médecin de France since July 2015. He is also the Vice-President of the National Center of Health Professions (CNPS) since June 2014 and the Vice-President of the National Union of Health Professionals (UNPS) since July 2015.
Alexis Thomas, Chief of staff, French Hospital Federation (FHF)

Alexis Thomas is the chief of staff of the French Hospital Federation since March 2018. Before joining the FHF, he served as a human resources director at Nancy University Hospital, as chief of staff at Angers University Hospital, and as hospital advisor to the director general for healthcare at the French Ministry of Health and Solidarity. In parallel, he works at higher education institutions as a teacher, member of dissertation examination committees and corrector of admission exams. Moreover, he is secretary general of the Association for Hospital Research and Development.

Wednesday Afternoon, September 18

Elisabeth Hubert, President, Home Hospital Care (HAD)

Elisabeth Hubert is a physician, politician and businesswoman. She was first elected to Parliament in 1986. In 1996, she became Minister for Health under the first government of Alain Juppé, before orienting herself towards the pharmaceutical industry. At present, she is the president of Home Hospital Care (HAD France) and the president of the National Federation of Home Hospital Care Facilities (FNEHAD).

Marion Lelouvier, Chief of Staff, Fédération Nationale de la Mutualité Française (FNMF)

Marion Lelouvier joined the Fédération Nationale de la Mutualité Française (FNMF) in 2008 as head of the financial sector and project manager for corporate social responsibility. In 2018, she became the FNMF President’s Office Director. The FNMF regroups more than 500 supplemental insurance and defends their interests.

Philippe Naty-Daufin, advisor to the President, National Health Insurance Fund (CNAM)
Locations

National Assembly
101 Rue de l'Université, room 7044, 75007 Paris

In September 2018, the National Assembly adopted the "Ma Santé 2022" bill, a major health reform that aims at improving access to care in France.
Website: National Assembly website

To get there

Subway: Line 12, Metro station « Assemblée Nationale » (4-minutes walk)

Chez Françoise, restaurant:
There is a 5-minute walk from the National Assembly to Chez Françoise:
Conseil Régional Île-de-France
33 Rue Barbet-de-Jouy, 75007 Paris

From Chez Françoise to the Île-de-France Regional Council, we can either

walk 15 minutes through Rue de Constantine

OR

Use the subway line 9 from Les Invalides to Saint-François Xavier (10 min)
Day 4: Thursday, September 19

Agenda

Morning

8:15 Meeting point at 38 Boulevard de Vaugirard

9:00 – 12:00
Institut Gustave Roussy

Presentation of the Wellness Center – Sarah Dauchy

The future Wellness Center at Gustave Roussy institute would be the first wellness center only dedicated to cancer patients. Within a living and relaxing environment, complementary therapeutic programs will take place to enhance patients’ quality of life.

The Role of Unicancer – Sandrine Boucher

Sandrine BOUCHER is the Medical Strategy and Performance Director of Unicancer, which brings together the French Comprehensive Cancer Centers (CLCC). She will present the role and organization of CLCC in the French healthcare system, but also the vision carried by the Unicancer federation.

Round table on the Role of Hospitals in Innovation – Sandrine Boucher, Pierre Lebon & Enguerrand Habran

Enguerrand HABRAN is the director of the FHF Research & Innovation Fund. This fund, created by the French Hospital Federation (FHF), aims to promote, drive and support innovation in health.

As director of the consulting, innovation and international department of the French Hospital Purchasing Network (Resah), Pierre LEBON, will present innovations in the field on hospital purchases. In the context of 2016 new regulations that have forced hospitals to pool their purchases, this support function has significantly changed. For many years, Resah also supports in parallel innovative health initiatives.

Sandrine BOUCHER will insist on different initiatives deployed by Unicancer in the field of innovation. Created in 2014, the Unicancer innovation award is the only award dedicated to oncology in France, highlighting innovative initiatives in the French Comprehensive Cancer Centers (CLCC).

12:00 Lunch (Cost Included)

13:15 Departure from IGR to Lab Santé by private bus
Afternoon

14:00 – 16:30

Lab Santé

Health, Innovation and start-ups – Jean François Dhainaut, Maud Saporta & Edouard de Saint-Exupery

Jean-François DHAINAUT is the Director General of Lab Santé Île-de-France, which was created as a non-profit foundation in 2016 with the aim of coordinating all actors who take part in the development of innovative health solutions, especially by providing intermediation services (experimental field research, partnership research, evaluation programs).

17:00 – 19:00 Orsay Museum visit (Cost included)
Keynote Speakers

Thursday Morning, September 17

Sandrine BOUCHER, Medical Strategy and Performance Director, Unicancer

Sandrine Boucher worked between 2000 and 2007 as a consultant for Capgemini Consulting. Afterwards, she contributed to develop audit activities in cancer centers. In 2017, she became the head of Medical strategy and performance at Unicancer. She is in charge of various tasks, including supporting the deployment of the care strategy in the 18 member institutions, and strengthen the development of good management practices in cancer centers.

Enguerrand HABRAN, Research & Innovation Fund Director, FHF

Enguerrand Habran is director of the French Hospital Federation Research & Innovation Fund. This fund aims to promote, drive and support innovation in health. He is also a member of the scientific council of Institut Mines-Télécom, the leading group of engineering and management schools in France. Previously, he worked in the field of biotechnology. Subsequently, from 2010 to 2015, he co-founded and headed a company in the field of artificial intelligence. Then in 2014, he created the association New Health in order to emerge and support innovation in the field of e-health and chaired until February 2016, when he joined the FHF Fund.

Pierre LEBON, director, consulting, innovation and international department, Resah (Hospital Purchasing Network)

Thursday Afternoon, September 17

Jean-François DHAINAUT, Director General, Lab Santé, Paris

Jean-François Dhainaut is the Lab Santé Director General, as well as Professor Emeritus at the Paris Descartes University. From 1999 to 2004, he was Dean of the Faculty of Medicine Cochin Port-Royal and founded the incubator Paris-Biotech-Santé in 2000. In 2004, he was elected president of the University Paris Descartes, then named president of the High Council of Biotechnology from 2011 to 2014, and of the Interregional Group of Clinical Research and Innovation of Ile-de-France from 2012 to 2016. He is a member of the Supervisory Board of the Foundation for Medical Research since 2015.
Locations

08:15 am Departure of the bus at 8:15am at 38 Boulevard de Vaugirard. Please make sure to arrive at least 5 minutes in advance.

Gustave Roussy Institute
114 Rue Edouard Vaillant 94800, Villejuif

Gustave Roussy is the premier European Cancer Centre. It is a centre for patient care, research and training, and patients with all types of cancer can be treated there. This center is one of Unicancer’s member. Website: Gustave Roussy Institute

Le Lab Santé
29 Rue du Faubourg Saint-Jacques, 75014 Paris

The ‘Lab Santé’ supports all innovative project leaders in health, mainly by bringing together public and private actors. Its relationships with the health ecosystem make ‘Lab Santé’ a key player in the health innovation sector. Website: Lab Santé website
Day 5: Friday, September 20

Agenda

Morning

09:00 – 12:00

The French Association of Pharmaceutical Companies (Leem)

The challenges of innovation and the health companies’ strategy – Stéphane Roques, Jacques Lewiner, Philippe Lamoureux

CEO of Medicen, Stéphane ROCQUES will present the Paris Region’s health competitiveness cluster. Including more than 350 companies, research centers, universities, hospitals and local authorities as members, this cluster aims to create a favorable environment to develop innovative health technologies.

Jacques LEWINER is a Physicist and Investor with a strong experience in the creation of various technology-oriented start-up companies. As the author of a government-commissioned report published in March 2018 focusing on ways to help companies to increase their innovation effort, he will provide an insight on this topic.

As the Director General of the French Association of Pharmaceutical Companies (LEEM), Philippe LAMOUREUX will specifically address the stakes of the pharmaceutical sector. He will present the importance of this sector in the French economy (98 786 people directly employed by pharmaceutical companies in 2016) especially regarding supporting innovation (€ 4.5 billion invested in R&D).

12:00 – 13:00 Lunch (Cost included), Wrap-up and Closing Remarks – Eric de Roodenbeke & Cédric Arcos
Keynote Speakers

Friday Morning, September 20

Philippe Lamoureux, Director General, The French Association of Pharmaceutical Companies (Leem)

Philippe LAMOUREUX studied economics and private law at Université Paris 1 Panthéon-Sorbonne, before studying at the ENA. He worked as technical advisor at the Ministry of Health and Humanitarian Action office in 1992 and at the Ministry of Employment and Solidarity between 1998 and 2001. In between, he joined the Medical Drugs Agency, first as program officer, then as Secretary General. Between 2002 and 2008, he was the Director General of the National Institute for Health Prevention and Education. Since 2008, he assumes the position of Director General at the French Association of Pharmaceutical Companies (Leem).

Jacques LEWINER, Professor and Honorary Scientific Director, ESPCI ParisTech

Jacques Lewiner is a Physicist and Inventor. He is Professor and Honorary Scientific Director of École Supérieure de Physique et de Chimie Industrielles (ESPCI Paris). Jacques Lewiner has carried out basic and applied research in various domains of Physics. In parallel with his research, Jacques Lewiner has developed many practical applications of his work. He has filed almost 200 patent applications leading to some 1000 patents in France and foreign countries. A significant number of these patents have been either licensed or sold. He has also participated in the creation of various technology-oriented start-up companies, many of which have experienced a strong (and in some case spectacular) growth.

Stephane ROQUES, CEO, Medicen

Stéphane Roques has a first-degree diploma in sociology and later graduated from the Master Grande Ecole NEOMA BS in 1995. The same year, he joined the audit and consulting firm Arthur Andersen for 7 years. As of 2002, he successively became General Secretary of the AFM-Telethon, of the Myology Institute, and of Genethon. He was also the CEO of Genosafe, a start-up dedicated to viral security. In 2013 he was appointed CEO of MSF Paris group and became a member of the worldwide Comex. Mid-2018 the Medicen Paris Region cluster appointed Stéphane Roques as its new CEO to develop the cluster and reaffirm its leading European position.
Locations

The French Association of Pharmaceutical Companies (Leem)
58 Boulevard Gouvion-Saint-Cyr, Room 2, 75017 Paris

The French Association of Pharmaceutical Companies have the mission to represent and defend the drug industry, lead the conventional policy with the State, negotiate with social partners, as well as promote and defend ethics.
Website: Leem

To get there

Subway: Line 1, metro station Neuilly – Porte Maillot (4-minutes walk)
OR
Train: Line RER C, train station Neuilly – Porte Maillot (4-minutes walk)
Organizers and Facilitators

Eric de Roodenbeke, CEO, International Hospital Federation, Geneva, Switzerland

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. 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 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).

Cédric Arcos, Deputy Director General, Region Ile-de-France

Cédric Arcos is graduated from Sciences Po, from the French National School of Public Health and from the High Institute for Social Protection. He is currently the Deputy CEO of Paris Region, in charge of healthcare affairs, solidarity policies, sport and modernisation. He occupied different high responsibilities in French hospitals, as Human Resources Director of Academic hospital of Lyon and as Chief of staff of this hospital. For 6 years, from 2011 to 2017, Cédric Arcos was deputy CEO and CEO of the French Hospital Federation, institution that, in France, represents all public hospitals. Cédric is in charge of teaching healthcare policies at Sciences Po Paris and the author of different books such as « ethics and management », published in Paris in 2010 and « Reforms of hospitals and Hospital reform » published in 2014. Very involved in international affairs, he was recently elected Governor of the International Hospital Federation and is also the Ambassador for healthcare relationships between France and Denmark.
The participants

Dr Christopher Abeid, Ag. CEO, The Nairobi Hospital, Kenya

Dr. Christopher Abeid worked at Yale School of Medicine, Department of Internal Medicine, USA from July 1, 2010—June 30, 2012 while he was a Nephrology Fellow at Yale. After graduating from Medical School in Kenya in 1998, he worked in Kenya, both in the Private and Public Sector, then joined Johns Hopkins Health System for internship and residency. He was elected a Chief Resident in 2007 and worked subsequently in that system. He was recruited to Yale University School of Medicine in July 2010 to join Nephrology Fellowship Training Program. While here, Dr. Abeid was trained in Hemodialysis and Peritoneal Dialysis as well as General Nephrology. He became totally proficient at placement of dialysis catheters, urine microscopy and kidney biopsies. Dr. Abeid graduated from the fellowship program in June 2012. He sat for both Medical Boards and was certified by the American Board of Internal Medicine for Internal Medicine in 2007 and Nephrology in 2012. He is an outstanding physician and even better nephrologist. Eventually, Dr. Abeid returned to Kenya in 2015 and joined MP Shah Hospital as a Nephrologists and Hypertension Specialist and Medical Director. In 2018, Dr. Abeid joined The Nairobi Hospital as a Medical Director and currently is the Acting Chief Executive Officer of The Nairobi Hospital.

Saif Abdulla Saeed Al Wali Albedwawi, CEO, Hatta Hospital, Dubai Health Authority, United Arab Emirates

Dr Saif Abdulla Albedwawi is the current CEO of the Hatta Hospital (Hatta city), a community hospital that combines both the primary and the secondary care services with 63 inpatient beds, and 532 employees. Dr Saif trained as an orthodontist in Umea University, Sweden. While assuming his responsibility as CEO at the Hatta Hospital, he followed an executive leaders’ program at the Mohammad Bin Rashid center for leadership development and can therefore provide expertise in this field.

Jehan Al Fannah, Head of Performance Improvement, Royal Hospital, Muscat, Oman

Jehan Al Fannah is leading hospital performance improvement using lean methodologies since 2017. She is currently working at a tertiary care public hospital (Royal Hospital, Muscat – Oman). Prior to that she was the director of pharmaceutical care department in the same hospital and worked intermittently with the WHO headquarters on various topics such as expert committee on drug dependence and committee on medication use in children. She graduated with an MSc in clinical pharmacy in 2003 from Strathclyde
University, Scotland. She also has an executive MBA since 2011, from Hull University. She is a certified professional in healthcare quality and in lean. Her current interests are improving hospital performance, patient experience and talent activation.

**Dr Harith Al Harthy, Head of the Hospital Administration, Royal Hospital, Muscat, Oman**

Harith Al Harthy is an Alumni of London school of hygiene and tropical medicine and trained as an internist within Oman medical speciality board, Oman. He has worked in primary health care facilities, secondary care facilities, national program management and currently working as the innovation officer of the royal Hospital in Oman. He is supervising the national liver transplantation program of Oman and is a trained LEAN health care practitioner and trainer. His interest is in the field of health systems improvement and sustainability.

**Maryam Mohd Al Rayssi, CEO, Dubai Hospital, Dubai Health Authority, United Arab Emirates**

Dr. Maryam Mohammed Abdulla Al Rayssi is the CEO of Dubai hospital, a major tertiary care centre under Dubai Health Authority. Dr. Maryam has 25 years of clinical experience in the field of Obstetrics and Gynecology with Specialization in Laparoscopic and Endoscopic surgeries and Infertility and Reproductive Medicine. She is a part of several prestigious projects in DHA and has proved her mettle as an excellent administrator and a clinician. Prior to her role as a CEO, she was extensively involved in teaching under and postgraduate medical students and had held the esteemed post of Director of Residency program for several years. She has chaired several Scientific committees and has published several papers.

**Dr. Fahad Omar Baslaib, Consultant Interventional Cardiologist & CEO, Rashid Hospital, Dubai Health Authority, United Arab Emirates**

Dr Fahad O. Baslaib graduated from the Royal College of Surgeons in Ireland in 1996. Afterwards, he first interned and then took up residency from Department of Health & Medical Services, now known as the Dubai Health Authority (DHA), working in the field of Internal Medicine and Cardiology. From 2001–2008, Dr Fahad worked at the University of Toronto, first holding an Internal Medicine residency post, then a Cardiology Fellowship and an Interventional Cardiology Fellowship. During his time abroad, he obtained the American and Canadian Boards of Internal Medicine and Cardiology as well as the Fellowship of Interventional Cardiology. From September 2008, Dr Fahad was Consultant Interventional Cardiologist and Head of the Cardiology Department at
Rashid Hospital, Dubai, and a post he held until May 2018 when he was appointed the CEO of Rashid Hospital. He is the ex-President of the Emirates Cardiac Society and has a special interest in acute coronary syndrome and hypertension. Dr Fahad is an Active speaker, Moderator and Chairperson of Local, Regional and International conferences. He is involved actively in research, registries, steering committees and Advisory boards of major researches and guidelines in the region. Dr Fahad established the Heart Team and TAVI program in Dubai Health Authority in December 2011. By the end of 2014, the Heart team became a TAVI Center of Excellence, which was awarded by the American Authority (first Center in the Middle East). Dr. Fahad became an expert trainer for this procedure locally and internationally.

Ms Loh Shu Ching, Division for Central Health Executive Director, Tan Tock Seng Hospital, Singapore

Ms Loh Shu Ching is the Executive Director of the Division for Central Health (DCH) at Tan Tock Seng Hospital (TTSH). DCH supports TTSH and its network of partners to serve the 1.4 million population in Central Singapore. She has more than 20 years of experience, with 9 of these in the Community Care sector. She started her career in the healthcare industry with TTSH where she rotated through various administrative and operational units including Medical Records, Case Management and Inpatient and Community Operations. She was seconded to the Home Nursing Foundation (HNF), a social service agency, as its General Manager in April 2009. At HNF, she initiated HNF’s partnership with GPs to provide multidisciplinary home care services. In 2011, she became the CEO of Ren Ci Hospital. Ren Ci Hospital is a multi-service provider in the community that runs a Community (Rehab) Hospital, a Chronic Sick unit, Nursing Homes, and Day Care Centers. During her 7-year tenure, Ren Ci doubled its bed capacity, expanded its services with 2 new nursing homes and 3 Senior Care / Day Centers, and strengthened its partnership with TTSH. Shu Ching obtained a Bachelor of Arts (Honors) in History from the National University of Singapore and a Master of Arts in Healthcare Administration from the University of Iowa.

Prof Philip Choo, Group CEO, National healthcare Group, Singapore

Professor Philip Choo is Group CEO of the National Healthcare Group (NHG) since January 2015. He leads in the transformation of care, as NHG evolves in its continuing journey as the Regional Health System (RHS) for Central Singapore. This is to prepare the healthcare system for the aging population by providing the right care for all segments of the population, from the living well to the moderately ill to the frail elderly and leaving well. NHG aims to deliver integrated healthcare services and programs that help in “Adding Years of Healthy Life” to all Singaporeans. Professor Choo is recognized as an international Geriatrician with over 25 years as a practicing Clinician. He was
awarded the Tan Tock Sang Hospital (TTSH) Doctor of the Year in 1996. Professor Choo’s contribution during the SARS epidemic, heading the medical team, earned him the National Day Public Service Star Award in 2003. Professor Choo was awarded the National Day Public Administration Medal (Silver) in 2011, National Day Long Service Medal in 2015, and recently being awarded in the National Day Public Administration Medal (Gold) 2019. Professor Choo serves on several Boards which include the NHG-John Hopkins Singapore Institute Pte Ltd, Ren Ci Hospital, Ang Mo Kio-Thye Hua Kwan Hospital and Assisi Hospice. He is also on various Minsitry of Home Affairs for Singapore Prison Service and also member of various committees such as Medical Advisory Board to MINDEF and SAF, Ageing Research Institute for Society and Education Advisory Board at Nanyang Technological University (NTU), Community for Successful Ageing Advisory Committee and Lee Kong Chian School of Medicine Governing Board.

Yannick De Clercq, Board Member, University of Ghent and University Hospital of Ghent, Belgium

Yannick De Clercq obtained his law degree from Ghent University in July 1977. He then left for the United Kingdom in September of the same year. He graduated from King’s College of London University in November 1978 with a master’s degree in law. In 1977, he registered at the Ghent Bar Association. From September 1977 to 31 January 2018, he was a practising lawyer. By royal decree of 6 July 1987, he was appointed as government commissioner at Ghent University and the University Hospital of Ghent by His Majesty the King with effect from 1 July 1987. Since 1 October 2018, he has also been government commissioner at Hogeschool Gent, Arteveldehogeschool, Hogeschool West-Vlaanderen and Odisee. He is a member of the General Council of the Vlerick Leuven Ghent Management School. From 1 October 2018 to June 2019, he was government commissioner at Odisee. Since 1 August 2019, he has resumed the position of chairman of the college of government commissioners of higher education. From 1 September 2019, he will also act as a relationship officer for Vlerick Business School. He is a member of the board of directors and chairman of the executive committee of the PLC Incubation and Innovation Centre UGent.

Maria Emilia Gil, Senior Consultant, Catalana Hospital, Health & Social Services Association, Barcelona, Spain

Mª Emilia Gil has been Senior Consultant of Fundació Unió Catalana d' Hospitals since mai 2019, and associate professor of Strategic Health Management from the University of Barcelona. Previously Deputy General Manager of MútuaTerrassa (Barcelona, Catalonia, Spain) for 11 years. She has more than 30 years experience in Healthcare Management assessing international strategic transformation of organizations in the Healthcare and
Health services in insurance and social care. Founding partner and director of Antares Consulting for ten years. She is currently member in different advisory committees related to the strategic aspects of the health sector. She has a degree in Sociology and Nursing from the Universitat Autònoma de Barcelona and specialized training in senior management by ESADE and IESE Business Schools. She has a Master degree in Management of Organizations in the Knowledge Economy from the Universitat Oberta de Catalunya and a Master’s degree in Health Economics from the Universitat de Barcelona. She received the 2013 MC Award for managerial involvement in Human Resources.

Reynaldo Holder, Advisor, Hospital Del Niño, Panama

Reynaldo Holder is an experienced senior specialist in health systems strengthening, health services organization, and healthcare management with ample experience in Latin American and Caribbean health systems. He was trained as a medical doctor and specialized in paediatric medicine. He later obtained a Master Degree in Health Services Management. He entered the Pan American health Organization (PAHO) in 2002 as advisor on health systems and services, first in Belize, then in Barbados. From 2007 to 2017, he was advisor on hospitals and integrated health care delivery at PAHO’s Regional Office in Washington D.C. As a senior advisor, he was responsible for providing expert guidance and technical cooperation in health systems to Member States, country offices and regional programs. Since 2017, he is an international PAHO consultant, and supports technical cooperation programs in the English-speaking Caribbean Member States. Among his main contributions and achievements, he is a core member of leadership teams that worked on the development, regional debates, and coordination processes for the approval of prominent PAHO policy documents. He also led the development and implementation of regional programs and projects in health services organization and management.

Mindy Matthews, Director of Care Management and Clinical Integration, Affinia Health Network, Grand Rapids (MI), USA

Mindy Matthews is the Regional Director of Care Management and Clinical Integration for a large Clinically Integrated Network in West Michigan. Her focus is on population health efforts and the quality and utilization of members in risk-based arrangements. She oversees all aspects of clinical care transitions throughout the system and has direct oversight of care management, the post-acute network, and supportive care services. She is also heavily focused on creating solutions to address social determinants of health needs and integrating community resources with the health care organization. Prior to this work, she spent time with two other large health care systems building out clinical programs for patients with chronic illness and those with behavioral health needs. She
received a Bachelor of Science and Master of Nursing degree from the University of Michigan and a Bachelor of Nursing degree from Grand Valley State University.

**Laimutis Paškevičius, Director, JSC SK Impeks Medical Diagnostic Center, Vilnius, Lithuania**

Laimutis Paškevičius has MD and MBA backgrounds and has close to 20 years of experience in Healthcare Management, Quality Management and Medical Tourism. He began his career in public service in 1997, and has 7 years of experience serving in numerous positions in the Ministry of Health and as an adviser to the minister of healthcare. He served as a national expert in the area of Healthcare Human Resources Planning (WHO) and was responsible for the transposition and implementation of the EU directives in the area of free movement of persons. Since 2017, is a Chairman of the Board of the Maden Holding S.A. Lithuanian Affiliation, which supervises 13 companies in healthcare, dental care, beauty and other areas. Dr. Paškevičius is the CEO and Chairman of the board of one of the largest private healthcare institutions in Lithuania - Medical Diagnostic and Treatment Center, JSC (460 staff). Since 2006 he is the President of Lithuanian Private Healthcare Institutions Association. Since 2013, he is a Council Member of the Association of Managers Physicians of Lithuania. Dr. L. Paskevicius is also one of the pioneers of medical tourism in Lithuania founding and leading the Lithuanian Medical Tourism Association “Medical Lithuania”. He currently is a Presidium member of the Chamber of Tourism and member of the Lithuanian Tourism Board. He had a key leadership role in establishing the Lithuanian Medical Tourism Cluster “LitCare” and is now serving as Chairman of the board of the cluster. He was also elected as President of the Lithuanian Clusters Association (2014-2019). Being involved in Healthcare quality and patient safety issues internationally and nationally, L. Paskevicius served 4 years as a member of Executive Board of the European Society for Quality in Healthcare (ESQH) and currently is a Deputy President of the Lithuanian Health Care Quality Association and a Deputy Chairperson of the Foundation for Patient Safety, Innovations and Quality. Dr. L. Paskevicius is also a Presidium member and Head of Health Committee of the Lithuanian Business Confederation as well as of the Lithuanian Business Employers’ Confederation. Finally, he is also a lecturer at Vilnius University Faculty of Medicine (from 2010).

**Dr Muna AbdulRazzaq Tahlak, CEO, Latifa Hospital, Dubai,**

Dr Muna AbdulRazzaq Tahlak is the Chief Executive officer (CEO) of Latifa Women and Children Hospital (a 340-bedded specialised hospital) of Dubai Health Authority (DHA), Government of Dubai, UAE since 20 March 2014. She is also Adjunct Faculty at Mohamed Bin Rashid University, Dubai, UAE. Dr Tahlak is an obstetrics and gynaecology consultant and the first Emirati lady to complete her specialization in obstetrics and gynaecology from the
John Hopkins Hospital, United States of America (USA). In 1997, she graduated from the Royal College of Surgeons of Ireland and topped her class in pathology. She is American Board Certified in Obstetrics and Gynecology and a fellow of the American Congress of Obstetrics and Gynecology since 2005. Prior to joining the Dubai Health Authority (DHA), Dr Tahlak worked in USA as an obstetrics and gynaecology consultant from 2004 to 2006. Dr Muna joined Latifa Women and Children Hospital, Dubai Health Authority on 15 November 2006 as a Consultant Obstetrician/Gynaecologist. She later held the posts of Assistant Head of Obs/Gyn and Head of Obs/Gyn at Latifa Hospital. During her tenure as the head of the department, Dr Tahlak developed the minimal invasive surgery services at the hospital. She established the outpatient office hysteroscopy procedure at the hospital without the need for hospitalization or anaesthesia as it used to be done previously. She also served as the Director of Obs/Gyn Residency Program of DHA from 2007 till 2010. She is a member of several esteemed national and international societies and associations which includes: Ex-President of Obstetrics and Gynaecology of Emirates Medical Association; Member of American Congress of obstetricians and gynaecologists; Member of American Association of Gynaecologic Laparoscopists; Member of International Hospital Federation (IHF) Governing Council. Dr Tahlak regularly participates in various conferences as a speaker, she has received various awards for excellence in her field and she provides training for resident doctors. Dr Muna has many publications in peer reviewed journals.

Anna Riera, International Affairs Director, Catalan Hospital, Health & Social Services Association, 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 Autónoma 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.

A/Prof Pek Wee Yang, Chairman of the Medical Board, Senior Consultant in the Department of General Medicine, Khoo Teck Puat Hospital, Singapore

A/Prof Pek Wee Yang is Chairman, Medical Board (CMB) at Khoo Teck Puat Hospital. He is also Senior Consultant in the Department of General Medicine at KTPH. He is an accredited respiratory specialist, proficient in general respiratory and critical care medicine. He is a Fellow of the Academy of Medicine (Singapore) and Fellow of Royal College of Physician of Edinburgh. He is also a Fellow of the American College of Chest Physicians. A/Prof Pek is the Clinical Lead and Consultant in-charge of pulmonary physiology and Sleep Laboratory at KTPH. He sub-specialises in bronchial asthma, allergic airway diseases and chronic cough. He holds several teaching appointments and has been actively involved in teaching at the Yong Loo Lin School of Medicine, National University of Singapore (NUS). He is an Adjunct Associate Professor at Yong Loo Lin School of Medicine, NUS. In addition to his clinical duties, Prof Pek is a member of the Residency Advisory Committee of Internal Medicine.
Transportation and Important Information

Paris Metro Map
Moving within the city of Paris

The RATP (Régie autonome des transports parisiens) is in charge of managing the transportation services.

All Paris Metro Maps are available here. Get more information at https://www.ratp.fr/en

To find your itinary: https://www.transilien.com/en

Access to the airports

Airports propose different types of services to link airports to Paris and the surrounding areas:

- From Paris-Orly: https://www.parisaeroport.fr/en/passengers/access/paris-orly
- Paris City Center: from and to the Airport: https://www.transilien.com/en/page-de-liste-editoriale/paris-airports

Emergency Contacts

Regarding the Study Tour

1. Sylvia Basterrechea +41 78 875 27 98
2. Axel Topçu +33 617 53 21 02

Emergency telephone lines

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
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</thead>
<tbody>
<tr>
<td>Police</td>
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<tr>
<td>Fire service</td>
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</tr>
<tr>
<td>Ambulance – SAMU (emergency medical services)</td>
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General information

- Do not forget to bring your **passport** and keep it with you at all times.
- The dress code is “business formal” at the National Assembly. It is “business casual” for all sites.
- Should you want to take a taxi, keep in mind that it is frequently slower and (always) more expensive than public transport.